

# Special Council Meeting Agenda & Reports

**13 November 2023**

## **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

9 November 2023

## To all Members of the Council

### NOTICE OF SPECIAL MEETING OF COUNCIL

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

**Monday 13 November 2023, commencing at 7.00pm.**

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

Yours faithfully



Lisa Mara  
**ACTING CHIEF EXECUTIVE OFFICER**

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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** Cr Claire Clutterham

**ABSENT**

1. **CONFIRMATION OF THE MINUTES OF THE COUNCIL MEETING HELD ON 6 NOVEMBER 2023**
2. **STAFF REPORTS**

## 2.1 CITYPLAN 2030 - UPDATE 2024 – DRAFT FOR COMMUNITY CONSULTATION

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**REPORT AUTHOR:** Manager, Economic Development & Strategy  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 83664509  
**FILE REFERENCE:** qA129675  
**ATTACHMENTS:** A - B

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### PURPOSE OF REPORT

The purpose of this report is to present to the Council the draft *CityPlan 2030: Shaping Our Future – Update 2024* (the Council's Strategic Management Plan) for the Council's endorsement prior to commencing community consultation and engagement.

### BACKGROUND

The Council's Strategic Management Plan, *CityPlan 2030: Shaping Our Future*, provides the overarching strategic framework for all of the Council's services, projects and decision-making. It is based on a Quadruple Bottom Line approach, applying best practice sustainability principles to guide all decisions as to how the Council plans and delivers its services, facilities and initiatives. The four (4) pillars of integrated sustainability, upon which the Council's strategic plan is based are: Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability.

The *Local Government Act 1999* (the Act), requires Councils to undertake a comprehensive review of their Strategic Management Plan(s) within two (2) years of each Council General Election. Given that a general election of the Norwood Payneham & St Peters Council was held in 2022, a review of the Council's Strategic Management Plan, *CityPlan 2030* needs to be completed by no later than November 2024. However, given the significant role that this document plays in the Council's decision-making framework, it is important for the Council to commence and therefore complete this review as soon as possible.

The requirements for the establishment and review of a Strategic Management Plan are set out under Section 122 of the Act, which states that:

- (1) *A council must develop and adopt plans (which may take various forms) for the management of its area, to be called collectively the strategic management plans, which –*
  - (a) *identify the council's objectives for the area over a period of at least 4 years (the relevant period), and provide a clear indication of –*
    - (i) *the extent to which the council has participated with other councils, and with State and national governments, in setting public policy objectives, and the extent to which the council's objectives are related to regional, State and national objectives; and*
    - (ii) *the extent to which the council has given consideration to regional, State and national objectives and strategies which are relevant to the economic, social, physical and environmental development and management of its area; and*
    - (iii) *the extent to which the council intends to co-ordinate with State and national governments in the planning and delivery of services in which there is a common interest; and*
  - (ab) *provide assessments that relate to the following matters (with particular reference to the relevant period):*
    - (i) *the sustainability of the council's financial performance and position; and*
    - (ii) *the extent or levels of service that will be required to be provided by the council to achieve its objectives; and*

- (iii) *the extent to which any infrastructure will need to be maintained, replace or developed by the council; and*
  - (iv) *anticipated changes in the area with respect to-*
    - (A) *real property development; and*
    - (B) *demographic characteristics of its community to the extent that is reasonable taking into account the availability of appropriate and accurate data; and*
  - (v) *the Council's proposals with respect to debt levels; and*
  - (vi) *any anticipated or predicted changes in any factors that make a significant contribution to the costs of the council's activities or operations; and*
- (b) *identify the principal activities that the council intends to undertake to achieve its objectives; and*
- (d) *state the measures (financial and non-financial that are to be used to monitor and assess the performance of the council against its objectives over the relevant period; and*
- (e) *identify the means by which its activities are to be carried out and its objectives achieved; and*
- (g) *address issues associated with arranging its affairs so as to separate its regulatory activities from its other activities, so far as this is reasonable to do so; and*
- (h) *make provision for the regular review of the charters, activities and plans of any subsidiary of the council.*

Section 122 of the Act also requires the Council to consider the following in the development and review of its Strategic Management Plans:

- address the strategic planning issues within the area of the Council, with particular reference to (and in a manner consistent with) any relevant state planning policy or regional plan under the *Planning, Development and Infrastructure Act 2016*;
- set out the Council's priorities for the implementation of planning policies;
- ensure consistency with the Planning and Design Code under the *Planning, Development and Infrastructure Act 2016*, other than where the Council is proposing amendments to the Planning and Design Code and the Minister has agreed to the implementation of a program to review and amend the relevant provisions of the Code;
- ensure consistency with any relevant statutory policy or plan;
- have regard to the Council's roles and responsibilities under this or any other Act; and the Council's objectives for its area; and
- ensure that members of the public are given a reasonable opportunity to be involved in the development and review of the Plan.

The City of Norwood Payneham & St Peters has satisfied the requirements regarding Strategic Management Plans through the preparation and regular review of *CityPlan 2030*, the Long-Term Financial Plan and the Infrastructure and Asset Management Plans. These documents are also scheduled to be reviewed prior to November 2024.

*CityPlan 2030: Shaping our Future* was originally developed in 2007 and adopted by the Council in July 2008, as a long-term Strategic Management Plan spanning a twenty-year period. This contrasts with the traditional short-term strategic plans, which generally have a lifespan of three-to-five years. Included as part of *CityPlan 2030*, was the establishment of the Review Framework which reflects both the Local Government election cycle of four-year terms and also the long-term nature of the Plan. Establishing a planning horizon to 2030 allows the Council to undertake four (4) updates of *CityPlan 2030* throughout the life of the plan, with a more comprehensive mid-term review undertaken in 2020.

When *CityPlan 2030* was originally initiated in 2007, it was based on an extensive and wide-ranging community engagement program, incorporating a comprehensive Community Visioning exercise which developed the Vision for a preferred future based on the community's shared values, aspirations and priorities. It was through this process that the Quadruple Bottom Line (QBL) model for Well-being, which incorporates the Outcomes of Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability were adopted. From this process, a series of Objectives, Strategies, Indicators and Targets were prepared.

Similarly to the last three (3) reviews (ie 2012, 2017 and 2020), the current review will not involve the redrafting of the Plan. The purpose of this review is to reaffirm the high-level strategic direction of the Council through the format of a progress review, intended to confirm the continued relevance of the Objectives and Strategies and determine whether amendments or additions are required, in order to achieve the Outcomes more effectively, address any emerging issues, or reflect any changes in the Council's or the community's expectations and priorities.

#### **RELEVANT STRATEGIC DIRECTIONS & POLICIES**

The draft Strategic Plan, *CityPlan 2030 – Update 2024*, contained in **Attachment A**, continues to reflect the key policy frameworks which guide the Council's planning and decision-making, which includes sustainable principles and Quadruple Bottom Line (QBL) planning, decision making and reporting.

It is proposed that through the update this commitment to the QBL continue and in turn the four (4) Outcomes of Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability, be retained as the framework for Update 2024 of the Plan.

#### **FINANCIAL AND BUDGET IMPLICATIONS**

The Council has allocated a budget of \$40,000 to undertake *CityPlan 2030 - Update 2024* as part of the 2023-2024 budget. The release of *CityPlan 2030 – Update 2024* for community consultation will incur some costs associated with advertising and undertaking consultation activities. This includes the distribution of promotional postcards, posters and advertisements. Other methods of consultation such as an online survey will be undertaken in-house by Council staff.

#### **EXTERNAL ECONOMIC IMPLICATIONS**

Economic issues identified during the research, consultation and engagement process will be considered as part of the review.

#### **SOCIAL ISSUES**

Social issues identified during the research, consultation and engagement process will be considered as part of the review.

#### **CULTURAL ISSUES**

Cultural issues identified during the research, consultation and engagement process will be considered as part of the review.

#### **ENVIRONMENTAL ISSUES**

Environmental issues identified during the research, consultation and engagement process will be considered as part of the review.

## RESOURCE ISSUES

The *CityPlan 2030 – Update 2024* is being managed by the Manager, Economic Development & Strategy. Staff from across the organisation have and will continue to be involved in reviewing the document, preparing promotional materials and responding to community enquiries as they arise.

URPS has been engaged to assist the Council with the preparation and delivery of the draft *CityPlan 2030 – Update 2024* document.

As part of the review of the document Council staff have been involved in workshops testing the validity and relevance of the Objectives and Strategies of *CityPlan 2030*, and in the data and research used to formulate the changes.

## RISK MANAGEMENT

Whilst a Council can review its Strategic Management Plans at any time, the *Local Government Act 1999*, requires councils to review their Strategic Management Plans within two (2) years of Council General Elections. However, as *CityPlan 2030* is a long-term plan, it is important for the ongoing stability of the Council's future planning and operations that the strategic directions of the Plan are not significantly changed in the middle of the planning cycle. On this basis, it is recommended that adjustments and changes reflect emerging issues and any shifts in the community's priorities, rather than the high-level Outcomes or the Council's overall vision. If the Council has a robust and well considered Strategic Management Plan in place, any adjustments to *CityPlan 2030* should be at the Objectives and Strategies levels only.

Undertaking a review as part of the four (4) yearly cycle of updates of *CityPlan 2030* and consulting with the community as part of the process demonstrates responsible governance and the Council's commitment to authentic and effective community engagement. Failure to consult with the community would demonstrate a lack of commitment by the Council to the overall well-being of the community.

Commencing the process of reviewing *CityPlan 2030* now will ensure that the Council meets its legislative obligations under the *Local Government Act 1999*.

## CONSULTATION

- **Elected Members**

A Workshop was held with Elected Members on 30 October 2023, to 'set the scene' for the review of *CityPlan 2030* and to assess the current Objectives and Strategies contained within *CityPlan 2030*. Elected Members will be involved in and kept informed of the progress regarding the *CityPlan 2030 - Update 2024* at key stages, with further consultation provided to Elected Members throughout the process.

- **Community**

Extensive community engagement was undertaken in 2007 to develop *CityPlan 2030* and further engagement was again undertaken as part of the 2012 and 2017 updates and the 2020 Mid-term review. It is anticipated that the consultation on Update 2024 will once again reflect any emerging issues and shifts in the community's priorities, rather than lead to the overhaul the Vision and Outcomes of the Plan.

Community engagement on *CityPlan 2030 – Update 2024* will be undertaken in accordance with the Council's *Community Consultation Policy*.

- **Staff**

A Workshop was held with Council staff focusing on the objectives and strategies under each of the four (4) Outcomes. The Workshop provided staff with an opportunity to contribute to the review of the Plan and to provide feedback on the whether or not the Objectives and Strategies were still considered to be relevant, whether there was a need to make any modifications based on community expectations and global trends and if there were any gaps in the Strategy.



### Other Agencies

Section 122 of the Act requires the Council to consider the relevant strategies and objectives of key government agencies, and for representatives of these agencies to participate in setting the Council's Objectives and Strategies of *CityPlan 2030*.

Government Agencies, comprising of both Local and State Government, will be notified that the draft *CityPlan 2030 – Update 2024* document is undergoing community consultation and engagement and will be invited to provide comment on the draft document, subject to the endorsement of the draft Plan by the Council.

### DISCUSSION

The framework for the review of *CityPlan 2030*, which was originally prepared in 2007 continues to remain relevant for the 2024 Update. As previously outlined in this report, the Review Framework has been developed to reflect the Local Government Council Election cycle of four-year terms and also the long-term nature of the Plan. A copy of the Review Framework is contained in the draft *CityPlan 2030 – Update 2024* document contained in **Attachment A**.

The planning framework to 2030 allows for four (4) updates of *CityPlan 2030* scheduled in 2012, 2016 (completed in 2017), 2024 and 2028 with an additional Mid Term Review scheduled for 2020. This review constitutes the fourth update of the Plan. Although a review of *CityPlan 2030* is required to be undertaken after each Local Government General Election, it is important that political interests are balanced with the long-term strategies, which were identified during the original consultation process in 2007.

The proposed methodology for the delivery of *CityPlan 2030 - Update 2024* is outlined below:

- Stage 1: Project Initiation
- Stage 2: Council Staff and Elected Member Workshops
- Stage 3: Draft *CityPlan 2030 – Update 2024* and seek Council endorsement to release the document for community consultation and engagement
- Stage 4: Community Consultation and Engagement
- Stage 5: Council Endorsement and Finalisation of Final Draft *CityPlan 2030 – Update 2024*

The draft Plan contained in **Attachment A** ensures:

- the continued alignment of *CityPlan 2030* with current State Government strategic planning documents (both existing and draft) – where common objectives exist; and
- that the Strategies for each Objective reflect new opportunities or changes to priorities, as well as the initiatives which have been identified by the Council.

The draft *CityPlan2030 – Update 2024* has also been reviewed against the following ten (10) considerations identified from statistical and policy research and where appropriate changes have been made to the *CityPlan's* objectives and strategies to strengthen them accordingly.

1. Population growth and character preservation
2. Tree canopy establishment and protection
3. Supporting businesses and economic prosperity
4. Supporting young and old
5. Housing availability and affordability
6. Accessible and attractive neighbourhoods (cycling, walking, parking, open space)
7. Climate change adaptation and mitigation
8. Waste management
9. Community wellbeing, pride and cultural inclusion
10. Smart City

The input provided by Elected Members and staff as well as research of trends emerging from the 2021 ABS Census data and 2023 Remplan economic data, 2021 Business and Residents Surveys, and National, State and local policy have also been used to inform the draft document contained **Attachment A**.

Overall it is clear that the strategic direction of the Council as expressed through *CityPlan 2030* remains relevant and from the two (2) workshops conducted is supported by the Elected Members and staff.

Outlined below is a brief overview of each section. A summary of the full set of changes and revised Objectives and Strategies is contained in **Attachment B**.

## **Vision**

No change is proposed to the Vision and therefore will remain as follows:

*“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.”*

## **Outcomes**

Similar to the Vision, the Outcomes are proposed to remain unchanged.

- **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**  
*A leader in environmental sustainability.*

## **Objectives and Strategies**

As a result of the research and comments, which have been received, a number of changes are recommended to the wording of the existing Objectives and Strategies. Generally the proposed changes reflect the emerging trends and the Council's level of influence and role in delivery, all of which were discussed or raised by Elected Members and/or staff at the workshops. The key themes that were taken into consideration are outlined below:

### *Social Equity Outcome –*

- Increasing the focus on sustainable active transport with a greater focus on integrated transport planning and the importance of creating walkable and cyclable neighbourhoods;
- Increasing disability access and inclusion;
- Increasing access to Wi-Fi;
- Housing diversity (single, intergenerational);
- Neighbourhood improvements and presentation; and
- Community connection.

### *Cultural Vitality Outcome –*

- Acknowledging and celebrating both the existing and newly arrived cultural groups that live in our City; and
- Considering innovative architecture that supports extensions to heritage properties.

### *Economic Prosperity Outcome*

- Reducing the focus on creative industries;
- Focusing on enabling, brokering, facilitating new or innovative businesses that meet a community need or want;
- Focusing on master planning and creating an attractive public realm to support and attract businesses; and
- Supporting social enterprises, community groups and consider co-working spaces.

### *Environmental Sustainability Outcome*

- Focusing on tree canopy in response to the new Tree Strategy;
- Elevating waste management and circular economy to its own objective and providing more direction;
- Biodiversity planning and conservation;
- Sustainable procurement; and
- Focusing on education and volunteering.

### **Indicators and Targets**

*CityPlan 2030 – Mid Term Review* introduced a revised approach to measuring the Council's success whereby Targets are aligned to the four (4) key Outcomes, as opposed to the Objectives. This structure focuses on measuring the Council's achievement against what the Council is striving for, that is the four (4) Outcomes of *CityPlan 2030* – Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability.

Measures of success are outlined for each of the four (4) Outcomes in the Plan and are set at the following three (3) strategic levels:

- **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 in 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.

*CityPlan2030 - Update 2024* does not intend to review or amend these measures.

The purpose of this approach to the targets is to ensure the Council can easily measure and capture information on the progress towards strategic directions of the Plan.

The complete set of Targets are outlined in the draft *CityPlan – Update 2024* document in **Attachment A**. There is no change proposed at this stage.

### **Community Consultation and Engagement**

The community consultation and engagement phase involves releasing the draft *CityPlan 2030 – Update 2024* document to the community for its consideration and comment. The proposed engagement and promotional activities for this stage of consultation are proposed to include the following:

- distribution of a postcard to all households within the City;
- promotion of the draft *CityPlan 2030* engagement opportunities on the Council's website, and on social media channels;
- promotional posters and copies of the draft *CityPlan 2030* document and hard copy feedback forms available at each of the Council's libraries and at the Norwood Town Hall Citizen Service Centre; and
- an opportunity for people to provide feedback via an online survey form available on the Council's consultation webpage.

The intent of the consultation is to seek input and comment from the community on the current Objectives and Strategies and to “test” whether these elements are still effective in working towards the Vision and Outcomes contained in *CityPlan 2030*.

The Council’s *Community Consultation Policy* requires that the Council consult for a minimum of twenty-one (21) days, however given the importance of *CityPlan 2030*, it is proposed that the consultation period be extended to one (1) month. This extended period reflects the importance of the document and provides greater opportunity for the community and stakeholders to provide input into the review of the draft Plan.

In addition to meeting the requirements of the Council’s *Community Consultation Policy*, the Council is also required under Section 122 of the *Local Government Act 1999*, to undertake broader community consultation as part of the review of its Strategic Management Plan.

Specifically, Section 122 (6) of the Act stipulates that:

*A 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 (but nothing in this subsection is to be taken to limit subsection (5)).*

The comments which are received through the community consultation and engagement period, will be reviewed and considered in detail before the final *CityPlan 2030 – Update 2024* document is presented to the Council for endorsement.

## OPTIONS

The Council can choose not to endorse the draft *CityPlan 2030 – Update 2024* document. However the draft *CityPlan 2030 – Update 2024* has been prepared based on the feedback received from Elected Members and staff, as well as extensive research of key trends and drivers of change currently facing society. On this basis, it is recommended that the draft *CityPlan 2030 – Update 2024*, as contained in **Attachment A**, be endorsed by the Council for community consultation and engagement.

## CONCLUSION

*CityPlan 2030 – Update 2024* seeks to reaffirm the high-level strategic direction of the Council through the format of a progress review. The community consultation process will enable the Council to “test” the draft changes that have been proposed and further refine its strategies to achieve the Vision of *CityPlan 2030*.

## COMMENTS

Should the Council endorse the draft *CityPlan 2030 – Update 2024* document, Council staff will undertake community consultation and engagement. At the conclusion of the consultation and engagement period, staff will review the comments and the Council will be presented with the final version of the Plan, which will have taken these comments into consideration.

## RECOMMENDATION

1. That the draft *CityPlan 2030 – Update 2024*, contained in **Attachment A** be endorsed for community consultation and engagement.
2. That the Chief Executive Officer be authorised to make any editorial changes to the draft *CityPlan 2030 – Update 2024*, as necessary, to finalise the document in a form suitable for community consultation and engagement.

# Attachment A

## *CityPlan 2030 - Update 2024* Draft for Community Consultation

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*City of*  
**Norwood  
Payneham  
& St Peters**

City of Norwood Payneham & St Peters  
23ADL-0912  
9 November 2023

# City Plan 2030: Shaping Our Future (DRAFT)

City of Norwood Payneham & St Peters

Update 2024

# City Plan 2030: Shaping Our Future (DRAFT)

9 November 2023

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URPS Ref                                23ADL-0912

### Document history and status

Revision	Date	Author	Reviewed	Details
V1	1/11/23	Z. Hambour	K. Michalos	Initiation of report
V2	2./11/23	Z. Hambour		Edits from NPSP

We acknowledge the Kurna People as the Traditional Custodians of the land on which we work and pay respect to their Elders past, present and emerging.

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## 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.

DRAFT

## Mayor's Message

**The City of Norwood Payneham & St Peters is proud of its reputation as a leader in Local Government and one of South Australia's most desirable places to live, work, play and visit.**

Achieving this status has been possible with strong and clear strategic directions which guide our decision making and work. Since 2008 *CityPlan 2030* has played a pivotal role in guiding the City of Norwood Payneham & St Peters towards its preferred vision for the future.

The *CityPlan 2030 Mid Term Review* has taken into consideration the views, aspirations and ideas of members of our community. The review has presented a timely opportunity for the Council and the community to reflect on what we believe to be the unique and defining elements of the City of Norwood Payneham & St Peters, and how we will protect and nurture them given the challenge that we have and will continue to face with the COVID-19 pandemic. Adjusting to the new 'normal' will require a different way of thinking and doing things - testing our resilience, our agility, challenging long held beliefs and requiring innovation to keep up with the pace of rapid and at times, unpredictable change.

*CityPlan 2030* continues to maintain focus on the four Outcomes: Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability, providing stability and certainty in an environment of constant change.

The mid term review of *CityPlan 2030* introduces the aspirational Smart City agenda while emphasizing the Council's focus on sustainable active transport and climate change adaptation. The Council will implement the revised Objectives and Strategies of the Plan and embrace new challenges and opportunities with a commitment to openness and collaboration.

Now, more than ever, it is important that we live by our values and work together to ensure that our natural environment, rich built heritage, cultural diversity and community spirit are nurtured and protected for ourselves, our children and future generations.

On behalf of the Council, I thank everyone who shared their ideas and experiences during the mid term review of *CityPlan 2030* and look forward to working together in the coming years.

**Robert Bria**  
**Mayor**

**EXISTING MESSAGE TO BE UPDATED PRIOR TO RELEASE FOR CONSULTATION**

## Our Council

The City of Norwood Payneham & St Peters is represented by a Mayor and 13 Councillors who are elected by the community every four years.

Elected to one of six wards, Elected Members play a vital leadership role by representing the interests of the broader community and delivering on the vision and strategic direction of the Council.



- Mayor Robert Bria
- Cr Christel Mex
- Cr Claire Clutterham
- Cr Connie Granozio
- Cr Garry Knoblauch
- Cr Grant Piggott
- Cr Hugh Holfeld
- Cr John Callisto
- Cr Josh Robinson
- Cr Kester Moorhouse
- Cr Kevin Duke
- Cr Scott Sims
- Cr Sue Whittington
- Cr Victoria McFarlane

# Location

## 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 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.



## Our History

The City of Norwood Payneham & St Peters is one of South Australia's most historic inner-urban areas spanning 21 suburbs and located on the eastern side of the Adelaide Plains, adjacent the Mount Lofty Ranges.

The Kurna people are the Traditional Owners of the land who lived around the four creeks which traverse the City, gathering for ceremony and cultural activities for more than 40,000 years prior to European settlement in the 1830s. Successive waves of migrants have since exerted significant influence over the development of the City, which has instilled the City of Norwood Payneham & St Peters with an identity and character distinct from any other in South Australia.

The heritage of the City of Norwood Payneham & St Peters draws on the histories of three uniquely South Australian communities and municipalities. The first of these is the City of Kensington and Norwood, the first township (outside of 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, and the third is the meandering River Torrens Valley to the north known as the Garden City of Payneham. The amalgamation of these three council areas in November 1997, unified a rich multicultural community and created the City of Norwood Payneham & St Peters.

Many of South Australia's most influential leaders have lived in our City, having impacts across disciplines that encompass politics, the arts, religion, sport and social reform. As the oldest suburban South Australian local government municipality, our beautiful residential, public and commercial buildings contribute to the unrivalled heritage character of the City, which fills our community with a great sense of pride.

## City Plan 2030

*CityPlan 2030: Shaping Our Future* is the long-term Strategic Management Plan for the City of Norwood Payneham & St Peters. First endorsed by the Council in 2008, *CityPlan 2030* outlines the community's vision and aspirations to the year 2030 and establishes the broad directions which will help shape the City's future.

The focus of *CityPlan 2030* is to continue developing the things we love, changing the things which we don't and creating the things we want for the preferred future of our City.

*CityPlan 2030* also builds upon the City's unique features—those features which set us apart from other cities and Local Government Areas and make the City of Norwood Payneham & St Peters an attractive place to live, work, study and visit. The title 'Shaping Our Future' reflects the view that the future can be shaped, modelled and influenced by our actions today, for both our benefit and that of future generations.

The Council takes a long-term approach to planning for the development and future requirements of the City. This approach allows the Council to target the investment of scarce resources and energy over a longer period thereby creating stability, certainty and building strong foundations for the future.

An extensive community visioning exercise was undertaken to prepare the first iteration of *CityPlan 2030* and develop a long-term strategic vision. This process included consultation and involvement of a broad cross-section of the community which helped to create a document that will, in essence, stand the test of time.

The City of Norwood Payneham & St Peters is committed to strategic planning in order to achieve a high-level of community well-being. *CityPlan 2030* identifies the broad strategic directions which will create the desired future for the City of Norwood Payneham & St Peters. The strategic framework illustrates how the Council's other plans and strategies align with *CityPlan 2030*, with the aim of achieving the long-term Vision and ultimately improving Community Well-being—the pivotal objective of this plan.

All councils are required to prepare a strategic management plan which complies with the requirements of Section 122 of the *Local Government Act 1999*.

This 2024 update of *CityPlan 2030* will guide the direction of the Council for the next four years until the next review.

## Our Strategic Planning Framework

The Council's Strategic Planning Framework is used to plan the future programming and delivery of the Council's programs, projects, services and initiatives, as well as to measure and report on progress.

### How We Plan

*CityPlan 2030* sets out the long-term strategic vision and plan for the City of Norwood Payneham & St Peters. It is intended to be a strategic document which provides high-level guidance to the Council and the community.

*CityPlan 2030* outlines the Vision and four Outcomes which reflect the community's aspirations for the City of Norwood Payneham & St Peters over the next six years and beyond. *CityPlan 2030* is supported by a series of other strategic documents including the Asset Infrastructure Management Plan, Long-Term Financial Plan, Management Plans, Corporate Plan and thematic Strategies, which outline the short-term planning aspirations for the City.

### Quadruple Bottom Line Approach

The Vision for the City continues to be underpinned by the four Outcomes of Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability. These four Outcomes (or Pillars) are the foundation upon which *CityPlan 2030* is based and this approach is referred to as the Quadruple Bottom Line.

Quadruple Bottom Line (QBL) is a management tool which ensures that the Council's sustainability principles are embedded across all of its operations and undertakings. The QBL is about achieving social, economic, cultural and environmental sustainability, without irreversibly damaging the ecological systems which support everything that we do. Adding the fourth Pillar of Culture to the traditional Triple Bottom Line approach of environmental, social and economic sustainability, highlights the importance which the Council and the community has placed on protecting and enhancing the City's unique character and 'sense of place'.

The Council continues to work towards these Outcomes over the long-term through its programs, services, special projects and initiatives.



### Sustainability Principles

The development of *CityPlan 2030* provided the opportunity to embed the principles of sustainable development at the local level. These principles provide a framework for the review of the Plan against our Vision for the future and how we work towards this.



Sustainability for the City of Norwood Payneham & St Peters 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.

As it applies to our City, sustainability is also about:

- **Thinking long term** by planning for future generations;
- **Having vision** with a focus on the preferred future; and
- **Fostering our individuality** and what it is that makes our City unique.

Where possible, regeneration principles should also be considered in the implementation of the Council's programs, projects, services and initiatives that are delivered as a result of *CityPlan 2030*.



## How We Implement

*CityPlan 2030* is supported by a series of strategic documents which are then implemented through the Council's Annual Business Plan, Annual Budget, Project Plans and Action Plans, which highlight the Council's key priorities for each financial year.

In order to achieve this, the Council is committed to establishing partnerships and collaborating with the community and businesses, other tiers of government and key stakeholders including other councils and the Eastern Region Alliance. To an extent, all members of the community will play a role in shaping and delivering a better future for the City of Norwood Payneham & St Peters.

Much of the detail regarding how the Vision for the City will be achieved, will be outlined in other Council plans and strategies which are produced to guide the delivery of the Council's programs, projects, services and initiatives. The Council will also prepare a Corporate Plan to identify the specific programs and actions required to implement and integrate all of the elements of *CityPlan 2030* over the next four years.

## How We Report

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 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 over the next four-year period to 2028.

These targets will be used to evaluate our success when the Council undertakes its next review.

### Strategic Planning Framework

The Council’s overall Vision is achieved through a framework comprising three key stages – Planning, Implementation and Reporting.



## Our Achievements

A snapshot of achievements since 2020:

- Developed the **Patterson Reserve** Community and Recreation Precinct Masterplan.
- Completed the detailed design for the **Payneham Memorial Swimming Centre** upgrade.
- Begun construction of a new 2.5 kilometre section of the **River Torrens Linear Park shared path** with a wider path, improved wayfinding, signage and lighting.
- Commenced the detail design for implementation of the **Parade Masterplan** which focuses on protecting the identity, appeal and sense of place of Adelaide’s premier mainstreet and supporting pedestrian safety, movement and amenity.
- Started the upgrade of the **Dunstan Adventure Playground**.
- Prepared the **Economic Development Strategy 2021-2026** to guide economic development and articulate Council’s role in supporting business and economic development.
- Completed the new Clubrooms and Members Facilities at the much-loved **Norwood Oval**.
- Commenced Stages 2 & 3 of the **Trinity Valley Drainage Upgrade**.
- Upgraded the **Payneham Oval and Buttery Reserve tennis courts**.
- Upgraded **Langman Grove Road** to increase safety, address flooding and improve amenity.
- Implemented **water sensitive urban design** at the Marian Road Roundabout.
- Started the redevelopment of **Burchell Reserve** with new features such as multipurpose courts, improved safety and access, public toilets, playground, barbeques and park furniture.
- Made **free Wi-Fi** available at all three of Council’s libraries.
- Installed a new shade shelter and barbeque facilities at **Willow Bend Reserve**.
- Began the facility upgrade of **Cruickshank Reserve** to provide a fit-for-purpose building to support tennis, netball and other recreation activities.
- Improved amenity, safety and connection through the **St Peters Street Streetscape Upgrade**.
- Prepared the **Tree Strategy 2022-2027** to support increasing tree canopy in the City.
- **Urban greening** program and native plant giveaways.
- Introduced a **shared car scheme** and e-scooter trials.
- Established a new **Arts and Culture Team** and Action Plan.
- Constructed the **Nino Solari Commemorative Path** to recognise the late cyclist’s achievements and contributions.

- Prepared the **Built Heritage Strategy 2022 – 2027**.
- Developed the **Corporate Emissions Reduction Plan**.
- Hosted two **AFL Gather Round** games at Norwood Oval.
- Purchased a new **Community Bus**.
- Upgraded several **Kent Town streetscapes** with widened footpaths, trees, garden beds and street furniture.
- Converted the privately owned **Charlotte Lane** into a public road for the benefit of adjoining residents and businesses.
- Continued to install more **smart irrigation** in our parks and streets.
- Improved infrastructure and controlling erosion at the **Second Creek Outfall and along Linear Park**.
- Reduced flood risk through the **Stephen Terrace Flood Mitigation Upgrade**.
- Installed six public **electric vehicle charging stations** across the City.
- Completed Stage 2 of the **Third Creek Drainage Upgrade**.
- Delivered unisex change room facilities at **Payneham Oval**.
- Implemented Australia's first **Smart School Crossing** outside St Joseph's Memorial School.
- Ran a series of **Sustainable Home Expert Webinars** in partnership with Resilient East regional council collaboration.
- Appointed a contractor to undertake one of the biggest **flood mitigation** projects in the Council's history at Trinity Valley.

## 2024 Update

*CityPlan 2030* was designed to evolve from its adoption in 2008 through to 2030 in order to address emerging or changing issues and trends, while also reflecting updated data. The Council recognises that as local, national and international conditions change, *CityPlan 2030* will be required to adapt.

A major mid-term review of *CityPlan 2030* was undertaken in 2020.

This 2024 update considered if adjustments were required to some of the objectives and strategies to reflect changes in the community's aspirations and broader demographic, economic, policy and societal trends.

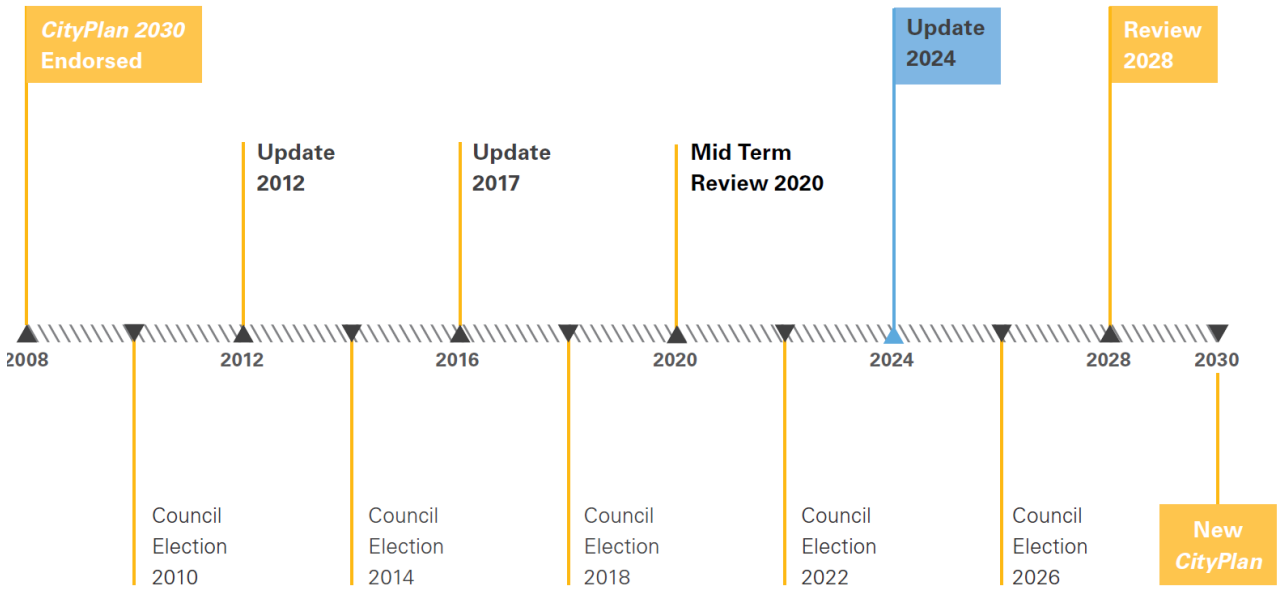
This update has not involved an overhaul of the Plan. Rather, it has reaffirmed the high-level strategic direction of the Council through the format of a progress review, intended to confirm the continued relevance of the Objectives and Strategies.

This update has taken into account trends emerging from 2021 ABS Census data and 2022 Remplan economic data, 2021 Business and Residents Surveys, and national, state and local policy.

The community and stakeholder consultation will inform the 2024 update. A summary of the consultation process and the comments received will be presented to the Council for its consideration in finalising the 2024 update to *CityPlan 2030*.

## Our Review Framework

An update of *CityPlan 2030* is undertaken every four years to ensure that the priorities continue to reflect the community's aspirations. The previous three updates of *CityPlan 2030* were undertaken in 2012, 2017 and 2020, with the next update scheduled for 2028.



# Our City Today

## Our City Today

Located in the inner-eastern suburbs of Adelaide, the City of Norwood Payneham & St Peters comprises a unique mix of historic and contemporary architecture, complemented with a range of parks and gardens and leafy green streets which provide an attractive and distinct character.

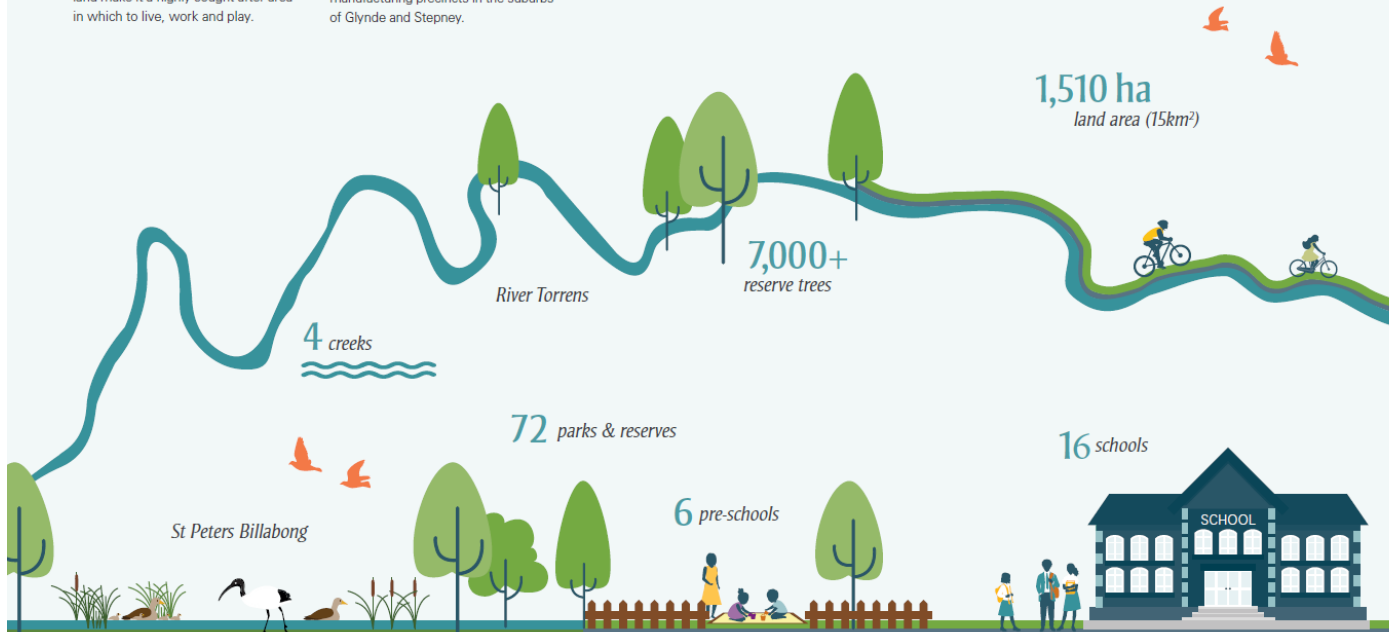
Although the City is predominantly residential, the extensive range of retail, commercial and institutional land uses, with pockets of industrial land make it a highly sought after area in which to live, work and play.

The citizens of the City of Norwood Payneham & St Peters are proud of its diverse population and celebrate the many cultures which are represented in the community, creating a strong sense of place and belonging.

With a reputation for its cosmopolitan lifestyle and cultural influences, the City has evolved over the last 20 years into a vibrant destination with retail mainstreets located along The Parade, Magill Road and Payneham Road, and thriving food and beverage manufacturing precincts in the suburbs of Glynde and Stepney.

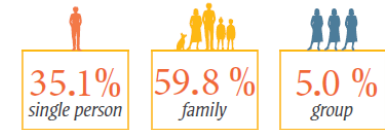
With its close proximity to Adelaide's Central Business District, the City presents as a location of choice for businesses of all shapes and sizes. It offers a hub for innovative and emerging industries, co-working spaces, food and beverage manufacturing as well as creative industries. Existing professional, manufacturing and light industry precincts are also significant contributors to the State and local economies, along with smaller home-based businesses and start-ups, which underpin local entrepreneurialism.

Although the socio-economic profile of the City is higher than the Adelaide and South Australian profiles, there are pockets of disadvantage. As such, the Council continues to provide services and infrastructure for people of all ages and at all stages of life and abilities.



# 2021 Census

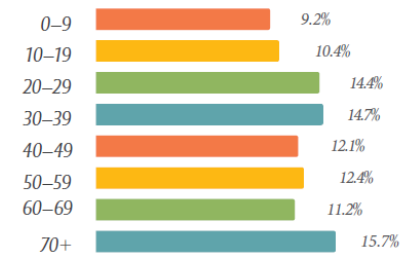
### Household composition<sup>#</sup>



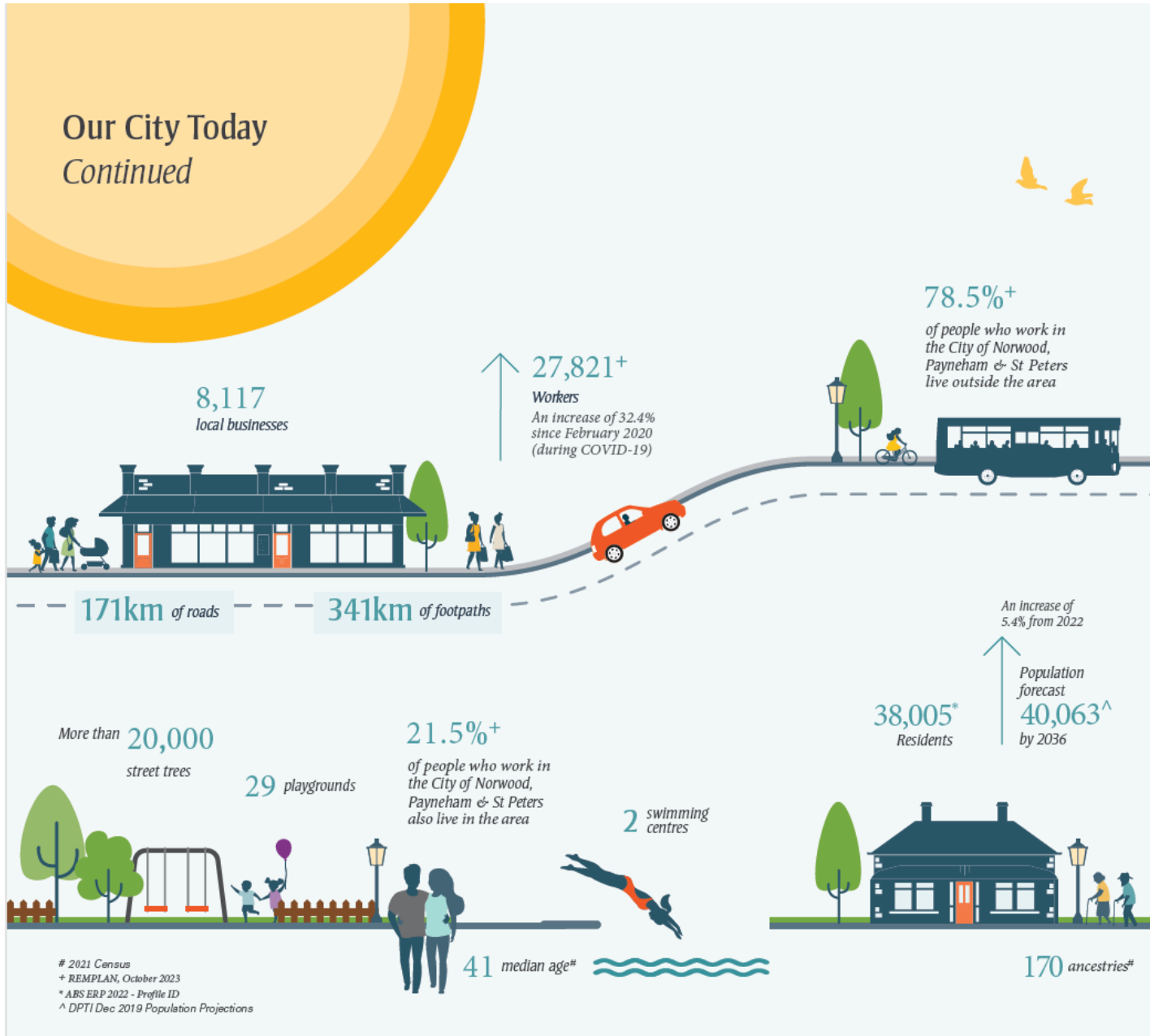
### Average household<sup>#</sup>



### Age of the NPS population<sup>#</sup>



The City of NPS has a lower proportion of young people under 20 and a higher proportion of people over 70 compared to the average for Greater Adelaide



Top 3 employment sectors<sup>+</sup>

-  Health care and social assistance
-  Professional, scientific and technical services
-  Education and training

Our homes<sup>#</sup>

- ▶ 51.5% of dwellings are separate houses
- ▶ 29.3% are townhouses, row/terrace houses etc.
- ▶ 18.6% are flats or apartments

The City of Norwood, Payneham and St Peters offers much greater housing diversity than the average for Greater Adelaide

# 2021 Census  
+ REMPLAN, October 2023  
\* ABS ERP 2022 - Profile ID  
^ DPTI Dec 2019 Population Projections



## Challenges and Opportunities 2024 and Beyond

As the City of Norwood Payneham & St Peters continues to evolve and grow, there are several opportunities and challenges which must be considered.

Global, national and state economic, political and environmental factors continue to drive a number of changes since the mid-term review of the *CityPlan 2030* that was undertaken in 2020. The most pressing challenges and biggest opportunities that present in the City of Norwood Payneham & St Peters reflect many of the major changes underway globally and across other parts of Australia with many inextricably linked to broader economic, social and environmental changes in society.

The Council must respond and consider impending changes in order to accommodate changes to the City's built form, while maintaining and enhancing our transport and open space networks, community facilities and services, and the well-being and connectedness of our people.

Alongside the challenges, the changes present an opportunity for the Council to work with the community and partners, to demonstrate strong leadership and good governance in delivering high quality infrastructure and services. Embracing and planning for the future is the foundation upon which *CityPlan 2030* has been developed.

It is likely that these factors will have an impact on our society at the local, national and global scale and that this will extend beyond the City's 2030 Vision.

### ***Population Growth and Urban Infill***

Greater Adelaide's population is growing. The City of Norwood Payneham & St Peters population is estimated to increase from 38,005 people now to 40,063 by 2036.

A review of regional planning documents is currently underway by state government. Urban infill is proposed as a key way to sustainably accommodate some of the growth across Greater Adelaide. This includes in inner rim City's such as ours.

The City of Norwood Payneham & St Peters is working with the State Government to identify how our Council area can contribute to the State's growth goals, whilst retaining what matters most to our community and protecting what makes our City great.

### ***Ageing population***

In many areas across Australia, including our City, the population is ageing. Our City has a growing number of older people and it's important that we plan to ensure our City provides what people need to age well. We need to consider that people have different requirements and expectations as they age compared to previous generations. The City of Norwood Payneham & St Peters is working to ensure there is appropriate housing, facilities and programs that support people to age in place and to continue to actively participate in City life.

### ***Housing and cost of living***

Australia is grappling with a housing and cost of living crisis. Home ownership is increasingly difficult to achieve, and rents are increasing, with vacancy rates around Australia are at all-time lows. Coupled with rapid increase in the cost of life's essentials, more and more households are struggling, and homelessness is on the rise.

A place to call home is a fundamental right and we all need to be able to afford what we need to stay well and prosper. The City of Norwood Payneham & St Peters is committed to advocating for and facilitating a range of affordable housing options and to providing free or low-cost services, events and programs that support the community.

### ***Smart City***

A smart city generally refers to a city or region which uses information and communication technology as the enabler for providing services to and connecting with the community in a faster, more efficient and more environmentally sustainable manner.

Smart city technology generates huge amounts of data allowing real-time insights into the City which has never been possible before. The introduction of smart city technology has significant implications for the way local government decisions are made and services are delivered.

The City of Norwood Payneham & St Peters is committed to leveraging the benefits of the smart city revolution with the Council having a number of existing digital programs and reforms already in place. Some competing challenges for the Council to navigate will include how to prioritise the introduction of smart city initiatives into the Council and how to integrate this technology across the broader Council service offering, while using it to achieve all four Outcomes of *CityPlan 2030*.

Alongside the potential for better service provision, comes increased opportunities for citizens of the City to interact with the Council in real time.

### ***Transport and Movement***

As fuel prices and concerns about carbon emissions rise and homes are designed with fewer or no off-street car parking spaces, more and more people are turning to alternative forms of transport including walking, cycling and public transport to get around. The trend is also placing more pressure on the street network for car parking with an increased expectation for high quality cycling and walking networks.

The City of Norwood Payneham & St Peters is committed to creating safe and attractive streets that encourage people to walk or cycle to the City's many nearby shops, services and facilities; and to explore other options such as car share or e-scooter schemes.

### ***Climate Change Adaptation and Mitigation***

The Council recognises that we are experiencing a state of rapid climate change which requires strong action by all levels of government and subsequently is affirming its commitment to both mitigate against and adapt to, the adverse impacts occurring within the City of Norwood Payneham & St Peters.

Impacts to the local environment are likely to be experienced through the loss of biodiversity and natural character in our parks and reserves, reduced comfort and liveability in our streets, and an increased pressure on stormwater infrastructure, amongst other impacts.

While climate change is a global issue, it is felt locally and therefore the City of Norwood Payneham & St Peters is on the frontline of adaptation by collaborating with its key partners and the community to introduce initiatives to mitigate the effects as much as possible, while also identifying opportunities to reduce its contribution to climate change.

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## Our Roles in Delivering *CityPlan 2030*

*CityPlan 2030* identifies the strategies which the Council will implement in order to achieve our Vision. Implementation of these strategies will be achieved by understanding the community's expectations in the services being offered and in the Council determining its most appropriate role in delivering these strategies.

In implementing *CityPlan 2030*, the Council will act as:

<b><u>Service Provider</u></b>	Provide a range of local services, programs and infrastructure for our community.
<b><u>Advocate</u></b>	Be a voice for our community on broader issues.
<b><u>Partner/Collaborator</u></b>	Partner and collaborate with the community, other levels of government and the private sector to deliver.
<b><u>Facilitator</u></b>	Bring together and connect stakeholders with a common purpose to achieve an outcome.
<b><u>Leader</u></b>	Play a lead role by providing direction and solutions on community issues.

## Our Strategic Plan

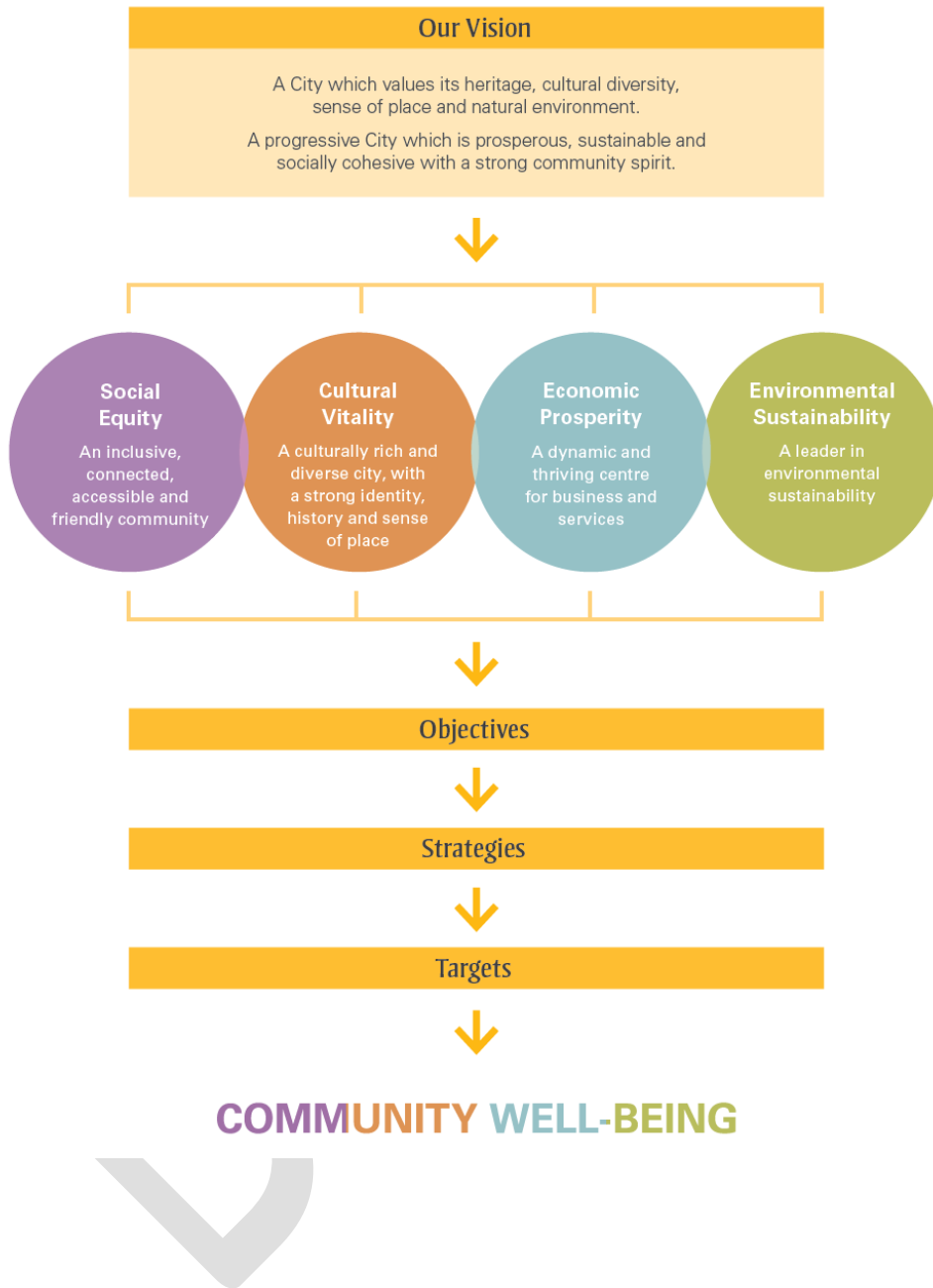
*CityPlan 2030: Shaping Our Future* is the blueprint for the direction that our City will take over the long-term in achieving Community Well-being.

The Vision is based on the community's aspirations and is underpinned by four Outcomes – Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability. Each of the Outcomes in *CityPlan 2030* is translated into a series of Objectives and Strategies.

The Objectives outline the priorities which are aimed at achieving the four Outcomes, while the Strategies outline in broad terms how the Objectives will be achieved. Targets have subsequently been identified to measure our success in delivering on each of the four pillars.

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# City Plan 2030 Shaping Our Future



## Outcome 1 Social Equity

The City of Norwood Payneham & St Peters is a community which values its diversity and provides a welcoming, inclusive and safe environment where people of all backgrounds, cultures, ages and abilities feel welcome and connected.

Home to some 38,000 residents, the City has experienced a small but steady increase in its population and is predicted to continue to grow over the next twelve years with an additional 2,000 people choosing the City of Norwood Payneham & St Peters as their place of residence. In recent years the community has grown with an influx of new residents born in Australia, India, China, Sri Lanka, England, Brazil and Nepal. There has been a recent decrease in the number of people born in Italy.

Our community is diverse and one where people from all walks of life are valued for who they are and the qualities they bring with them. In recognition that Community Well-being is our ultimate goal, our people are at the centre of everything we do, and our residents feel a strong sense of connection with their community.

To improve the health and wellbeing of the community, the Council looks to address the drivers of social disadvantage by creating services, information and facilities that are accessible to all. This includes maximising participation across the community and providing diverse opportunities for the community to feel socially connected, ensuring that no segment of the community is left behind.

The Council is also committed to accommodating the needs of the diverse population by facilitating a range of housing options to assist in maintaining social and cultural diversity and affordability across the City.

The City's connection is built on the ability of all people to move efficiently and sustainably. To achieve this the Council is committed to further developing its people-friendly, sustainable transport network. The Council continues to work on ensuring better connections for pedestrians, cyclists and public transport users, facilitating lifestyle choices. New technology and climate change will continue to influence and shape the way people move around, with active transport modes being increasingly prioritised over traditional transport modes.

## Social Equity

<p><b>Objective 1.1</b></p>	<p>Convenient and accessible services, information and facilities.</p>	<p>1.1.1 Establish community hubs that integrate social support, health, recreational and commercial services, in multi-purpose spaces.</p> <p>1.1.2 Ensure Council places, services, facilities, information and activities are inclusive and accessible to people of all abilities.</p> <p>1.1.3 Design and provide safe, high-quality facilities and spaces for all people.</p> <p>1.1.4 Expand the availability of free Wi-Fi in Council facilities and public places.</p> <p>1.1.5 Ensure Council facilities, services, programs and events are well promoted.</p>
<p><b>Objective 1.2</b></p>	<p>A people-friendly, integrated and sustainable transport network.</p>	<p>1.2.1 Provide pleasant, safe, accessible, green and well signed walking and cycling routes.</p> <p>1.2.2 Provide community transport to support people to participate in community life.</p> <p>1.2.3 Work with other agencies to influence or provide improved and integrated sustainable and active transport networks.</p> <p>1.2.4 Provide appropriate traffic and parking management to enhance residential amenity and support business.</p>
<p><b>Objective 1.3</b></p>	<p>An engaged and participating community.</p>	<p>1.3.1 Promote and facilitate volunteering opportunities in the community and within the Council.</p> <p>1.3.2 Provide opportunities for community input in decision-making and program development.</p> <p>1.3.3 Recognise and use the skills, knowledge and resources of the community.</p> <p>1.3.4 Facilitate community support networks and partnerships for the sharing of resources and skills in order to build community capacity.</p> <p>1.3.5 Inform and connect new residents to the community and its resources.</p>



<b>Objective 1.4</b>	A strong, healthy, resilient and inclusive community.	<p>1.4.1 Encourage physical activity and support mental health to achieve healthier lifestyles and well-being.</p> <p>1.4.2 Encourage and provide opportunities for lifelong learning.</p> <p>1.4.3 Provide spaces and programs for people to meet, share knowledge and connect with each other.</p> <p>1.4.4 Facilitate a range of housing options to assist in maintaining social and cultural diversity and affordability.</p>
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### Relevant Plans

- Access & Inclusion Strategy (2018–2022)
- Better Living Better Health, EHA (2020–2025)
- Dog & Cat Management Plan (2019–2024)
- Youth Development Strategy (2019–2021)
- Smart City Plan (2020)
- Age-friendly Wayfinding Strategy (2019)

### Measuring our success

	Metric	Measurement	Target
	The use of active transport (cycling, walking and public transport) to school/work.	Journey to work census data.	31% of trips made by active transport in 2045.  Aligns with 30 Year Plan for Greater Adelaide (2017 update).
	The number of Lifelong learning programs provided by the Council.	Session numbers collected by the Council.	Year-on-year increase in the number of lifelong learning program sessions delivered by the Council.
	The provision of connected, safe and enjoyable streets, paths and facilities that encourage cycling and walking.	Infrastructure improvements recorded by the Council.	A minimum of one prioritised street improvement each year that encourages active transport.

	The level of community satisfaction with safety during the day and night.	Community Survey undertaken by the Council every two years.	<p>Achieve a resident perception rating higher than the average from the previous four Council Community Surveys.</p> <p>Achieve a business perception rating higher than the average from the previous four Council Community Surveys.</p>
	The level of community satisfaction with the access to services and facilities	Community Survey undertaken by the Council every two years.	<p>Achieve a resident perception rating higher than the average from the previous four Council Community Surveys.</p> <p>Achieve a business perception rating higher than the average from the previous four Council Community Surveys.</p>

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## Outcome 2 Cultural Vitality

*A culturally rich and diverse City, with a strong identity, history and sense of place.*

The City of Norwood Payneham & St Peters is located within the Traditional Lands of the Kurna people who lived around the City's creeks for more than 40,000 years prior to European settlement. Since that time, the City has developed a diverse cultural profile with a significant number of residents born in China, England, Italy, India, Malaysia and many other countries around the world.

The City has a rich and distinctive history with a long tradition of historical firsts at a local, state and national level. As a community we are proud of our history which has been recognised through the City's acceptance into the International League of Historical Cities. We continue to ensure that our heritage is protected and celebrated through the City's cultural and built form and heritage programs recognising our history.

Residents take great pride in the appearance of our City, both in the built environment and the open spaces. A mix of land uses create a diverse and liveable city with quality urban design consisting of high-quality streetscapes, artworks and character, building a shared sense of identity for the community.

The City's culture is defined as our values and aspirations, traditions and shared memories, the way in which we develop, receive and transmit these, and the ways of life that they produce.

Our dynamic and vibrant public spaces provide inviting destinations for our community, creating a strong 'sense of place'. A place where different cultures can share their experiences. These places are enlivened with creative expression and events relating to food, wine, music and the arts, and where the community is enriched with a sense of belonging.

Building on our strong community spirit and 'sense of place', and the existing assets within our City, the City of Norwood Payneham & St Peters facilitates opportunities for cultural representation and celebration encouraging an engaged and connected community.

The Council continues to encourage local creativity and participation in the arts, attracting and supporting cultural and creative organisations, businesses and people.

*CityPlan 2030* presents an opportunity to celebrate our natural environment, together with our Kurna and European heritage, in a contemporary way to bring energy and vitality to our community.

## Cultural Vitality

<b>Objective 2.1</b>	An artistic, creative, cultural and visually interesting City.	<p>2.1.1 Use the arts to enliven public spaces and create a ‘sense of place’.</p> <p>2.1.2 Provide opportunities and places for creative expression for all people.</p> <p>2.1.3 Attract and support cultural and creative organisations, businesses and individuals.</p>
<b>Objective 2.2</b>	A community embracing and celebrating its cultural diversity and heritage.	<p>2.2.1 Acknowledge, protect and celebrate local Aboriginal heritage.</p> <p>2.2.2 Work with cultural groups to support cultural inclusion and opportunities for cultural expression and celebration.</p> <p>2.2.3 Promote understanding of and respect for our cultures and heritage.</p> <p>2.2.4 Reflect our City’s culture in the design of Council places.</p>
<b>Objective 2.3</b>	A City which values and protects built heritage.	<p>2.3.1 Protect, enhance and share the history of our City’s built heritage places, character areas and streetscapes.</p> <p>2.3.2 Promote the value of built heritage protection.</p> <p>2.3.3 Encourage innovative architecture and design that complements our City’s built heritage and character areas.</p>
<b>Objective 2.4</b>	Pleasant, well designed and sustainable neighbourhoods.	<p>2.4.1 Encourage sustainable and quality developments and urban design outcomes.</p> <p>2.4.2 Facilitate a mix of land uses in appropriate locations in balance with amenity and character.</p> <p>2.4.3 Maximise the extent of green landscaping provided in new development and in the public realm.</p> <p>2.4.4 Deliver neighbourhood improvements in partnership with the community.</p>
<b>Objective 2.5</b>	Dynamic community life in public spaces and precincts.	<p>2.5.1 Create and provide interesting and vibrant public spaces to encourage, interaction and gatherings.</p> <p>2.5.2 Host and facilitate community events and activities.</p> <p>2.5.3 Provide features or experiences in public spaces, that surprise, encourage reflection or celebrate our community and heritage.</p>

### Relevant Plans

- Arts and Culture Plan (2024-2027)
- Kent Town Public Realm Manual Kent Town Urban Design Framework
- Open Space Strategy (2003)
- Playgrounds Strategy (2006)
- Smart City Plan (2020)
- Built Heritage Strategy 2022-2027
- Youth Development Strategy 2022-2025

### Measuring our success

	Metric	Measurement	Target
	Council support for initiatives and events that support cultural diversity.	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.
	The number of community events held.	The number of events delivered by the Council.	Hold a minimum of six major community events per year.
	Designs or upgrades undertaken to community spaces.	The number of projects delivered by the Council.	Undertake the design or upgrade of at least one public space per annum.
	The level of community satisfaction with the nature of new development within the Council area.	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.  Achieve a business perception rating higher than the average from the previous four Council Community Surveys

	The level of community satisfaction with cultural heritage programs provided by the Council.	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.
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## Outcome 3 Economic Prosperity

### *A dynamic and thriving centre for business and services*

The City of Norwood Payneham & St Peters is a dynamic and vibrant place to do business. The City's proximity to the Adelaide Central Business District attracts a diverse range of businesses.

Our economy is vital to the success of our City as a place where people can be educated, work and live. This is underpinned by a consistent and sustained residential population.

The City offers excellent primary and secondary schools providing an ideal location for students and families to live in close proximity to services and facilities. The significant number of students living in the City also presents a valuable opportunity to retain a diverse mix of people in the City, contributing to the vibrant economic and cultural identity of the City.

Start-up businesses grow from our home-based businesses and co-working spaces contribute diversity and growth to our local economy. Thriving light industrial and manufacturing precincts, and a mix of growing and emerging sectors make the City an exciting opportunity for new businesses. Our approximately 7,000 businesses are supported by both locals and visitors who are attracted to the City's iconic, premier mainstreets for their unique mix of retail, hospitality, character and cosmopolitan lifestyle.

The Council has identified food manufacturing, retail, cultural and creative, and professional and scientific as priority sectors to drive the local economy forward for their recognised contribution to jobs and vibrancy in the City. The City of Norwood Payneham & St Peters defines the cultural and creative industries as architecture, design and visual arts; music and performing arts; film, radio and television; writing and publishing; advertising and marketing; and creative software applications.

## Economic Prosperity

<b>Objective 3.1</b>	A diverse range of businesses and services.	<p>3.1.1 Support and encourage local small, specialty, independent and family-owned businesses.</p> <p>3.1.2 Broker relationships to encourage new businesses to locate to in our City.</p> <p>3.1.3 Foster emerging industries-that support the local economy and community.</p>
<b>Objective 3.2</b>	Cosmopolitan business precincts contributing to the prosperity of the City.	<p>3.2.1 Retain, enhance and promote the unique character of all our City’s business precincts.</p> <p>3.2.2 Retain commercial and industrial land in appropriate locations, and protect it from the encroachment of incompatible land uses.</p> <p>3.2.3 Promote the City as a visitor and shopping destination.</p> <p>3.2.4 Masterplan our main streets.</p>
<b>Objective 3.3</b>	An attractive and supportive City for business and new enterprise.	<p>3.3.1 Provide an “easy to do business with” and supportive experience for businesses, organisations and social enterprises.</p> <p>3.3.2 Provide quality public realm and infrastructure that supports businesses.</p> <p>3.3.3 Provided spaces for people, business and organisations to collaborate.</p> <p>3.3.4 Promote and support local food and beverage manufacturing.</p>
<b>Objective 3.4</b>	A local economy supporting and supported by its community.	<p>3.4.1 Retain accessible local shopping and services.</p> <p>3.4.2 Encourage businesses to sponsor local community activities.</p> <p>3.4.3 Encourage the community to shop locally and try local services and products</p>

### Relevant Plans

- Economic Development Strategy (2021–2026)
- Kent Town Economic Growth Strategy (2020 –2025)
- Smart City Plan (2020)



*Measuring our success*

	<b>Metric</b>	<b>Measurement</b>	<b>Target</b>
	The number of jobs in the City	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)
	The number of Council training & networking opportunities held by the Council.	Registration numbers recorded by the Council.	A minimum of six training/networking events held per annum.
	The number of promotional initiatives undertaken by the Council.	Initiatives recorded by the Council.	Year-on-year increase in the number of business promotional initiatives held.
	The level of community satisfaction with the Council's performance in attracting and supporting businesses.	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.  Achieve a business perception rating higher than the average from the previous four Council Community Surveys.
	The level of community satisfaction that the mix of businesses in the City's precincts contributes to the prosperity of the area.	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.  Achieve a business perception rating higher than the average from the previous four Council Community Surveys

## Outcome 4 Environmental Sustainability

### *A leader in environmental sustainability*

The City of Norwood Payneham & St Peters is an inner metropolitan City with beautiful open spaces and valuable natural resources. It is a City where current and future populations can enjoy a high quality of life in an aesthetically pleasing and environmentally friendly environment.

Our natural environment is a resource that is highly valued by residents and visitors and for this reason it requires careful and efficient management to be protected for future generations.

Street trees and landscaped streetscapes are treasured assets of the City. Together with the integration of green infrastructure and protection of native vegetation, the Council is committed to enhancing environmental sustainability and green cover throughout the City. With the percentage of higher density housing steadily increasing across the City, community open space for passive and active recreation will become increasingly more important. Although the City is well provisioned with open space, the Council will continue to enhance the connection, and management, of the open space network across the City.

Environmental sustainability requires the management of resources from our natural system to ensure they are available in the long-term. The Council recognises its responsibility to protect its natural environment and has affirmed its commitment to both mitigate against, and adapt to, the adverse impacts of climate change. The Council has made significant progress in reducing the ecological footprint of the City by supporting the community through ongoing education initiatives and the implementation of climate change adaptation. Despite this, climate change continues to have impacts on the City's water resources and biodiversity.

While climate change is a global issue, it is felt locally and therefore it is important that the City of Norwood Payneham & St Peters is on the frontline of adaptation through its Resilient East initiative facilitated through the Eastern Region Alliance Partnership. Furthermore, minimising waste and increasing recycling and reuse remain important environmental priorities for the Council.

The Council will continue to work with the community and take bold action on climate change adaptation and mitigation to ensure the protection and sustainability of the City for future generations.

## Environmental Sustainability

<p><b>Objective 4.1</b></p>	<p>Sustainable resource use and management.</p>	<p>4.1.1 Make better use of water resources including the harvesting and re-use of stormwater.</p> <p>4.1.2 Employ and promote energy efficiency initiatives and renewable energy resources.</p> <p>4.1.3 Promote the use of sustainable, active and low emission transport modes.</p> <p>4.1.4 Improve the water quality in our City's watercourses.</p> <p>4.1.5 Manage stormwater to reduce the risks of flooding.</p>
<p><b>Objective 4.2</b></p>	<p>Generous tree canopy, and sustainable streets and open spaces.</p>	<p>4.2.1 Improve the amenity and safety of streets for all users including reducing the impact of urban heat island effect.</p> <p>4.2.2 Protect, enhance, expand and link public open space.</p> <p>4.2.3 Protect, diversify and increase tree canopy and greening on Council land and streets.</p> <p>4.2.4 Encourage the protection of trees and greening on private land.</p> <p>4.2.5 Integrate green infrastructure into streetscapes and public spaces</p>
<p><b>Objective 4.3</b></p>	<p>Thriving and healthy habitats for native flora and fauna.</p>	<p>4.3.1 Identify and protect existing native vegetation and enhance biodiversity habitat quality.</p> <p>4.3.2 Revegetate designated areas with local native species, including understory plantings where appropriate.</p> <p>4.3.3 Provide opportunities for community participation in biodiversity education, revegetation and gardening programs.</p> <p>4.3.4 Link key open spaces with corridors for wildlife habitat .</p>
<p><b>Objective 4.4</b></p>	<p>Mitigating and adapting to the impacts of climate change.</p>	<p>4.4.1 Implement initiatives to reduce Council's operational carbon footprint t-and emissions.</p> <p>4.4.2 Improve the resilience of our assets, facilities, public realm, services and operations to climate change</p> <p>4.4.3 Educate and support community and business to reduce carbon emissions and increase their resilience to climate change.</p>

<b>Objective 4.5</b>	Reduce waste to landfill and promote the circular economy	<p>4.5.1 Reduce resource consumption and waste generation in the City.</p> <p>4.5.2 Investigate and implement innovative waste reduction and education initiatives for business and community.</p> <p>4.5.3 Adopt and encourage the use of recycled products.</p>
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### Relevant Plans

- Tree Strategy 2022-2027
- Resilient East Regional Climate Change Adaptation Plan (2016)
- Smart City Plan (2020)
- City-Wide Cycling Plan (2013)
- Corporate Emissions Reduction Plan 2020-2030

### Measuring our success

	Metric	Measurement	Target
	Total green cover (includes private and public land).	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. requiring an increase of 8% green cover in the City of Norwood, Payneham & St Peters by 2030.
	Corporate carbon emissions	Carbon emissions recorded with the Trellis tool.	Zero corporate carbon emissions by 2030.
	The weight (tonnes) of recycled content purchased by the Council.	Council circular procurement reporting tool.	Year-on-year increase in corporate purchases of products or materials that contain recycled content.

	The level of community satisfaction with the Council's response to climate change.	Community Survey undertaken by the Council every two years	<p>Achieve a resident perception rating higher than the average from the previous four Council Community Surveys.</p> <p>Achieve a business perception rating greater than higher than the average from the previous four Council Community Surveys.</p>
	The level of community satisfaction with the Council's management and use of water.	Community Survey undertaken by the Council every two years.	<p>Achieve a resident perception rating higher than the average from the previous four Council Community Surveys.</p> <p>Achieve a business perception rating greater than higher than the average from the previous four Council Community Surveys.</p>

## Further Information

For information on the Council's *CityPlan 2030: Shaping Our Future*, please visit [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au) or phone 8366 4555.

You can also visit the Council's Customer Service Centre at the Norwood Town Hall, 175 The Parade, Norwood.

## Additional Copies

*CityPlan 2030: Shaping Our Future* can be viewed online at [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)

Additional copies may also be obtained by:

- visiting Norwood Town Hall
- visiting any of the Council's Libraries
- emailing [townhall@npsp.sa.gov.au](mailto:townhall@npsp.sa.gov.au) • contacting the Council on 8366 4555
- writing to the Council at PO Box 204, Kent Town SA 5074



# Attachment B

## *CityPlan 2030 - Update 2024* Draft for Community Consultation

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

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*City of*  
**Norwood  
Payneham  
& St Peters**



## CityPlan 2030: Shaping Our Future – Update 2024

### Proposed Changes

Existing		Proposed	
<b>Outcome 1: Social Equity</b> <i>An inclusive, connected, accessible and friendly community</i>		<b>Outcome 1: Social Equity</b> <i>An inclusive, connected, accessible and friendly community</i>	
<b>Objective 1.1</b>	<b>Convenient and accessible services, information and facilities.</b>	<b>Objective 1.1</b>	<b>Convenient and accessible services, information and facilities.</b>
<b>Strategies</b>	1.1.1 Establish community hubs that integrate social support, health, recreational and commercial services, in multi-purpose spaces. 1.1.2 Maximise access to services, facilities, information and activities. 1.1.3 Design and provide safe, high quality facilities and spaces for all people.		1.1.1 Establish community hubs that integrate social support, health, recreational and commercial services, in multi-purpose spaces. 1.1.2 Ensure Council places, services, facilities, information and activities are inclusive and accessible to people of all abilities. 1.1.3 Design and provide safe, high quality facilities and spaces for all people. 1.1.4 Expand the availability of free Wi-Fi in Council facilities and public places. 1.1.5 Ensure Council facilities, services, programs and events are well promoted.
<b>Objective 1.2</b>	<b>A people-friendly, integrated and sustainable transport network.</b>	<b>Objective 1.2</b>	<b>A people-friendly, integrated and sustainable transport network.</b>
<b>Strategies</b>	1.2.1 Enable sustainable and active transport modes. 1.2.2 Provide safe and accessible movement for all people. 1.2.3 Work with other agencies to influence or provide improved and integrated sustainable transport networks. 1.2.4 Provide appropriate traffic management to enhance residential amenity.		1.2.1 Provide pleasant, safe, accessible, green and well signed walking and cycling routes. 1.2.2 Provide community transport to support people to participate in community life 1.2.3 Work with other agencies to influence or provide improved and integrated sustainable and active transport networks. 1.2.4 Provide appropriate traffic and parking management to enhance residential amenity and support business.
<b>Objective 1.3</b>	<b>An engaged and participating community.</b>	<b>Objective 1.3</b>	<b>An engaged and participating community.</b>
<b>Strategies</b>	1.3.1 Promote and facilitate volunteering opportunities in the community and within the Council. 1.3.2 Provide opportunities for community input in decision-making and program development. 1.3.3 Recognise and use the skills, knowledge and resources of the community. 1.3.4 Facilitate community support networks and partnerships for the sharing of resources and skills in order to build community capacity. 1.3.5 Inform and connect new residents to the community and its resources.		1.3.1 Promote and facilitate volunteering opportunities in the community and within the Council. 1.3.2 Provide opportunities for community input in decision-making and program development. 1.3.3 Recognise and use the skills, knowledge and resources of the community. 1.3.4 Facilitate community support networks and partnerships for the sharing of resources and skills in order to build community capacity. 1.3.5 Inform and connect new residents to the community and its resources.
<b>Objective 1.4</b>	<b>A strong, healthy, resilient and inclusive community.</b>	<b>Objective 1.4</b>	<b>A strong, healthy, resilient and inclusive community.</b>
<b>Strategies</b>	1.4.1 Encourage physical activity and support mental health to achieve healthier lifestyles and well-being.		1.4.1 Encourage physical activity and support mental health to achieve healthier lifestyles and well-being.

1.4.2 Encourage and provide opportunities for lifelong learning.	1.4.2 Encourage and provide opportunities for lifelong learning.
1.4.3 Encourage the use of spaces and facilities for people to meet, share knowledge and connect with each other.	1.4.3 Provide spaces and programs for people to meet, share knowledge and connect with each other.
1.4.4 Facilitate a range of housing options to assist in maintaining social and cultural diversity and affordability.	1.4.4 Facilitate a range of housing options to assist in maintaining social and cultural diversity and affordability

Existing		Proposed	
<b>Outcome 2: Cultural Vitality</b> <i>A culturally rich and diverse city, with a strong identify, history and 'sense of place'.</i>		<b>Outcome 2: Cultural Vitality</b> <i>A culturally rich and diverse city, with a strong identify, history and 'sense of place'.</i>	
<b>Objective 2.1</b>	<b>An artistic, creative, cultural and visually interesting City.</b>	<b>Objective 2.1</b>	<b>An artistic, creative, cultural and visually interesting City.</b>
<b>Strategies</b>	2.1.1 Use the arts to enliven public spaces and create a 'sense of place'.		2.1.1 Use the arts to enliven public spaces and create a 'sense of place'.
	2.1.2 Provide opportunities and places for creative expression for all people.		2.1.2 Provide opportunities and places for creative expression for all people.
	2.1.3 Attract and support cultural and creative organisations, businesses and individuals.		2.1.3 Attract and support cultural and creative organisations, businesses and individuals.
<b>Objective 2.2</b>	<b>A community embracing and celebrating its social and cultural diversity.</b>	<b>Objective 2.2</b>	<b>A community embracing and celebrating its cultural diversity and heritage.</b>
<b>Strategies</b>	2.2.1 Acknowledge and recognise local Aboriginal heritage and history.		2.2.1 Acknowledge, protect and celebrate local Aboriginal heritage.
	2.2.2 Facilitate opportunities for cultural expression, celebration and interaction between different cultural and demographic groups.		2.2.2 Work with cultural groups to support cultural inclusion and opportunities for cultural expression and celebration.
	2.2.3 Promote understanding of and respect for our cultures and heritage.		2.2.3 Promote understanding of and respect for our cultures and heritage.
			2.2.4 Reflect our City's culture in the design of Council places.
<b>Objective 2.3</b>	<b>A City which values and promotes its rich cultural and built heritage.</b>	<b>Objective 2.3</b>	<b>A City which values and protects built heritage.</b>
<b>Strategies</b>	2.3.1 Protect and enhance places, streetscapes, precincts and landmarks which reflect the built and cultural history of our City.		2.3.1 Protect, enhance and share the history of our City's built heritage places, character areas and streetscapes.
	2.3.2 Reflect our City's history through cultural heritage programs and initiatives.		2.3.2 Promote the value of built heritage protection.
	2.3.3 Promote the value of heritage protection.		2.3.3 Encourage innovative architecture and design that complements our City's built heritage and character areas.
<b>Objective 2.4</b>	<b>Pleasant, well designed, and sustainable urban environments.</b>	<b>Objective 2.4</b>	<b>Pleasant, well designed and sustainable neighbourhoods.</b>
<b>Strategies</b>	2.4.1 Encourage development that complements our City's built heritage and character areas.		2.4.1 Encourage sustainable and quality developments and urban design outcomes.
	2.4.2 Encourage sustainable and quality urban design outcomes.		2.4.2 Facilitate a mix of land uses in appropriate locations in balance with amenity and character.
	2.4.3 Maximise the extent of green landscaping provided in new development and in the public realm.		2.4.3 Maximise the extent of green landscaping provided in new development and in the public realm.
			2.4.4 Deliver neighbourhood improvements in partnership with the community.
<b>Objective 2.5</b>	<b>Dynamic community life in public spaces and precincts.</b>	<b>Objective 2.5</b>	<b>Dynamic community life in public spaces and precincts.</b>
<b>Strategies</b>	2.5.1 Facilitate a mix of land uses and activities in appropriate locations in balance with amenity and character.		2.5.1 Create and provide interesting and vibrant public spaces to encourage, interaction and gatherings.
	2.5.2 Create and provide interesting and vibrant public spaces to encourage interaction and gatherings.		2.5.2 Host and facilitate community events and activities.
	2.5.3 Host and facilitate community events and activities.		2.5.3 Provide features or experiences in public spaces, that surprise, encourage reflection or celebrate our community and heritage.

Existing		Proposed	
<h2>Outcome 3: Economic Prosperity</h2> <p><i>A dynamic and thriving centre for business and services.</i></p>		<h2>Outcome 3: Economic Prosperity</h2> <p><i>A dynamic and thriving centre for business and services.</i></p>	
<b>Objective 3.1</b>	<b>A diverse range of businesses and services.</b>	<b>Objective 3.1 A diverse range of businesses and services.</b>	
<b>Strategies</b>	3.1.1 Support and encourage local small, specialty, independent and family-owned businesses.	3.1.1 Support and encourage local small, specialty, independent and family-owned businesses.	
	3.1.2 Attract diverse businesses to locate in our City.	3.1.2 Broker relationships to encourage new businesses to locate to in our City.	
		3.1.3 Foster emerging industries-that support the local economy and community.	
<b>Objective 3.2</b>	<b>Cosmopolitan business precincts contributing to the prosperity of the City.</b>	<b>Objective 3.2 Cosmopolitan business precincts contributing to the prosperity of the City.</b>	
<b>Strategies</b>	3.2.1 Retain, enhance and promote the unique character of all our City's business precincts.	3.2.1 Retain, enhance and promote the unique character of all our City's business precincts.	
	3.2.2 Retain commercial and industrial land in appropriate locations, and protect it from the encroachment of incompatible land uses.	3.2.2 Retain commercial and industrial land in appropriate locations, and protect it from the encroachment of incompatible land uses.	
	3.2.3 Promote the City as a tourist destination.	3.2.3 Promote the City as a visitor and shopping destination.	
		3.2.4 Masterplan our main streets.	
<b>Objective 3.3</b>	<b>Attract new enterprise and local employment opportunities to locate in our City.</b>	<b>Objective 3.3 An attractive and supportive City for business and new enterprise.</b>	
<b>Strategies</b>	3.3.1 Foster emerging enterprises and industries.	3.3.1 Provide an "easy to do business with" and supportive experience for businesses, organisations and social enterprises.	
	3.3.2 Support appropriate home-based businesses.	3.3.2 Provide quality public realm and infrastructure that supports businesses.	
	3.3.3 Promote and support local food and beverage manufacturing.	3.3.3 Provided spaces for people, business and organisations to collaborate.	
		3.3.4 Promote and support local food and beverage manufacturing.	
<b>Objective 3.4</b>	<b>A leading centre for creative industries.</b>	Deleted	
<b>Strategies</b>	3.4.1 Create a business environment that is conducive to retaining and attracting creative industries to our City.	Deleted	
	3.4.2 Collaborate with other agencies to facilitate the provision of technological infrastructure to support businesses.	Deleted	
<b>Objective 3.5</b>	<b>A local economy supporting and supported by its community.</b>	<b>Objective 3.4 A local economy supporting and supported by its community.</b>	
<b>Strategies</b>	3.5.1 Support opportunities for people to collaborate and interact in business precincts.	3.4.1 Retain accessible local shopping and services.	
	3.5.2 Retain accessible local shopping and services.	3.4.2 Encourage businesses to sponsor local community activities.	
	3.5.3 Encourage businesses to sponsor local community activities.	3.4.3 Encourage the community to shop locally and try local services and products.	
	3.5.4 Support opportunities for the community to access locally produced food and beverage produce.		
	3.5.5 Encourage community support for and promote awareness of all businesses in our City.		

Existing		Proposed	
<b>Outcome 4: Environmental Sustainability</b> <i>A leader in environmental sustainability.</i>		<b>Outcome 4: Environmental Sustainability</b> <i>A leader in environmental sustainability.</i>	
<b>Objective 4.1</b>	<b>Sustainable and efficient management of resources.</b>	<b>Objective 4.1 Sustainable resource use and management.</b>	
<b>Strategies</b>	4.1.1 Make better use of water resources including the harvesting and re-use of stormwater.	4.1.1 Make better use of water resources including the harvesting and re-use of stormwater.	
	4.1.2 Investigate and implement innovative waste reduction and education initiatives.	4.1.2 Employ and promote energy efficiency initiatives and renewable energy resources.	
	4.1.3 Employ and promote energy efficiency initiatives and renewable energy resources.	4.1.3 Promote the use of sustainable, active and low emission transport modes.	
	4.1.4 Promote the use of sustainable, active and low emission transport modes.	4.1.4 Improve the water quality in our City's watercourses.	
	4.1.5 Improve the water quality in our City's watercourses.	4.1.5 Manage stormwater to reduce the risks of flooding.	
	4.1.6 Manage stormwater to reduce the risks of flooding.		
<b>Objective 4.2</b>	<b>Sustainable streets and open spaces.</b>	<b>Objective 4.2 Generous tree canopy, and sustainable streets and open spaces.</b>	
<b>Strategies</b>	4.2.1 Improve the amenity and safety of streets for all users including reducing the impact of urban heat island effect.	4.2.1 Improve the amenity and safety of streets for all users including reducing the impact of urban heat island effect.	
	4.2.2 Protect, enhance and expand public open space.	4.2.2 Protect, enhance, expand and link public open space.	
	4.2.3 Establish a network of linked open spaces for wildlife habitat.	4.2.3 Protect, diversify and increase tree canopy and greening on Council land and streets.	
	4.2.4 Protect, diversify and increase green cover.	4.2.4 Encourage the protection of trees and greening on private land.	
	4.2.5 Integrate green infrastructure into streetscapes and public spaces.	4.2.5 Integrate green infrastructure into streetscapes and public spaces	
<b>Objective 4.3</b>	<b>Thriving and healthy habitats for native flora and fauna.</b>	<b>Objective 4.3 Thriving and healthy habitats for native flora and fauna.</b>	
<b>Strategies</b>	4.3.1 Identify and protect existing native vegetation and enhance habitat quality.	4.3.1 Identify and protect existing native vegetation and enhance biodiversity habitat quality.	
	4.3.2 Revegetate designated areas with local native species where appropriate.	4.3.2 Revegetate designated areas with local native species, including understory plantings where appropriate.	
	4.3.3 Encourage green cover on private land.	4.3.3 Provide opportunities for community participation in biodiversity education, revegetation and gardening programs.	
	4.3.4 Facilitate community participation in revegetation programs and gardening programs, where appropriate.	4.3.4 Link key open spaces with corridors for wildlife habitat .	
<b>Objective 4.4</b>	<b>Mitigating and adapting to the impacts of climate change.</b>	<b>Objective 4.4 Mitigating and adapting to the impacts of climate change.</b>	
<b>Strategies</b>	4.4.1 Lead initiatives to reduce the City's ecological footprint and carbon emissions.	4.4.1 Implement initiatives to reduce Council's operational carbon footprint t-and emissions.	

4.4.2 Undertake climate change adaptation initiatives for our assets, public spaces, services and operations.	4.4.2 Improve the resilience of our assets, facilities, public realm, services and operations to climate change.
4.4.3 Support climate change adaption and community education.	4.4.3 Educate and support community and business to reduce carbon emissions and increase their resilience to climate change.

## 2.2 CITY OF NORWOOD PAYNEHAM & ST PETERS ANNUAL REPORT 2022-2023

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

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### **PURPOSE OF REPORT**

The purpose of the report is to present to the Council the draft 2022-2023 Annual Report for the Council's consideration and endorsement.

### **BACKGROUND**

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

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

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

A copy of the draft 2022-2023 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 2022-2023 Annual Report will be printed in accordance with the Council's environmental standards. A limited number of copies of the 2022-2023 Annual Report will be printed.

## RESOURCE ISSUES

Not Applicable.

## RISK MANAGEMENT

The draft 2022-2023 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 have provided their Profiles which are included in the draft 2022-2023 Annual Report.
- **Community**  
Not Applicable.
- **Staff**  
All relevant staff have been consulted during the preparation of the 2022-2023 Annual Report.
- **Other Agencies**  
Not Applicable.

## DISCUSSION

The draft 2022-2023 Annual Report, has been produced in accordance with the relevant statutory requirements.

The draft 2022-2023 Annual Report includes information on a number of new matters which are now required in accordance with the *Local Government Act 1999* (the Act).

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

The new reporting requirements include the following:

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



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

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

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

In accordance with Section 262B (7) of the *Local Government Act 1999*, the draft 2022-2023 Annual Report includes a report on the operation of the Model Behavioural Management Policy.

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

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 five (5) Annual Reports, (2017-2018, 2018-2019, 2019-2020, 2020-2021 and 2021-2022), 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 2022-2023 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 2022-2023 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 of the highlights of 2022-2023 will be included within the December edition of *Look East*.

A copy of the 2022-2023 Annual Report will also be made available on the Council's website.

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

## **OPTIONS**

Not Applicable.

## **CONCLUSION**

The City of Norwood Payneham & St Peters 2022-2023 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 2022-2023 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 2022-2023 Annual Report.

# Attachment A

## City of Norwood Payneham & St Peters Annual Report 2022-2023 (Draft Copy)

---

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

Telephone 8366 4555  
Facsimile 8332 6338  
Email [townhall@npsp.sa.gov.au](mailto:townhall@npsp.sa.gov.au)  
Website [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)



City of  
Norwood  
Payneham  
& St Peters

# A PROGRESSIVE CITY, WITH A STRONG COMMUNITY SPIRIT.



## Annual Report 2022 – 2023

Social Equity | Cultural Vitality | Economic Prosperity | Environmental Sustainability



City of  
Norwood  
Payneham  
& St Peters

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

This document is available in alternative formats and languages upon request. You can make a request by emailing [citizenservice@npsp.sa.gov.au](mailto:citizenservice@npsp.sa.gov.au) or calling 08 8366 4555.

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

## Italian

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

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

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

## Chinese

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

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

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

## Hindi

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

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

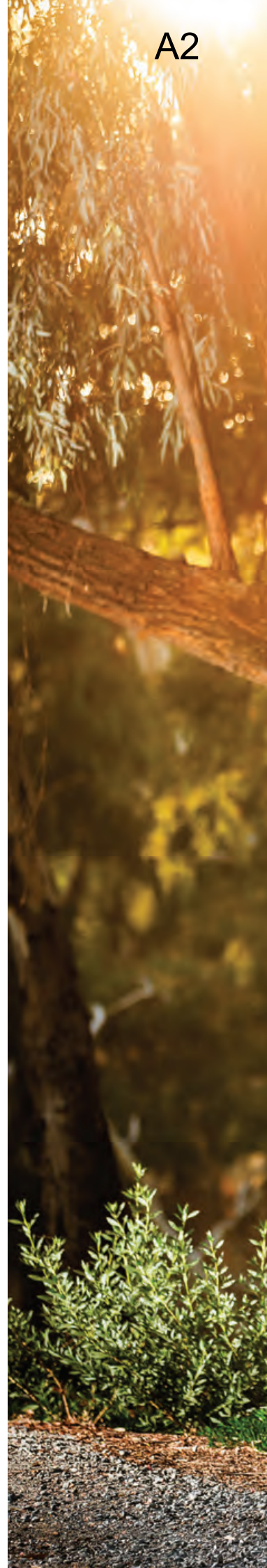
यदि आपको अपनी खुद की भाषा में हमसे संपर्क करने की ज़रूरत है तो आप राज्य सरकार के दुभाषिया एवं अनुवाद केन्द्र के 1800 280 203 नम्बर पर फोन करके उन्हें City of Norwood Payneham & St Peters को 08 8366 4555 पर फोन करने के लिए कह सकते/सकती हैं।

## Greek

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

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

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





## Kurna Acknowledgement

---

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

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

---

Front cover image XXX



**We value your comments**

For more information about the 2022–2023 Annual Report, please contact the Council via email: [townhall@npsp.sa.gov.au](mailto:townhall@npsp.sa.gov.au) or mail: General Manager, Governance & Civic Affairs, City of Norwood Payneham & St Peters, PO Box 204, Kent Town SA 5071.

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

**Thinking of the environment**

This Annual Report is printed on certified carbon neutral recycled stock. A limited number of copies are printed as the Annual Report is available for distribution electronically if requested.





# Welcome

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

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

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

## How to read this Annual Report

This Annual Report is divided into four main sections:

- An overview of the City of Norwood Payneham & St Peters, the services we provide and a summary of our performance for 2022–2023 is on pages XXX.
- Information about the Council and our organisation can be found on pages XXX.
- Our performance outcomes for 2022–2023 are on pages XXX.
- To view our 2022–2023 financial indicators and audited financial statements, please see pages XXX.

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

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



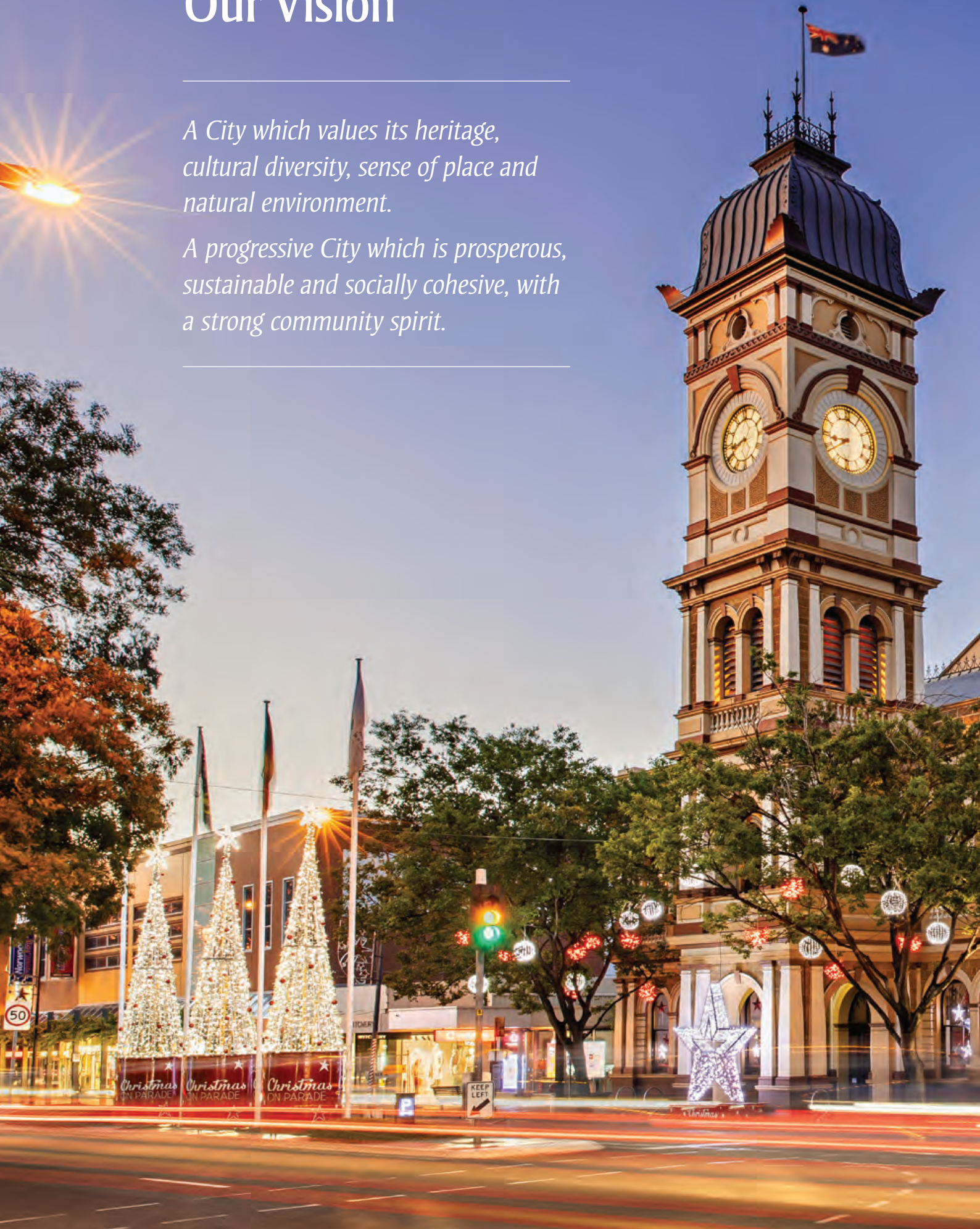
# Our Vision

---

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

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

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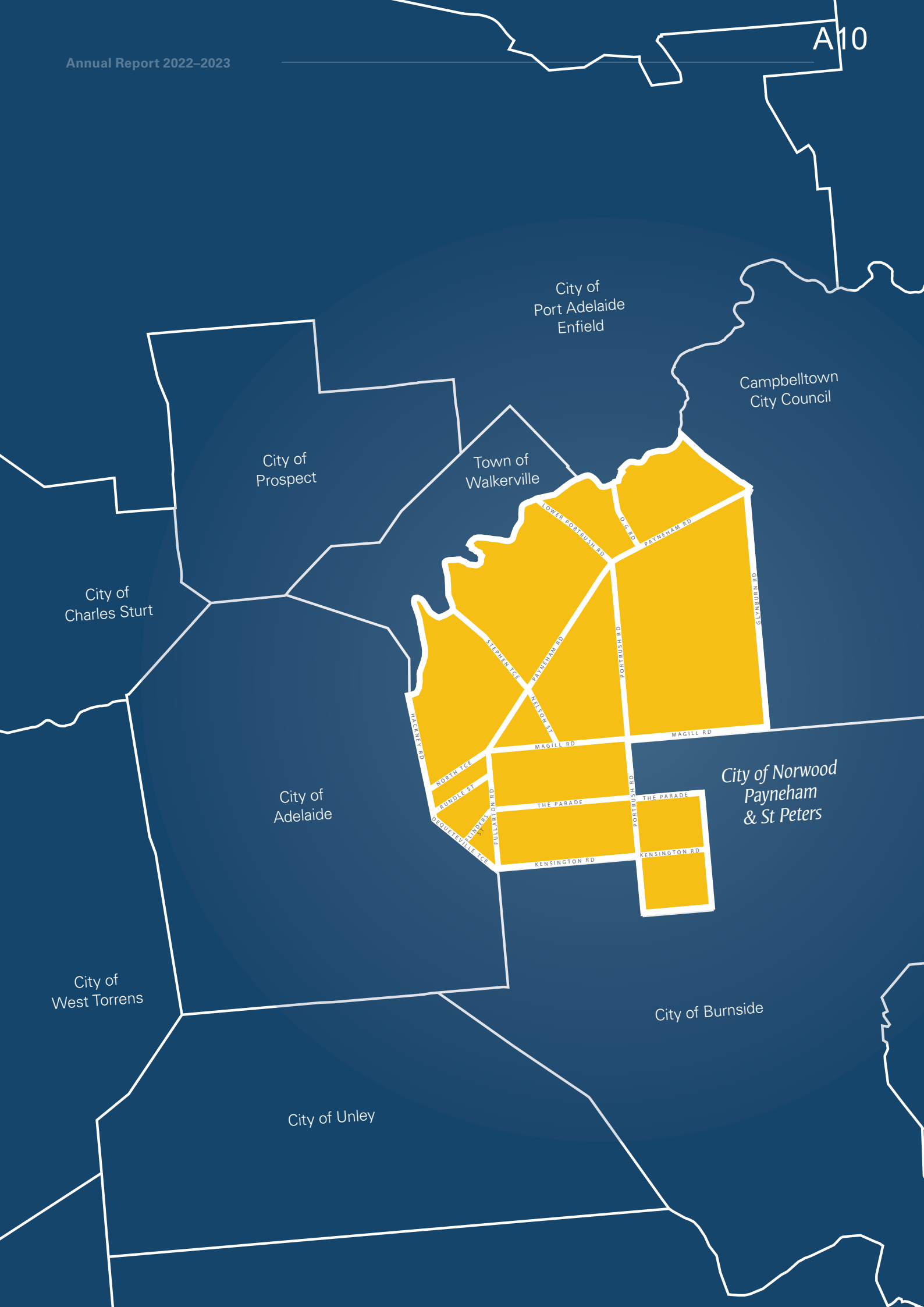




# Introduction

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

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City of Port Adelaide Enfield

Campbelltown City Council

City of Prospect

Town of Walkerville

City of Charles Sturt

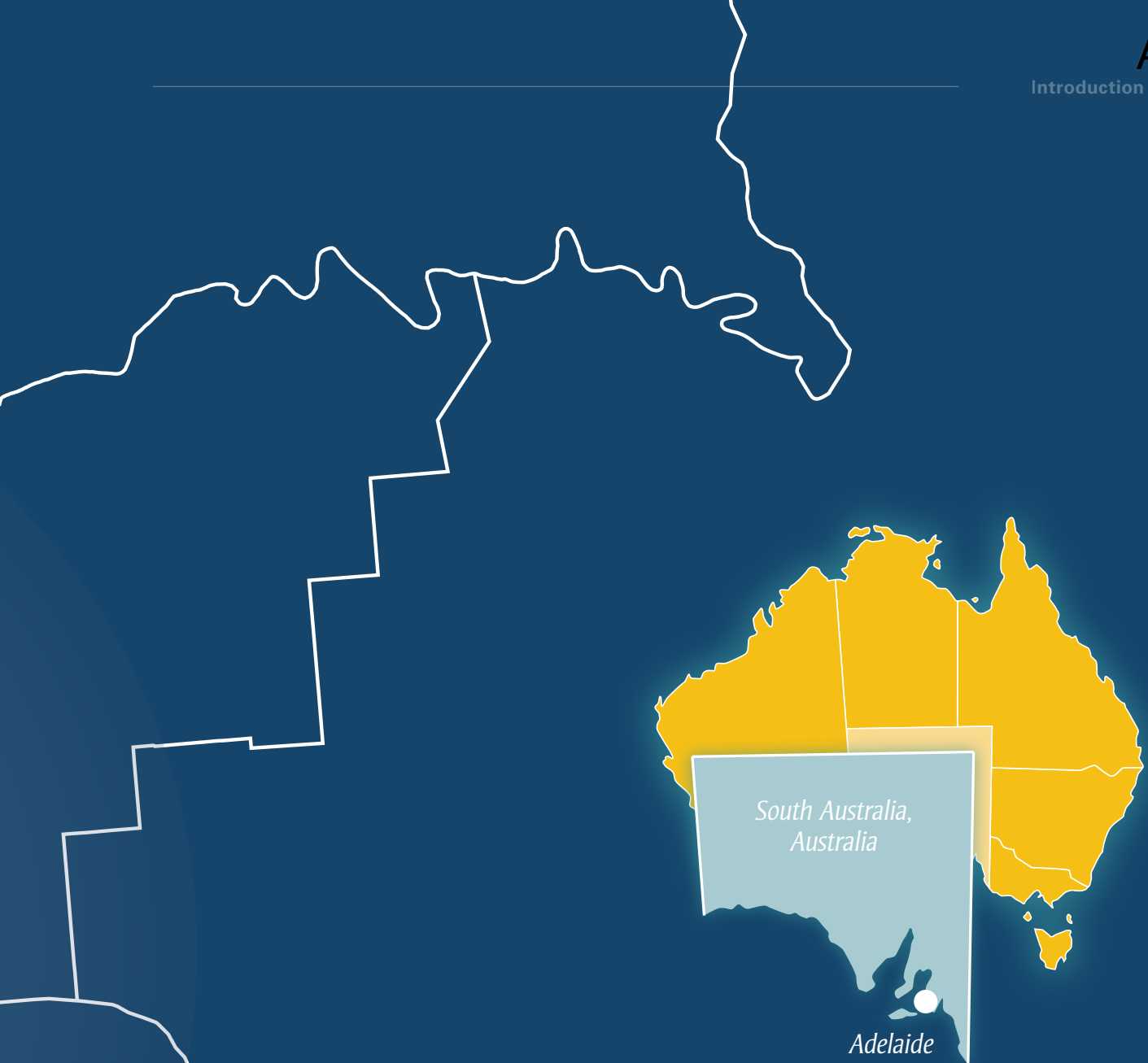
City of Adelaide

City of Norwood Payneham & St Peters

City of West Torrens

City of Burnside

City of Unley



## City of Norwood Payneham & St Peters

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

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

# Who We Are

# *Our History*

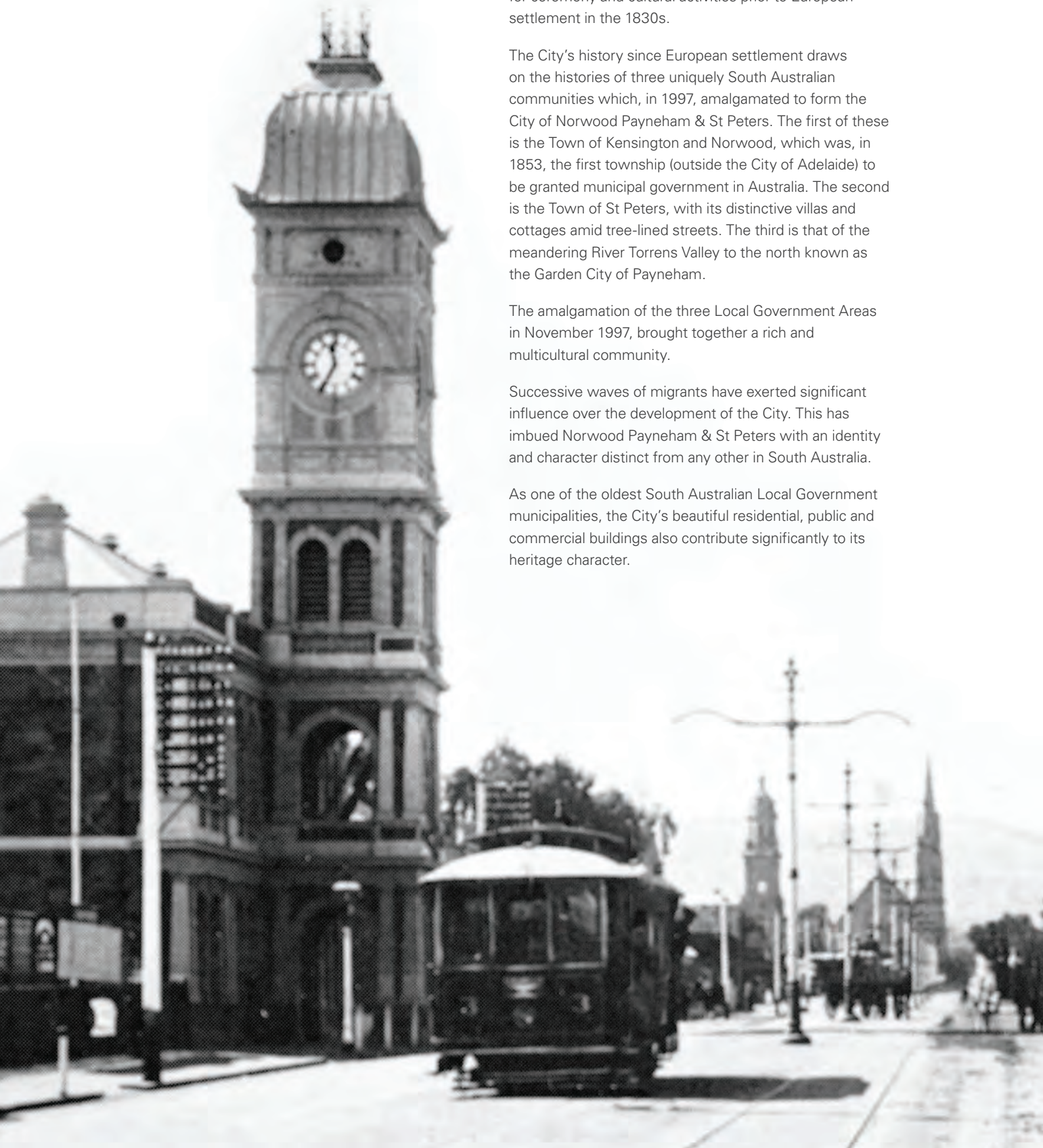
The Kurna people are the traditional owners of the land that has become known as the City of Norwood Payneham & St Peters. The Kurna people lived around the four creeks which traverse the City, gathering for ceremony and cultural activities prior to European settlement in the 1830s.

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

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

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

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



## *Our City*

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

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

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

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

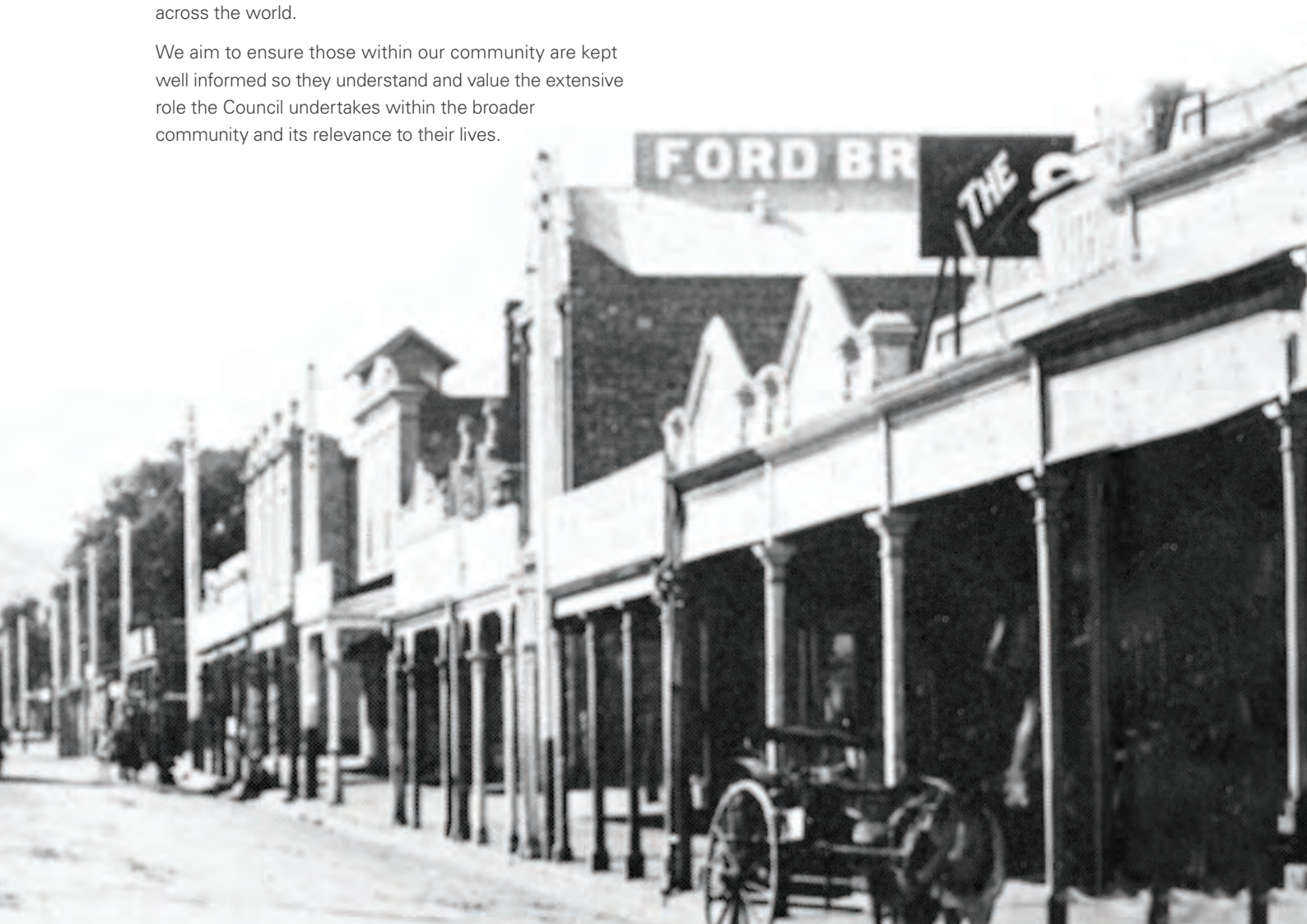
We aim to ensure those within our community are kept well informed so they understand and value the extensive role the Council undertakes within the broader community and its relevance to their lives.

## *Our Identity*

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

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

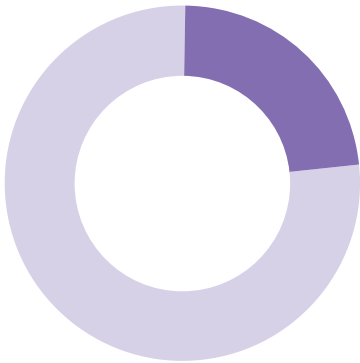
The stars six points represent the three former Local Government areas coming together to form the City of Norwood Payneham & St Peters. The colours of the logo reflect the heritage values of our City.





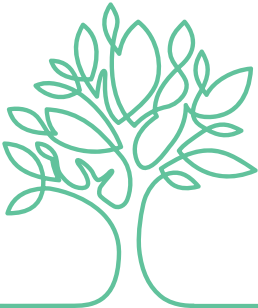
# City Snapshot

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



**34.5%**  
of citizens residing in the City of Norwood Payneham & St Peters were born overseas, compared with 28.5% in Greater Adelaide.

**341km** of footpaths    **363km** of kerbing



**local businesses**  
**8,117\***

**171km** of roads    **20,000+** street trees

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



**2 Swimming Centres**

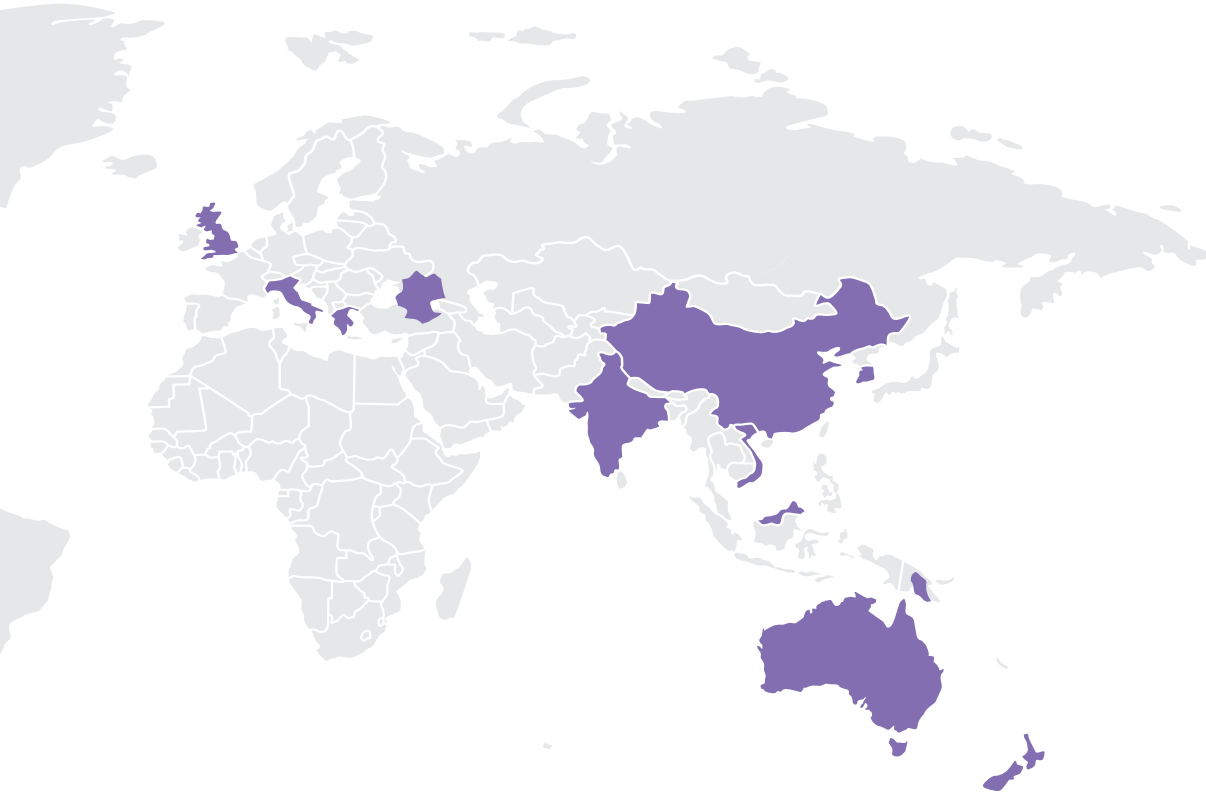


**1 Child Care Centre & Pre-School**



**3 Libraries**

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



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

**65.5%**

Australia

**4.2%**

China

**4.0%**

England

**3.5%**

Italy

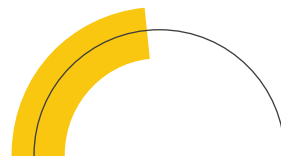
**3.5%**

India

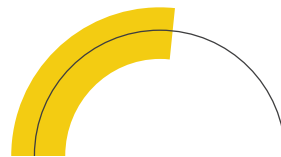
**residents**

**37,487<sup>#</sup>**

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



**48.2%** male



**51.8%** 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'.

# Strategic Planning Framework

In working towards our vision, all of the programs, projects and services which the Council delivers are structured into four key outcome areas, referred to as the 'Four Pillars' of Community Well-being.



# CityPlan 2030: Shaping Our Future

## *Mid-Term Review*



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

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

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

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

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

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

## Long-term Financial Plan



The Council's financial goal is to be 'A City which delivers on our Strategic Outcomes by managing our financial resources in a sustainable and equitable manner'.

To ensure this goal is achieved, the Council has prepared—as required by Section 122 of the *Local Government Act 1999*—a 10 year Long-term Financial Plan. The foundation of the 2021–2031 Long-term Financial Plan is financial sustainability; having the financial resources capable of meeting long term service and infrastructure levels and standards, acceptable to the community, without substantial increases in rates or cuts to services.

The 2021–2031 Long-term Financial Plan incorporates a number of strategic projects which will enhance the well-being of the community while ensuring the Council can fund its continuing services, programs and activities in a financially responsible manner.

## Annual Business Plan



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

The Annual Business Plan supports the strategic objectives set out in *CityPlan 2030* and the Council's Long-term Financial Plan and Infrastructure and Asset Management Plans, by detailing the proposed projects, services and programs to be delivered by the Council during the given financial year.

The Annual Business Plan also details the Council's budget, which is built on the principle of financial sustainability and shapes the projects, services and events delivered each year.

Revenue from the community, Government and financing allows the Council to deliver more than 40 services, programs and events, and enables the delivery of a number of strategic projects and initiatives.



Aerial view of St Peters

# Sustainability Statement

The City of Norwood Payneham & St Peters is committed to being a leader in environmental sustainability because we care about our community and our City.

Sustainable practices and initiatives are central to maintaining the quality of life for our citizens without compromising the natural environment, our open spaces and biodiversity for future generations.

The Council is committed to sustainable initiatives and practices educating, supporting and encouraging our community to make informed decisions which positively impact our environment, and reporting on our environmental sustainability performance as a key outcome of the Council's strategic plan, *CityPlan 2030: Shaping Our Future*.

Results of the Council's commitment to environmental sustainability practices and initiatives are detailed on pages XXX.

## *Looking forward*

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

- less resources, including natural resources, being used, monitoring our waste production and recycling and adapting our programs to continue to reduce our waste;
- impacts of climate change underpin everything we do;
- best practice procedures are in place for managing stormwater, including capturing and re-using it throughout the City;
- active transport infrastructure and alternative transport methods are provided which assists in reducing the number of cars and congestion on our roads;
- our natural environment is maintained, particularly First, Second, Third and Fourth Creek, the River Torrens and the St Peters Billabong;
- local streets are attractive, safe and shaded, ensuring they are livable, walkable and cyclable;
- our City's street trees are expanding with more trees being planted over time and increased species diversity contributing to an attractive and cooler urban environment;
- open spaces are protected and enhanced, creating a highly valued and diverse open space network; and
- our natural habitats are healthy and widespread, creating areas for native plants and animals to thrive.



# Built Heritage Strategy

*Building on strong foundations to preserve our built heritage*



St Peters Town Hall, St Peters

## **The City of Norwood Payneham & St Peters is committed to conserving its built heritage for current and future generations**

In September 2022, Council endorsed its first ever Built Heritage Strategy for the City of Norwood Payneham & St Peters.

It was generated to ensure there are protections and polices in place to preserve the City's heritage and character, now and into the future.

The Strategy was also produced so the community can look to the future with greater confidence, certainty and clarity about the Council's work in this area, based on a clear framework with short, long-term and ongoing actions.

The Strategy sets out a five-year plan to preserve and protect local heritage, fund heritage project initiatives and importantly, provide clarity for the community in regards to the timeline for Council's heritage agenda.

Since its endorsement through the, Built Heritage Strategy the Council has delivered on the following initiatives, including, but not limited to:

- writing to all Parliamentarians and the Local Government Association of South Australia to express support for a Private Members Bill to legislate to protect State Heritage Places from neglect;
- bluestone kerbing being conserved in various street upgrades and maintenance;
- the Council's Heritage Advisor providing specialist heritage architectural advice and services in 110 meetings or phone interactions with citizens;
- writing to the State Planning Commission about the need for more nuanced policy about height criteria affecting Historic Areas, and height and setback criteria for development fronting The Parade in Norwood;
- the preparation and presentation of a detailed submission to the Expert Panel on the Planning System Review;



- continuing to liaise with various Residents Associations; and
- preparation of advice to the South Australian Heritage Council expressing support for listing Dr Kents Paddock (Kent Town) as a State Heritage Place.

The Council's role in supporting the retention of buildings and places of heritage value strongly aligns with one of the key objectives of the Council, which is to protect and enhance the City's valued built form and character."

### What we value

Built heritage comes in various forms, all of which are valued by the Council, including:

- **Landmark Buildings**  
Buildings which are a key feature of the local area that are easily seen and recognised. Many of these buildings have played a significant role in the development of the community, such as the St Peters Town Hall.
- **Everyday Life Buildings**  
Buildings which represent everyday life of members of the community throughout history, such as humble workers' cottages, grand villas and local corner shops.
- **Notable Buildings**  
Buildings which represent notable architectural styles and eras, people or events. Protecting these buildings assists in conserving the stories of the past.
- **Historic Streetscapes and Areas**  
Historic streetscapes are a highly valued feature of the Council area. Historic area planning policy allows for the protection of buildings which, although individually may not meet heritage place criteria, collectively contribute to the historic character of the area.
- **Unique Structures and Places**  
Heritage is not limited to cottages, churches and town halls. It is also important to protect unique structures and places, such as the Koster Park Kiln.

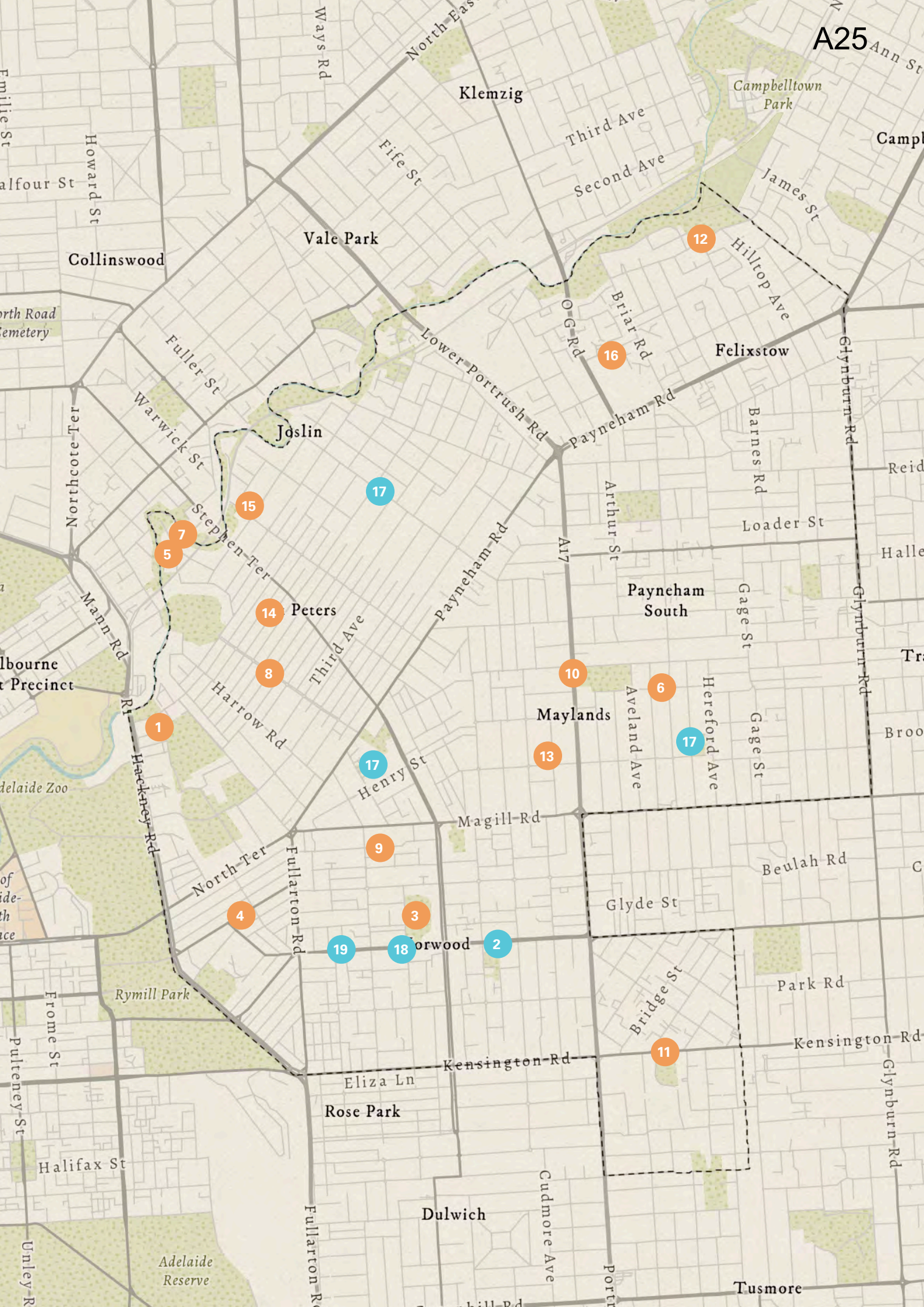
# Key Projects

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

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

● Projects
 ● Events





A25 Ann St

Klemzig

Campbelltown Park

Camp

Third Ave

Second Ave

James St

12

Hilltop Ave

Vale Park

16

Briar Rd

Felixstow

Lower Portrush Rd

Payneham Rd

Jöslin

17

Fuller St

Warwick St

15

Stephen Ter

7

5

Peters

14

8

Harrow Rd

Third Ave

Payneham South

10

6

Hereford Ave

17

Maylands

13

17

Henry St

9

Magill Rd

Beulah Rd

North Ter

Fullarton Rd

4

3

18

Forwood

2

Glyde St

Park Rd

Rymill Park

Bridge St

11

Kensington Rd

Eliza Ln

Rose Park

Kensington Rd

Dulwich

Cudmore Ave

Tusmore

Adelaide Reserve

Halifax St

Frome St

Pulteney St

Unley R

Albourne Precinct

Adelaide Zoo

of side-th

alfour St

Howard St

Collinswood

North Road Cemetery

Northcote Ter

Mann Rd

Hackney Rd

Frome St

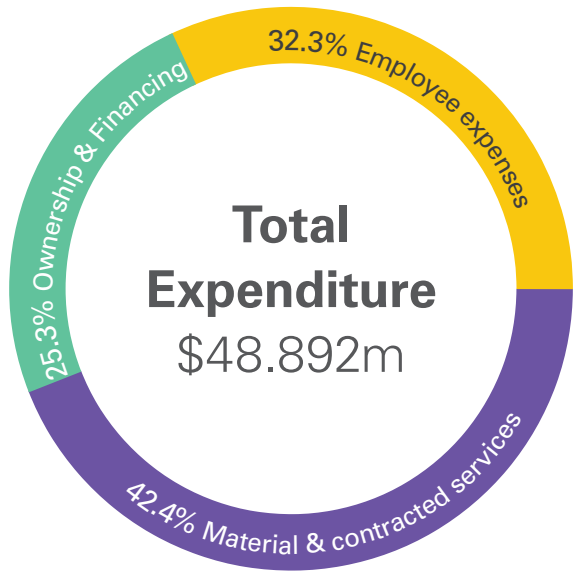
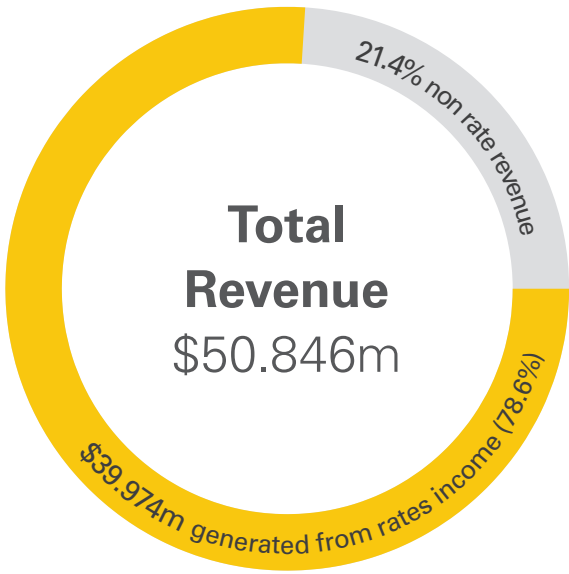
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Unley R



# Year In Review

## Financial Summary



### Residential Rate Increase

# 7.15%

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

### Operating Surplus

# \$1.954 m

Down from 2021–2022 by 26%



### Total Assets

\$609.041m



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

### Total Liabilities

\$22.551m



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

### Net Assets \$586.490m

9.3% increase from 2021–2022

### Capital Expenditure

\$16.361m



# Where Your Rates Go

The Council collected \$39.974 million in rates revenue during 2022–2023. This revenue was used to deliver the Council's services, initiatives and projects. For every \$100 paid in rates, the breakdown in Council expenditure is set out below.



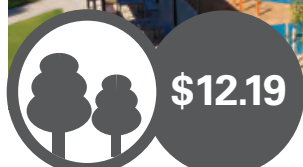
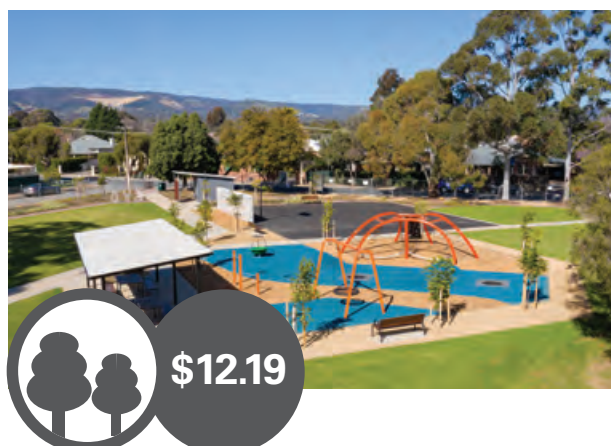
## Infrastructure Management

- 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 spent \$48.535 million.*



### Community, Health, Aged & Youth Services

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



### Libraries & Community Facilities

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



### Community Events, Arts & Heritage

- Community events
- Community arts
- Cultural heritage



### Governance, Communications & Administration

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



# Year In Review

## Performance Highlights

### Outcome 1: Social Equity

An inclusive, connected, accessible and friendly community



Norwood Splash, Norwood Swimming Centre

### 2022–2023 Achievements

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

### Challenges

- Experienced low levels of engagement in relation to the Access & Inclusion Survey. See page XX

### The year ahead

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

## Outcome 2: Cultural Vitality

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



### 2022–2023 Achievements

- ✓ 768 Development Applications were lodged with the Council. Page XX
- ✓ Hosted Stage 3 of Tour Down Under on Adelaide’s Premier Main Street, The Parade. Page XX
- ✓ Undertook consultation on the 2024–2027 Arts & Culture Plan. Page XX
- ✓ More than 140 art works were featured in Art on Parade. Page XX
- ✓ Welcomed 180 new citizens to our City. Page XX
- ✓ Successfully hosted three Concerts in the Park events. Page XX
- ✓ Construction commenced on the much-loved Dunstan Adventure Playground. Page XX
- ✓ Unveiled the Council’s fifth Quadrennial Major Art Project, Seed Mix at Old Mill Reserve, Hackney. Page XX

### Challenges

- Ongoing underground works at the Payneham Memorial Swimming Centre to prepare for the major redevelopment.
- Engaging more traders to participate in Art on Parade.

### The year ahead

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

# Year In Review

## *Performance Highlights*

### Outcome 3: Economic Prosperity

A dynamic and thriving centre for business and services



*Raising the Bar, Lambrook Wines*

#### 2022–2023 Achievements

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

#### Challenges

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

#### The year ahead

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

## Outcome 4: Environmental Sustainability

A leader in environmental sustainability



*Kitchen Caddy*

### 2022–2023 Achievements

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

### Challenges

- Engaging more residents to participate in environmental initiatives and programs, including complying with recycling policies.
- Encouraging green cover on private land.

### The year ahead

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

# Enjoying our City's green open spaces.



*Willow Bend Reserve, Marden*

# Year In Review

## Fast Facts

**WEBSITE VISITS**

**320,706**

Total website visits. Page XX

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

**JAZZ IN THE PARK ATTENDANCE**

**700**

Event attendance. Page XX

800 in 2021–2022  
810 in 2020–2021

**RAISING THE BAR TICKETS**

**1,000**

Raising the Bar tickets. Page XX

930 in 2021–2022  
930 in 2020–2021

**GENERAL WASTE COLLECTED**

**6,799**

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

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

**COMMUNITY SERVICE**

**18,242**

Hours of Community Care Service delivered. Page xX

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

**BIKE COUNT**

**1,500**

Annual Bicycle Count. Page XX

1,843 in 2021–2022  
2,284 in 2020–2021

**NEW CITIZENS**

**190**

New citizens welcomed into our community. Page XX

284 in 2021–2022  
225 in 2020–2021

**COMMUNITY FUNDING**

**\$58,554**

Community Funding Program. Page XX

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

**STREET TREES**

**666**

Number of new street trees planted. Page XX

523 in 2021–2022  
510 in 2020–2021

**SERVICE REQUESTS**

**11,346**

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

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

**DEVELOPMENT ASSESSMENTS**

**768**

Development Applications were lodged with the Council. Page XX

842 in 2021–2022  
1101 in 2020–2021

# Year In Review

## Events

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

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

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



### Art on Parade

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

### Concerts in the Park

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



### AFL Gather Round

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



### Norwood Christmas Pageant

More than 15,000 excited children and their families lined The Parade, Norwood, on Saturday, 26 November to be a part of the sorely missed (due to COVID-16 restrictions) but highly anticipated Norwood Christmas Pageant!

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

### St Peters Fair

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



### Tour Down Under

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

### Twilight Carols

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





# Strategic Challenges

## 2022–2023

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

### Organisational Restructure—Future Ready

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

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

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

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

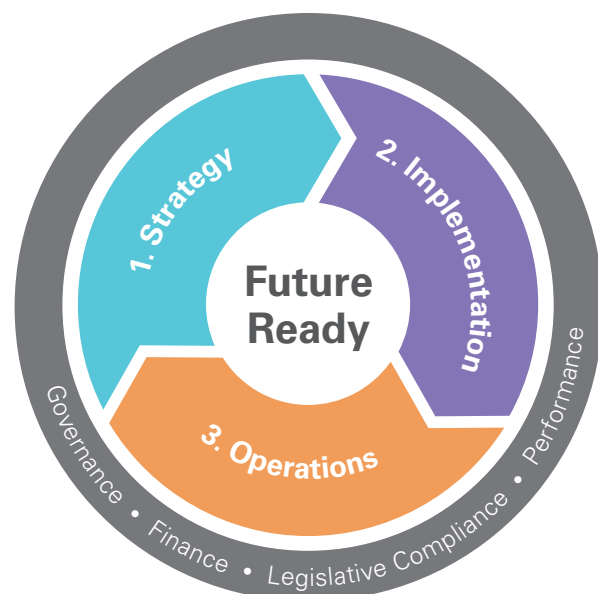
Twenty years later in 2022, the Council was restructured. This change was primarily driven through greater expectation on governance standards and regulatory compliance as well greater challenges from State and Federal Government agencies.

### Future Ready

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

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

The restructure was summarised in the model below:



### How we consulted

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

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

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

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

### The outcome

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

To see the full Organisational Structure see page XX.

## Scamming and phishing

### The Challenge

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

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

### How we addressed it

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

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

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

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

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

### Looking ahead:

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

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

# Service Reviews

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

## Regulatory Services Unit

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

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

## The Review

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

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

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

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

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

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

## The outcome

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

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



Following the review, the Council agreed that by employing an additional Compliance Officer, Parking, that each of the 16 schools within the City would be patrolled every eight days.

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

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

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

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

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

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

# Significant Media Coverage

The City of Norwood Payneham & St Peters recognises that the media has an important role in our community. The Council has an excellent relationship with media outlets such as News Corp's The Advertiser, and its online publication, AdelaideNow, all mainstream television networks and the national broadcaster, the ABC, along with Solstice Media's InDaily, CityMag and SA Life.

## AFL Gather Round at Norwood Oval

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

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

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

## Tour Down Under

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

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

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

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

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

## Local Government Elections

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

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

For more information about the newly Elected Members and outgoing Members, please see page XX.

## Built Heritage Strategy and Action Plan

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

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



### **Beyond the Bleachers**

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

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

### **Raising the Bar**

Award-winning event series, Raising the Bar, returned to the City of Norwood Payneham & St Peters on 9 August October 2022. Ten of the City's best bars and pubs were transformed into accessible and fun knowledge spaces for people who want to be challenged, inspired and informed. Talks from experts ranging from crime, body language, healthy minds and diets leaving audiences hungry for more everyone. Coverage in InDaily, 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 6th annual Eastside Business Awards honoured and recognised businesses and traders that excelled in our City. The Hall of Fame winner was Gelato Bello. Coverage in InDaily, CityMag and the Adelaide East Herald. See more on page XX

### **Media Releases**

Other media releases that generated coverage included:

- Trinity Valley Stormwater Upgrade Funding – see page XX
- Norwood Pageant to Return in 2022 – see page XX
- Dunstan Adventure Playground Upgrade. Page XXX

# Our Stakeholders

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

The following stakeholder groups have been identified.

## Community



### How we engage

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

### Why this is valuable to us

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

Provides knowledge, participation and feedback opportunities.

Guides delivery of services for our people.

Contributes to Community Well-being.

### What is the value to our Community

Civic and community leadership.

Service and facility provision.

Partnership, collaboration, and representation.

Sustainable social and community management and growth.

## Partners in Business



### How we engage

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

### Why this is valuable to us

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

Assists with opportunities for new business.

### What is the value to our Community

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

Technical and practical support, advice and guidance.



## Internal



### How we engage

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

### Why this is valuable to us

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

Delivery of services or programs with assistance from our Volunteers.

### What is the value to our Community

Employment opportunities within a supportive environment.

Training and career development  
Community participation and well-being.

## Partners in Government



### How we engage

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

### Why this is valuable to us

Provision of funding for growth opportunities.

Input into policy and legislative development.

### What is the value to our Community

Collaborative efforts for representative government.

Collaboration for resources partnerships and networks.

## Media



### How we engage

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

### Why this is valuable to us

Raise awareness and promotion of activities within the City.

### What is the value to our Community

Builds reputation.

Creates awareness of issues in the City.



# Message from the Mayor

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

that will test our agility to move quickly to deliver benefits to our community.

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

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

**Robert Bria**  
**Mayor**

# Message from the Chief Executive

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



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

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

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

## Major projects

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

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

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

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

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

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

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

To read more about the completion of this milestone, and other major projects in our great City see page XX.

## Consulting with the Community

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

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

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

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

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

## Financial Management

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

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

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

## Growing our Economy

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

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

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

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

## Working Together

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

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

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

## Future Ready

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

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

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

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

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

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

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

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

**Mario Barone PSM**  
Chief Executive Officer





# Our Council

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

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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 2022–2023 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

My family's connection to Norwood Payneham & St Peters goes back more than six decades to 1960 when my father lived in Norwood after migrating to Australia from Italy.

I have been involved in the sporting, business and community life of the City spanning 38 years. Before entering Local Government, I played junior and senior football for the Payneham (now Payneham Norwood Union) Football Club, owned a small business in the Glynde Corner and studied at Marden Senior College.

I joined the Council in 1997 as a Councillor representing Torrens Ward, a position I held until October 2005 when I was first elected Mayor in a by-election. I was re-elected Mayor in 2006, 2010, 2014, 2018 and 2022.

I bring a wealth of experience and knowledge to the role of Mayor, having also held a number of senior positions in the Local Government sector.

As the current Chair of the Council's Business and Economic Development Committee and Norwood Parade Precinct Committee, I am passionate about supporting local traders and local jobs, and have initiated a number of economic development projects and initiatives. In 2022, I received a 25 Years of Service Award from the Local Government Association of South Australia for services to Local Government.

I hold a Graduate Certificate in Public Sector Management and Bachelor of Arts (1st Class Honours) Degree from Flinders University, and a Diploma of Government. I am currently working at Multicultural Affairs, Department of the Premier and Cabinet.

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

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

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## Kensington / East Norwood Ward



### Cr John Callisto

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

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

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

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

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

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

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

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### Cr Christel Mex

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

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

We have excellent community facilities such as Swimming Centres, parks, playgrounds, community centres, Libraries and the Norwood Concert Hall, which I strongly support.

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

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

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## Payneham Ward



### Cr Kevin Duke

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

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

I have been on the Management of the Mental Health Association, the Board of Directors of Invicta Sheltered Workshops and the Board of Directors of the then Paraplegic Quadriplegic Association of South Australia, [ now Para Quad SA] including a term as State President.

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

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

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

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### Cr Josh Robinson

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

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

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

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

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## St Peters Ward



### Cr Kester Moorhouse

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

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

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

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

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

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### Cr Claire Clutterham

I live in the St Peters Ward with my family. Every day, I am reminded of how fortunate I am to live in such a beautiful area of Adelaide. It is quiet and safe, with excellent amenities, community facilities and green spaces. I am an avid runner and as I run through our leafy green streets I am motivated to ensure that the unique character and quality of the Ward is preserved for existing and future generations to enjoy. This, together with contributing to good governance, accountability and transparency of Council-led decisions and getting to know my community motivated me to run for a position as an Elected Member. It is a privilege to learn how local government functions, and a privilege and important responsibility to be able to listen to and act on the concerns of local residents, to play a role in ensuring that rate payer money is spent efficiently and effectively, and to contribute to the effective running of the Council.

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

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## Torrens Ward



### Cr Hugh Holfield

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

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

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

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

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

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### Cr Garry Knoblauch

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

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

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

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

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

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

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

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## West Norwood/Kent Town Ward



### Cr Grant Piggott

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

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

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

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

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

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### Cr Sue Whittington

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

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

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

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

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

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## Maylands/Trinity Ward



### Cr Connie Granzio

I have lived in the Maylands/Trinity Ward for 37 years. I married my husband John in 1986 and together we have raised three children, which has been fantastic due to the schools, parks and recreational facilities and the beautiful amenity of the area.

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

I was elected to the Council in 2000 and have thoroughly enjoyed representing the Maylands/Trinity Ward for the past 22 years. I have also served on a number of other committees, including the Development Assessment Panel, Australia Day Awards Committee, Swimming Centres Committee and the Magill Road Precinct Committee.

I am in partnership with my husband in his electrical business and 15 years ago I opened a lighting shop, Instyle Lighting, on Anzac Highway, which I run.

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

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

**Email** [cgranzio@electedmembers.npsp.sa.gov.au](mailto:cgranzio@electedmembers.npsp.sa.gov.au)



### Cr Scott Sims

I have lived in the area for 20 years and love so much about it - in particular our cosmopolitan and progressive community that is supported and nurtured by facilities such as Libraries, outdoor dining, Swimming Pools, tree-lined streets and the many public parks. I am committed to protecting and where necessary, improving, community facilities and advocating for responsible urban development.

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

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

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

**Email** [ssims@electedmembers.npsp.sa.gov.au](mailto:ssims@electedmembers.npsp.sa.gov.au)

## Maylands/Trinity Ward



### Cr Victoria McFarlane

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

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

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

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

**Email** [vmcfarlane@electedmembers.npsp.sa.gov.au](mailto:vmcfarlane@electedmembers.npsp.sa.gov.au)



## Council Committee and Board Appointments

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

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

#### **Mayor Robert Bria**

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

#### **Cr John Callisto**

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

#### **Cr Christel Mex**

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

#### **Cr Kevin Duke**

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

#### **Cr Josh Robinson**

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

#### **Cr Kester Moorhouse**

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

#### **Cr Claire Clutterham**

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

#### **Cr Hugh Holfeld**

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

#### **Cr Garry Knoblauch**

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

**Cr Grant Piggott**

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

**Cr Sue Whittington**

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

**Cr Scott Sims**

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

**Cr Victoria McFarlane**

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

**Former Elected Members****Cr Evonne Moore**

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

**Cr Carlo Dottore**

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

**Cr John Minney**

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

**Cr Mike Stock**

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

**Cr Fay Patterson**

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

# Voting shapes our community's future



# Council Elections

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

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

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

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

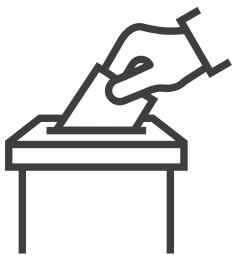
An election was not held for the West Norwood/Kent Town Ward as Sue Whittington and Grant Piggott were declared Elected (unopposed), by the Deputy Returning Officer at the close of nominations on 6 September 2022.

### Voter participation

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

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

### 2022 Local Government Elections voter participation rate



## 35.54%

State Voter Participation

## 34.23%

NPSP Voter Participation

## Former Elected Members

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

### Cr Evonne Moore

1997–2000

2003–2010

2014–2022

### Cr Carlo Dottore

1997–2022

### Cr John Minney

1997–2000

2003–2022

### Cr Mike Stock

2003–2006

2007–2010

2017–2022

### Cr Fay Patterson

2018–2022

# Ethics

## *Elected Member Behavioural Management Framework*

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

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

- must at all times act honestly in the performance and discharge of official functions and duties;
- must act with reasonable care and diligence in the performance and discharge of official functions and duties;
- must not, either as a current or former Elected Member, whether within or outside the State, make improper use of information acquired by virtue of their position as an Elected Member to gain, directly or indirectly, an advantage for themselves for another person or to cause detriment to the Council;
- must not, either as a current or former Elected Member, whether within or outside the State, make improper use of their position as an Elected Member to gain, directly or indirectly, an advantage for yourself or for another person or to cause detriment to the Council; and
- must not, either as a current or former Elected Member, whether within or outside the State, disclose information or a document to which there is an order of the Council to retain the information or document in confidence in accordance with the Act, or in those circumstances where either the current or former Elected Member knows or ought reasonably to know that the information or document is required to be treated confidentially.

To support these provisions, new Behavioural Management provisions set out in the *Local Government Act 1999* came into operation in South Australia in 2022 to coincide with the conclusion of the 2022 Local Government Election. The Behavioural Management framework, which applies to all Elected Members across Local Government in South Australia, includes Behavioural Standards which are a public declaration of the standards of conduct and behaviour which the community can expect Elected Members to observe

The objective of the Behavioural Management framework is to ensure Elected Members observe the highest standards of honesty, propriety and integrity in the pursuit and performance of their roles, functions and duties

The Behavioural Standards comprise the following components:

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

### **Behavioural Standards Panel**

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

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

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

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

### **Behavioural Management Policy**

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

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

The LGA Model Behavioural Management Policy sets out:

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

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

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

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

## **Integrity Agencies**

### **South Australian Ombudsman**

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

Matters regarding a potential issue of misconduct or maladministration (but not corruption) in public

administration, may also be made to the South Australian Ombudsman.

### **Independent Commissioner Against Corruption**

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

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

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

### **Equal Opportunity Commissioner**

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

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

# Risk Governance and Management

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

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

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

## Operational Risks

The Council records and maintains Operational Risks on the central Risk Register, which is reviewed at least annually by Departmental Managers. The Risk Register incorporates departmental risks and proposed mitigation techniques, as determined by the evaluation process

## Strategic Risks

The Council identifies and records Strategic Risks on the central Risk Register. Strategic level risks are identified by the Management Team and the Council, as part of an annual review at a minimum. and 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 & Risk 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 objective of the Plan is to ensure that appropriate structures and protocols are in place to enable effective responses to a business interruption event that has the potential to impact upon the Council's operations. The Plan documents the processes and resources required by the Council in the delivery of its critical business objectives.

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

### Council Reports

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

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

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





# Council 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.



- |  |  |
|--|--|
| <span style="color: orange;">●</span> Kensington/East Norwood Ward | <span style="color: green;">●</span> St Peters Ward                |
| <span style="color: teal;">●</span> Maylands / Trinity Ward        | <span style="color: purple;">●</span> Torrens Ward                 |
| <span style="color: grey;">●</span> Payneham Ward                  | <span style="color: brown;">●</span> West Norwood / Kent Town Ward |



## Representation Quota

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

The Council’s representation quota for 2022–2023 is set out in Table 1. Table 2 provides a comparison to the average representation quota for councils of a similar size within the Adelaide metropolitan area.

**Table 1: City of Norwood Payneham & St Peters Representation Quota 2022–2023**

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

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

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

Source: State Electoral Office

## Council Meetings

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

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

During 2022–2023, Council meetings were held on the first Monday of each month (and when required due to public holidays, on the first Tuesday of each month) commencing at 7.00pm. These meetings were held in the Council Chambers, Norwood Town Hall, 175 The Parade, Norwood.

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

### Elected Member Attendance at Council Meetings

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

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

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

\* July–November 2022

\*\* November 2022 – June 2023

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

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

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

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

## Committees

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

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

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

Committees of the Council during 2022–2023 were:

- Audit Committee<sup>#</sup>
- Building Fire Safety Committee<sup>#</sup>
- Business and Economic Development Committee
- Council Assessment Panel<sup>#</sup>
- Cultural Heritage Committee
- Norwood Parade Precinct Committee
- St Peters Child Care Centre & Preschool Committee
- Traffic Management and Road Safety Committee

<sup>#</sup>*Statutory Committees*

More information about the role of Elected Members, Council's decision making and Council Committees, is detailed in pages 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 39 items considered by the Council in confidence during 2022–2023, at the end of the reporting period, a total of 8 items were released by virtue of the Council's resolution which specified a time and/or an event to trigger the release of the item.

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

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

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

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

## Information and Briefing Sessions

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

Information and Briefing Sessions are held to:

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

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

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

## Elected Members

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

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

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

The attributes of an effective Elected Member include:

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

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

### Allowances

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

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

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

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

The Elected Member Allowance for 2022–2023 was:

<b>Mayor:</b>	\$76,440 per annum
<b>Councillors:</b>	\$19,110 per annum

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

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

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

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

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

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

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

Elected Members are entitled to receive reimbursement for:

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

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

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

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

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

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

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

## Gifts to Elected Members

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

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

### Volunteers Christmas Dinner

In November 2022, the Council hosted its annual Volunteers Christmas Dinner at The Ellington, 23 Hackney Rd, Hackney. The event is held to celebrate and thank Volunteers for their contribution over the year and to acknowledge Volunteers that have reached years of service milestones through the presentation of years of service awards.

Ten Elected Members attended the Volunteers Christmas Dinner at \$84 each.

### Mayor's Christmas Dinner

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

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

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

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

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

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

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

## Training and Development

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

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

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

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

- new legislative requirements;
- building leadership capability in the sector;

- investing in our community leaders; and
- focusing on building a team culture.

The training focuses on the following themes:

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

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

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

The revised LGA Training Standards commenced to coincide with the conclusion of the 2022 Election.

All Elected Members completed the Mandatory Training by June 2023.

## International and Interstate Travel

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

### International Travel

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

### Interstate Travel

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

## Review of Decisions

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

Members of the Council are accountable to the community for the decisions they make. *The Local Government Act 1999* provides for any individual to ask for a review of a decision

made by the Council, its employees or other persons acting on behalf of the Council. The Council's Review of Decisions Policy is available via the Council's website.

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

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

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



# Council Committees

## *Audit & Risk Committee*



*Left to right: Mayor Rober Bria, Cr Claire Clutterham, Cr Grand Piggot, Ms Stefanie Eldridge, Ms Sandra DiBlasio*

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

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

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

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

The Audit & Risk Committee assists the Council in the effective conduct of its responsibilities in respect of:

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

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

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

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

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

#### **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 Stefanie Eldridge**

##### *Independent*

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

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

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

#### **Challenges:**

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

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

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

## Building Fire Safety Committee



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

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

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

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

The Committee continues to liaise with the Department for Infrastructure and Transport (DIT) and owners of identified buildings regarding the presence of non-compliant Aluminium Composite Panel (ACP) Cladding and other flammable cladding in response to a State-wide audit led by DIT.

Currently two buildings with ACP cladding are under investigation by the Committee.

For the period commencing 1 July 2022 until 30 June 2023, the Building Fire Safety Committee comprised of the following members:

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

### **Troy Olds**

#### *Presiding Member of the Committee*

Troy has over 27 years' experience in Building Surveying in both Local Government and private practice. His expertise is multi-disciplinary in the areas of building surveying, fire engineering, urban and regional planning and disability access.

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

### **Demetrius Poupoulas**

#### *Committee Member*

Demetrius has been a member of several metropolitan Council Fire Safety Committees for more than 32 years. He is a Fellow of the Institution of Engineers and has been a member of the Australian Institute of Building Surveyors from 1970–2020.

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

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

### **Peter Hilhorst**

#### *Committee Member*

Peter has been employed with the South Australian Metropolitan Fire service for 28 years. He has served as a Firefighter for 16 years, and Station officer for 12 years. Peter has 7 years' experience within, and is currently the Commander of the Built Environment Section of the MFS.

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

### **Mario Hlavati**

#### *Committee Member*

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

Mario has 9 years' experience in the Local Government sector, predominately working in the field of building surveying. Accredited Professional Level 1 with DIT, and accreditation with Australian Institute of Building Surveyors as Level 1 Building Surveyor, Mario has held positions on fire safety committees since 2015.

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

## **Challenges**

While the Committee was very efficient and effective in diligently actioning a range of on-going and complex enforcement matters within the reporting period, one of the challenges faced by the Committee during this reporting period was the speed of response of the building owners in regard to required fire safety upgrades.

With many building owners being impacted financially over the course of past two years, the capital expenditure for any upgrades to a building (not only fire safety) has been either put on hold or delayed. This has posed challenges to the Committee in enforcing and ensuring building fire safety is upgraded within a reasonable period of time.

## Council Assessment Panel



*Left to right: Ms Jenny Newman, Mr Mark Adcock, Mr Ross Bateup, Cr Christel Mex, Mr Terry Mosel*

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

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

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

The Council Assessment Panel normally meets monthly on the third Monday of each month. During the 2022–2023 reporting period the CAP met on 10 occasions.

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

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

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

The Council Assessment Panel comprises of the following Members:

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

#### **Mr Terry Mosel**

##### *Presiding Member*

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

#### **Ms Jenny Newman**

##### *External Member*

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

#### **Mr Mark Adcock**

##### *External Member*

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

#### **Mr Ross Bateup**

##### *External Member*

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

### **Challenges**

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

## *Business & Economic Development Advisory Committee*

*Left to right: XXXX*

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

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

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

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

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

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

re-established and comprises of the following members:

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

**Amanda Grocock***Specialist Independent Member*

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

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

**Amanda Pepe***Specialist Independent Member*

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

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

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

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

**Ben Pudney***Specialist Independent Member*

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

**Joshua Baldwin***Specialist Independent Member*

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

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

**Matt Grant***Specialist Independent Member*

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

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

**Rebecca Thomas***Specialist Independent Member*

Rebecca is an experienced urban planning and property practitioner with over 25 years of urban planning, strategy and policy development experience within the private and public sector. Rebecca is part owner of Town Planning consultancy Ekistics Planning and is also the current Presiding Member of the State Commission Assessment Panel. Rebecca has participated on a number of other Government and Local Council boards and committees and offers a pragmatic and collaborative approach together with sound understanding of governance and organisational operations of Local Government.

**Trish Hansen***Specialist Independent Member*

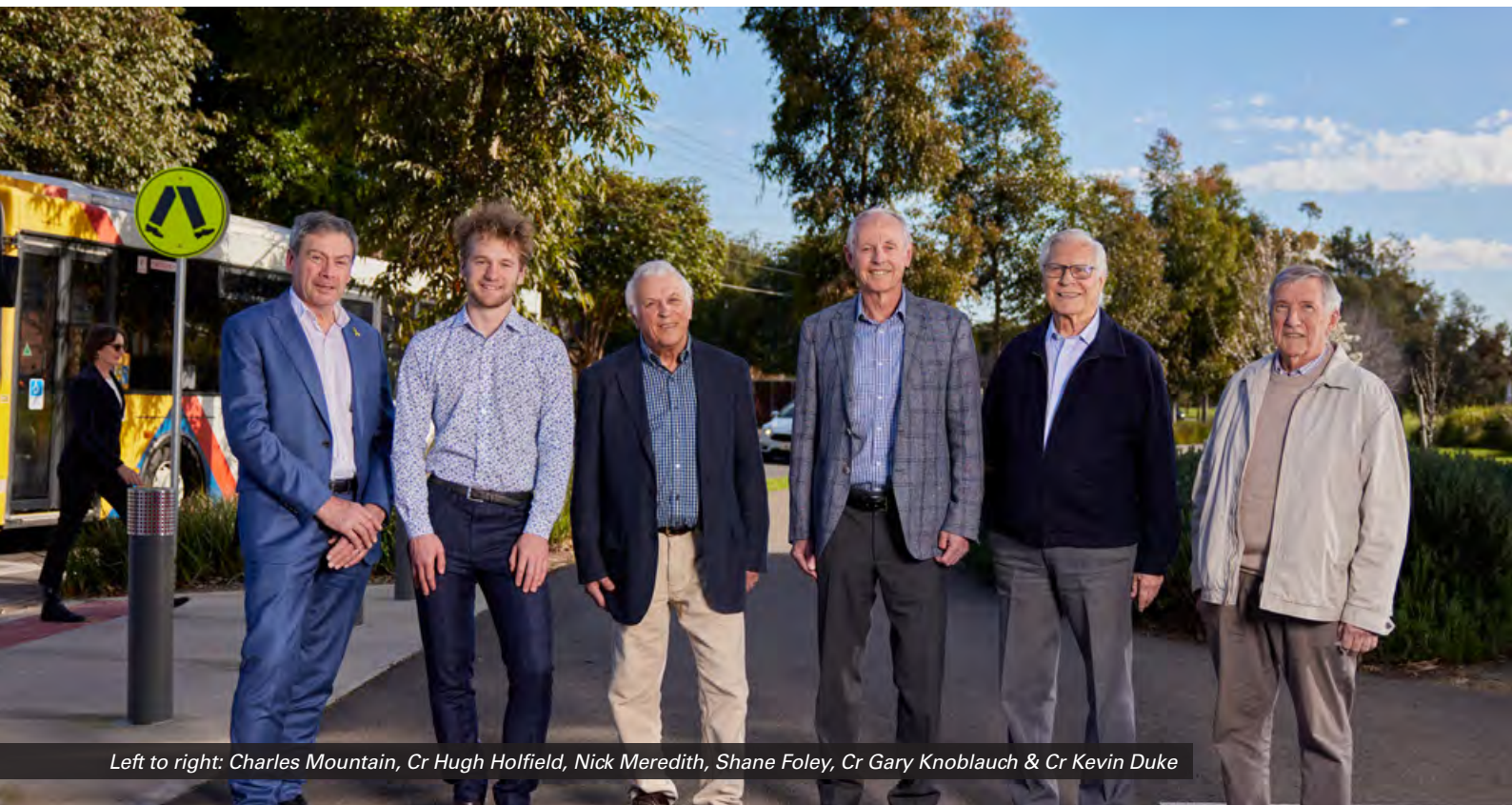
Trish is a strategist and systems designer in the fields of health, wellbeing, arts and culture, committed to enriching the creative and cultural life of people, places, neighbourhoods and cities.

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

Independent Committee members receive a \$300 sitting fee.



## Traffic Management & Road Safety Committee



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

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

The Committee continues to play an integral role in the implementation of initiatives to improve road safety and the management of traffic related issues.

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

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

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

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

### **Nick Meredith**

#### *Specialist Independent Member*

As a Member of the Committee since 2012, Nick has more than 50 years experience in all facets of traffic engineering, traffic management and transport planning. Nick has attended the Transport Planning and Management Course at the University of New South Wales, has a Land Use 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.

## Norwood Parade Precinct Committee

### Charles Mountain

#### *Specialist Independent Member*

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

### Shane Foley

#### *Specialist Independent Member*

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

### Challenges

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

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

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

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

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

The role of the Norwood Parade Precinct Committee is to develop an Annual Business Plan and Budget for the Norwood Parade Precinct (which is funded through a Separate Rate that is collected by the Council), and to oversee the implementation of the marketing and promotional initiatives outlined in the Plan which are aimed at stimulating visitation, activating the area and encouraging retail, services, leisure and dining patronage to The Parade.

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

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

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

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

These developments impacted on businesses and visitation in a number of ways, including disruption to businesses trading abilities, parking and traffic movement and it was the responsibility of the Committee to assist with identifying ways to navigate these impacts.

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



**Sylvia Soon**  
Project Manager, Buildings and Special Projects



**Ned Feary**  
Urban Planner



**Isabella Veenstra**  
Service Officer



**Emma Comley**  
Arts Officer

# Our Organisation

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



**Radika Irkulla**  
Payroll Officer



**Nighmat Hasanoff**  
Information Services Administrator



**Peter Wellington**  
Projects Planner



**Vedrana Pantelic**  
Educator

# Organisational Structure



**Chief Executive Officer**  
Mario Barone

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


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

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


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




**Chief Executive's Office**  
*Manager*  
Skye Grinter-Falzun




**Arts, Culture & Community Connections**  
*Manager*  
Navian Iseut



**City Projects**  
*Manager*  
Jared Barnes



**Economic Development & Strategy**  
*Manager*  
Keke Michalos




**Organisational Development & Performance**  
*Manager*  
Nicole Newton




**WHS & Risk**  
*Manager*  
Sean Faulkner




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



**Development Assessment**  
*Manager*  
Geoff Parsons



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

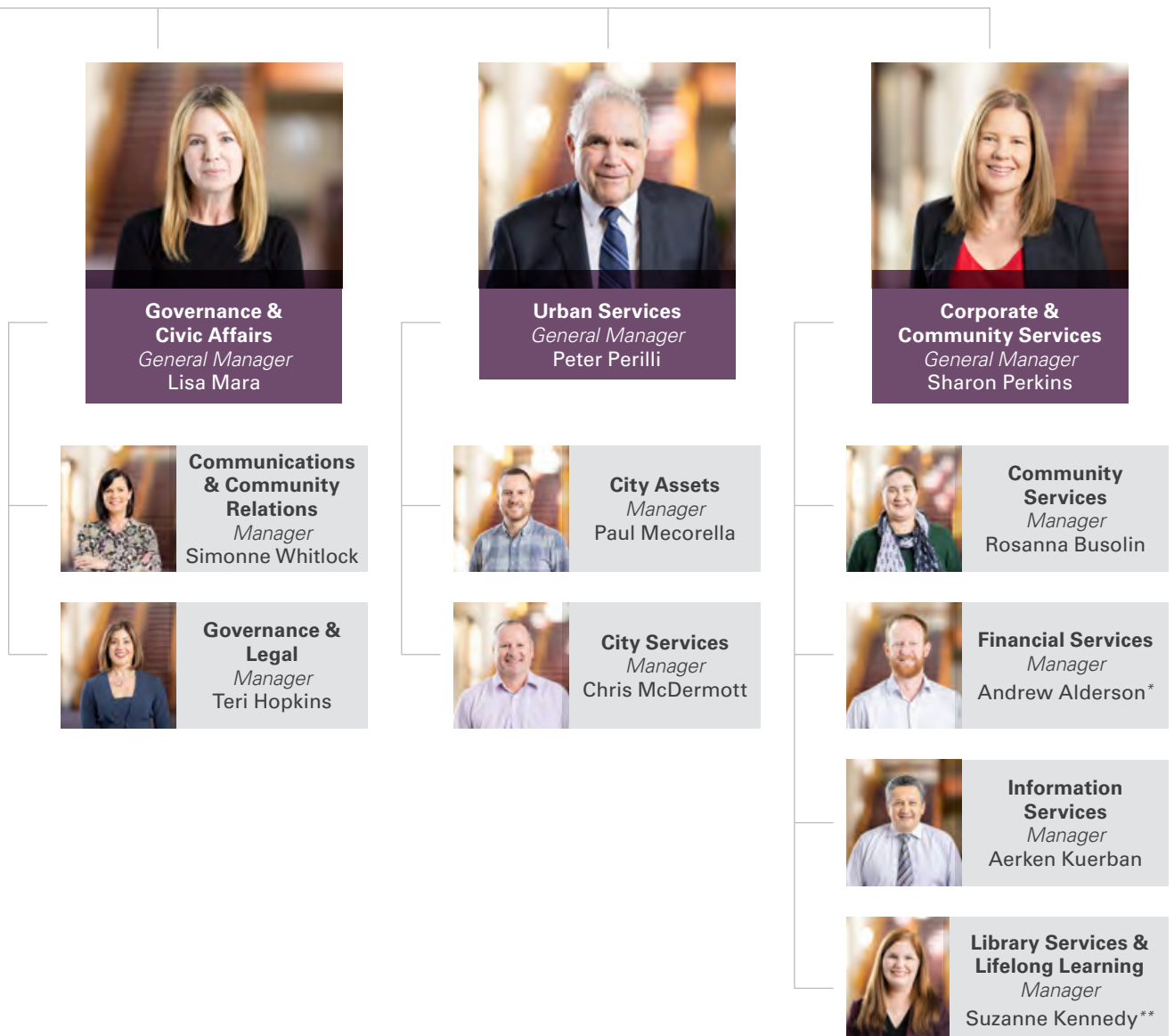


**Urban Planning & Sustainability**  
*Manager*  
Eleanor Walters

\* Resigned XXX 2022

\*\* Resigned XXX 2022

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



# Executive Leadership

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

The City of Norwood Payneham & St Peters' General Managers and the Chief Executive Officer form the Executive Leadership Team (ELT). ELT provides consistent service and expertise, across five separate departments.

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, human resources and work health and safety. More broadly, I am responsible and accountable to the Council for the implementation of all Council decisions and for the efficient and effective running of the organisation and its operations.

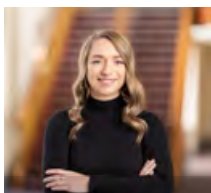
I am currently the Chair of the Eastern Region Zone Emergency Management Committee and a member of the Local Government Association of South Australia

Chief Executive Officer's Advisory Committee.

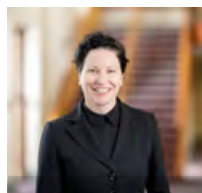
With an extensive background as an Urban, Regional and Environmental Planner, my formal qualifications are a Bachelor of Arts in Planning and a Graduate Diploma in Environmental Planning, and a Fellow of the Planning Institute of Australia.

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.



**Chief Executive's Office**  
*Manager*  
Skye Grinter-Falzun



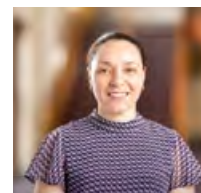
**Arts, Culture & Community Connections**  
*Manager*  
Navian Iseut



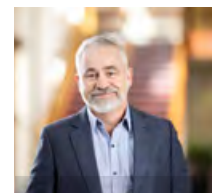
**City Projects**  
*Manager*  
Jared Barnes



**Economic Development & Strategy**  
*Manager*  
Keke Michalos



**Organisational Development & Performance**  
*Manager*  
Nicole Newton



**WHS & Risk**  
*Manager*  
Sean Faulkner





## Carlos Buzzetti

**General Manager  
Urban Planning & Environment**

Joined the Council in 2003

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

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

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

Recognised by the Planning Institute of Australia as a Fellow and Registered Planner (RPIA), I also hold a Bachelor of Arts in Urban Planning, a Graduate Diploma of Urban and Regional Planning, a Post-Graduate Degree in Psychology of Business and Management, a Certificate of Management and accreditation as a Smart Cities Practitioner.



## Lisa Mara

**General Manager  
Governance & Civic Affairs**

Joined the Council in 2004

I commenced my career in Local Government on a six month contract with the former District Council of Stirling in 1993, and have worked in the sector ever since. I love working in Local Government and firmly believe that it is essential that Local Government demonstrates its ability to manage its governance responsibilities effectively; consider contemporary governance practices and recognise the importance of a robust governance framework to provide strong leadership for the community.

I am privileged to lead and work with an exceptional team who are committed to delivering excellent outcomes for our community across a range of services, programs and events.

I oversee the Council’s governance, community services, information services, communications and community relations functions—all vital activities in achieving the Council’s collective vision of community well-being.

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



**Development Assessment**  
Manager  
Geoff Parsons



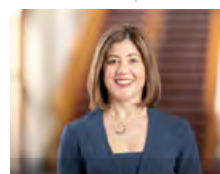
**Traffic & Integrated Transport**  
Manager  
Gayle Buckby



**Urban Planning & Sustainability**  
Manager  
Eleanor Walters



**Communications & Community Relations**  
Manager  
Simonne Whitlock



**Governance & Legal**  
Manager  
Teri Hopkins

\* Resigned XXX 2022  
\*\* Resigned XXX 2022



## Peter Perilli

*General Manager  
Urban Services*

Joined the Council in 1997  
Retired in December 2022

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

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

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

## Sharon Perkins

*General Manager  
Corporate Services*

Joined the Council in 2010  
Resigned in October 2022

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

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

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

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



**City Assets**  
*Manager*  
Paul  
Mecorella



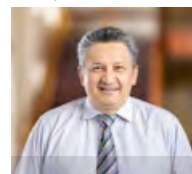
**City Services**  
*Manager*  
Chris  
McDermott



**Community Services**  
*Manager*  
Rosanna  
Busolin



**Financial Services**  
*Manager*  
Andrew  
Alderson\*



**Information Services**  
*Manager*  
Aerken  
Kuerban



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

# Our Staff

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



Left to right: Chris McDermott, Mark Fletcher & Rob Sparks

# Our Values

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

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

In 2022–2023, the Council’s internal program recognised the following staff who performed above and beyond:

## Our People

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

## Working Together

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

### Awarded to

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

## Leadership

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

*Aaron Cook, Works Coordinator, Tree Services*

## Excellence

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

### Awarded to

*Stuart Pope, Project Manager, City Projects*

## Integrity

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

### Awarded to

*Rohan Prigg, Leading Worker, Civil Maintenance*

## Service

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

### Awarded to

*Tyson McLean, Economic Development Officer*

# Meet some of our Staff



## *Rosanna Busolin*

Manager, Community Care Services

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

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

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

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

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

shopping transport social and other well-being programs.

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

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

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

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

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

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

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

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



## Jacquelyne Ladner

Cultural Heritage Coordinator

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

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

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

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

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

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

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

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

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

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

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

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

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

# Staff Profile

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

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



Leanne Blandis  
XXX

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

**8.2 years** average length of service

**61%** of our workforce is permanent

**18%** staff turnover

**27%** administrative positions

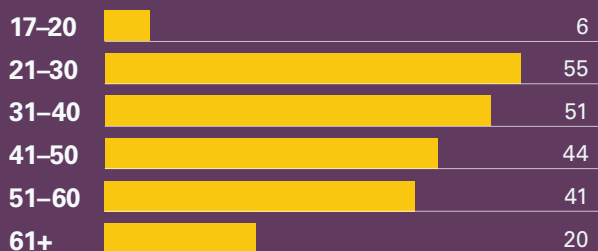
## Gender profile



60% Females

40% Males

## Age profile



**As at 30 June 2023, the Council employed 217 staff, including 109 full time and 38 part time and 70 casual staff who predominately work at the Council's Swimming Centres and at the St Peters Child care Centre & Pre-school.**

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

Staff are engaged across a range of positions within:

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

## Length of Service

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

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

## Demographics

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

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

## Salaried employees

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

The Council's employees receive the following salaries.

Salary Bracket	No. of Employees
\$50,000–\$69,000	46
\$70,000–\$89,000	115
\$90,000–\$109,000	29
\$110,000–\$129,000	8
\$130,000–\$149,000	13
\$150,000–\$169,000	1
\$170,000–\$189,000	2
\$190,000–\$209,000	1
\$210,000–\$229,000	0
\$230,000–\$249,000	0
\$250,000–\$269,000	0
\$270,000–\$289,000	1
\$290,000–\$309,000	0
<b>Total</b>	<b>216</b>





**Sophie Schuetze**  
Events Assistant



**Nigel Jordan**  
Coordinator, Volunteer Services

## *Staff Changes and Recruitment*

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

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

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

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

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

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## Job Description Spotlight

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### **Mechanic**

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

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

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### **Manager, Governance & Legal**

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

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

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### **Manager Development Assessment**

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

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

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

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### **Administrator, Organisational Development & Performance**

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

and Work Health & Safety administration. This role also involves co-ordination with all Council departments to ensure holistic organisational participation.

## Conditions of Employment

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

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

During Enterprise negotiations, the Council has focussed on maintaining attractive working conditions and wages, whilst ensuring that the organisation continues to deliver efficient and effective services to the local community.

As at 30 June 2023, 157 of the 217 individuals employed by the City of Norwood Payneham & St Peters were covered by the Municipal Officers Enterprise Agreement. The remaining 60 (field staff and Swimming Centre casual staff) are covered by the Local Government Employees Enterprise Agreement.

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

- Journey Insurance;
- Income Protection;
- Rostered-Days-Off;
- no forced redundancies;
- Voluntary Separation Packages;
- recognition of Continuous Service in employment between Councils and the ability to transfer Long Service Leave Entitlements;
- leave options including access to:
  - Professional Development Leave;
  - Extended Carer's Leave;
  - Approved Leave Without Pay;
  - Family Violence Leave;
  - Aboriginal & Torres Strait Islander Peoples Leave;
  - Union Training Leave;
  - Paid Parental Leave;
  - Study Leave;
  - Purchased Leave;
- Financial Assistance towards related Study expenses;
- Part-Time, Job Share & Pre-Retirement Employment options;

- limited use of Fixed-Term Contracts and permanent positions for Senior Managers; and
- Fire Warden and First Aid officer allowance.

### Employee Benefits

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

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

### Training and Professional Development

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

During 2022–2023 Professional development benefits included:

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

- Playground Inspection Course – Level 2
- Planning & Enforcement Case Law Update
- Building in Flood Hazard Areas
- Objective ECM Refresher

#### **Skill Training**

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

#### **Work Health & Safety**

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

### **Equal Opportunity Employment**

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

The Council's policies and practices meet both the diverse needs of staff and those of the community. The Fair Treatment and Equal Opportunity Policy prohibits discrimination and provides for treating people as individuals without making judgements based on characteristics such as sex, chosen gender or sexuality, race, physical or mental disability, age, and religious appearance or dress. The Policy aims to ensure that all employees can work in

an environment that fosters mutual employee respect and working relationships free from harassment and where each employee has the opportunity to progress to the fullest extent of their capabilities.

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

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

## *Apprenticeship Scheme*

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

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

## Human Resources

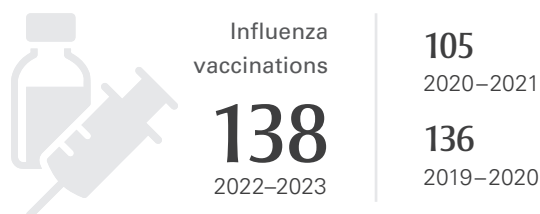
The Council maintains a Human Resources Policy Manual to ensure good governance of human resource and management matters. The Policy Manual is reviewed every three years and it contains the following policies:

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

## Staff well-being

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

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



**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

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

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

## Keeping Staff Informed

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

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

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

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

## Interstate staff travel costs

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

**Position:** Graphic Designer

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

**Costs:** Flights, accommodation \$650.00.

**Position:** General Manager, Urban Planning & Environment

**Purpose:** Travelled to Melbourne for the Smart Cities Week Conference

**Costs:** Flights, accommodation \$843.

## Charitable Contributions

During 2022–2023, staff participated in several fundraising activities in support of the following charitable organisations:

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

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

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

## Gifts to Staff

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

The Council hosted a number of events during 2022–2023 which some staff attended. Details of these events are set out below:

- in November 2022, the Council hosted its annual Volunteers Christmas Dinner at the Norwood Concert Hall. Ten staff, who work directly with Volunteers attended the Volunteers Christmas Dinner at a cost of \$84 each; and
- the 2022 Mayor's Christmas Dinner was held on Friday, 26 November 2021 at Fine and Fettle, Magill Road. The Council's Chief Executive Officer, General Managers and Managers attended the Dinner. The cost of attendance at the Mayor's Christmas Dinner was \$134.80 each.



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

## Beyond the call of duty

### *Freak storm event wreaks havoc*

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

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

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

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

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

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

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



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

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

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

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

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

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

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



# Awards

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

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



Year	Description	Award	Project
2019	Australian Institute of Landscape Architecture (AILA) Awards	Landscape Architecture Award, Parks and Open Space	Felixstow Reserve
2019	Australian Institute of Landscape Architecture (AILA) South Australia Awards	Excellence in Cultural Heritage	Felixstow Reserve
2019	Australian Institute of Landscape Architecture (AILA) South Australia Awards	Healthy Parks Healthy People South Australia Award	Felixstow Reserve
2019	Australian Institute of Landscape Architecture (AILA) Awards	National Landscape Architecture Award, Parks and Open Space Award	Felixstow Reserve
2019	IES The Lighting Society	Award of Commendation, Lighting Design	Felixstow Reserve
2019	Australian Civic Trust	People's Choice Award, Urban Category	Felixstow Reserve
2019	Planning Institute of Australia (PIA)	Award for Excellence in Public Engagement and Community Planning	Felixstow Reserve
2019	Planning Institute of Australia (PIA)	Award of Commendation, Best Planning Ideas – Large	Felixstow Reserve
2019	Planning Institute of Australia (PIA)	Award of Commendation, Great Place	Felixstow Reserve
2019	Master Landscapers of SA	Most Environmentally Sensitive Project	Felixstow Reserve
2019	Master Landscapers of SA	Landscape Maintenance Commercial	Felixstow Reserve
2020	Australasian Reporting Awards	Gold Award	2018–2019 Annual Report
2021	Australasian Reporting Awards	Gold Award	2019–2020 Annual Report
2022	Australasian Reporting Awards	Gold Award	2020–2021 Annual Report
2022	Norwood Oval Redevelopment	AFL's Ken Gannon Community Football Facilities Award	Norwood Oval Members Facilities and Clubrooms
2022	Planning Institute of Australia (PIA) and Detention Basin	Award for Commendation, Climate Change & Resilience	Felixstow Neighbourhood Urban Renewal Reserve
2022	Planning Institute of Australia (PIA)	Award for Commendation, Technology & Digital Innovation	Smart School Crossing, William Street, Norwood
2023	Australasian Reporting Awards	Gold Award	2021–2022 Annual Report

# Work Health & Safety

The Council is committed to maintaining the highest possible standard of health and safety for everyone who enters our workplaces, whether interacting with our friendly citizen services staff, utilising one of our pools or libraries or simply enjoying our beautiful urban parkland environment or our heritage streetscapes. This concept is reflected in our WHS strategy, policies and safety management systems, and continues to be the cornerstone of our approach to workplace safety.

Despite the challenges over the past few years, as our community emerges from the shadow of COVID-19, the Council has continued to achieve ongoing safety performance improvements. The Council has once again systematically reduced the severity of incidents (as shown in Graph 1). This is the fifth consecutive year in which the Council has recorded a reduction in the severity of incidents and it has been achieved due to the sustained efforts of the Chief Executive Officer, General Managers and all staff members.

In addition, over 65% of all incidents which were reported resulted in no physical harm to our staff or members of the public (as shown in Graph 2). The Council's strong WHS performance has also again been reflected in the Council's Workers Compensation Claims data (as shown in Graph 3). Most pleasingly, the Council has gone over 234 days without an injury which required Medical Treatment and has not recorded a Lost Time Injury in over 720 days.

Graph 1

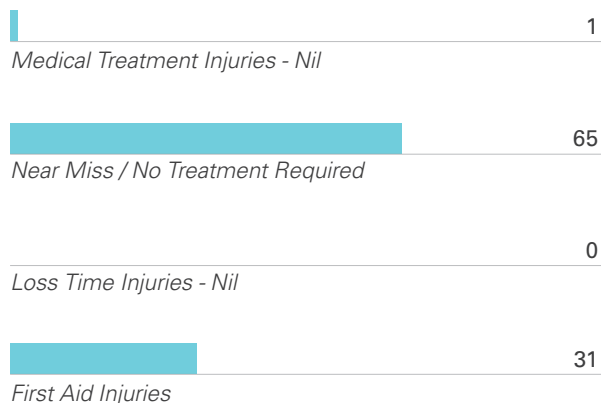
## Incident Reports vs Severity



- Total number of incidents
- Incidents requiring medical treatment

Graph 2

## Incident by type



## Drug and Alcohol Testing

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

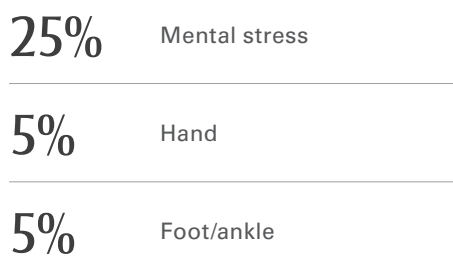
Each year, up to 20 staff, which equates to approximately 10% of all staff, are routinely and randomly tested for the inappropriate use of drugs and alcohol.

### Challenges

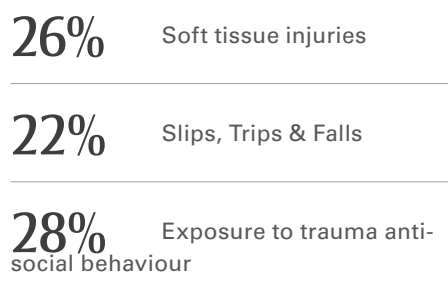
Council’s ongoing challenge is to continue to maintain and build a positive safety culture. A positive safety culture helps the Council maintain safe operations. By having everyone, from field staff through to executive leaders, take safety seriously, remaining watchful and avoiding compromises, means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

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

#### Most common injury locations

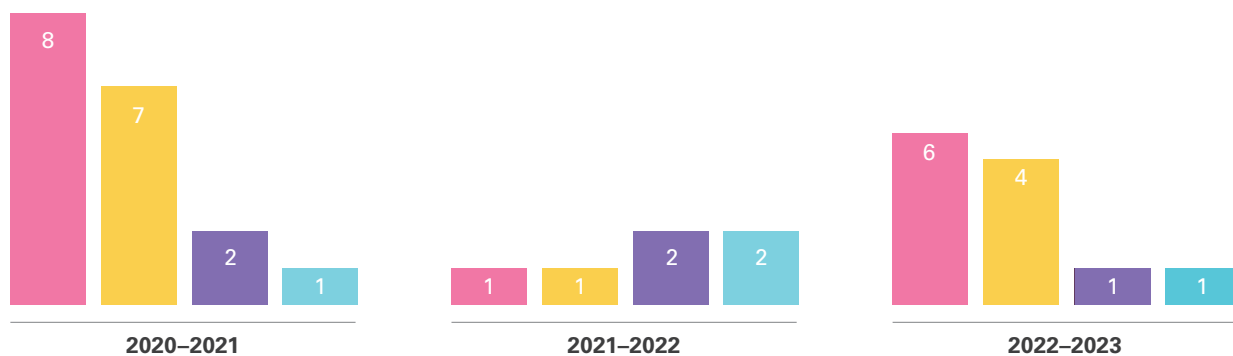


#### Most common types of injury



Graph 3

### Workers Compensation Claims - Trend Analysis



- Total number of new claims for the year
- Total number of new claims closed during the year
- Total number of existing claims at the start of the year
- Total number of existing claims closed during the year



**Delivering  
exceptional  
citizen service.**



# Communications

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

## Look East



In 2022–2023, the Council produced its community publication, Look East seasonally compared to biannually in previous years. Look East is distributed to ratepayers, residents and businesses within the City of Norwood Payneham & St Peters and is available to download from the Council's website.

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

## Your NPSP



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

An opt-in bi-monthly communication, Your NPSP is well received with a 50% average open rate, which is considered strong engagement against a government benchmark of 35.3%\*

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

<sup>1</sup>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.

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



Libraries, 51,638 visits



Waste & Recycling, 43,819 visits



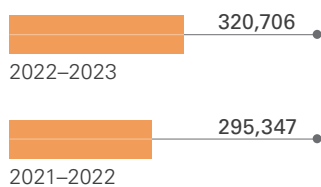
Swimming Centres, 42,187 visits

## Website Usage

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

### Website Visits

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



### Devices

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

### Most Popular Content

The images above show the top six most visited website pages and the number of visits each received during the 2022–2023 financial year period.

### Online Services Overview

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

Popular online services include:

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

### Online Forms

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

In 2022–2023, 10 online forms were created for the convenience of citizens and to streamline the way we collect and process service requests, enquiries, feedback and complaints.

### Completed Website Improvements during 2022–2023

#### Invest in NPSP Section

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

Web pages in the section:

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



Make a Payment, 17,582 visits



Events Calendar, 15,008 visits



Contact Us, 14,343 visits

### Smart City Section

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

#### Webpages in the section:

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

### Landscaping and Development Section

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

#### Web pages in the section:

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

#### Virtual Tours of Selected Council Venues

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

#### Virtual venue tours are embedded on the following webpages:

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

### Upcoming Website Improvements 2023–2024

#### Volunteer Vacancies & Programs Interactive Listing

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

#### Parking Expiation Notice Portal

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

#### Community Consultation section

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





*St Morris Reserve Draft Concept*

## Consulting With Our Community

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

The Council invited comments from the community on a range of topics and issues during 2022–2023 which included:

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

### *St Morris Reserve Upgrade Community Consultation*

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

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

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



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

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

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

**72%**

Support the draft Concept Plan

**21%**

Do not support the draft Concept Plan

**7%**

Did not respond

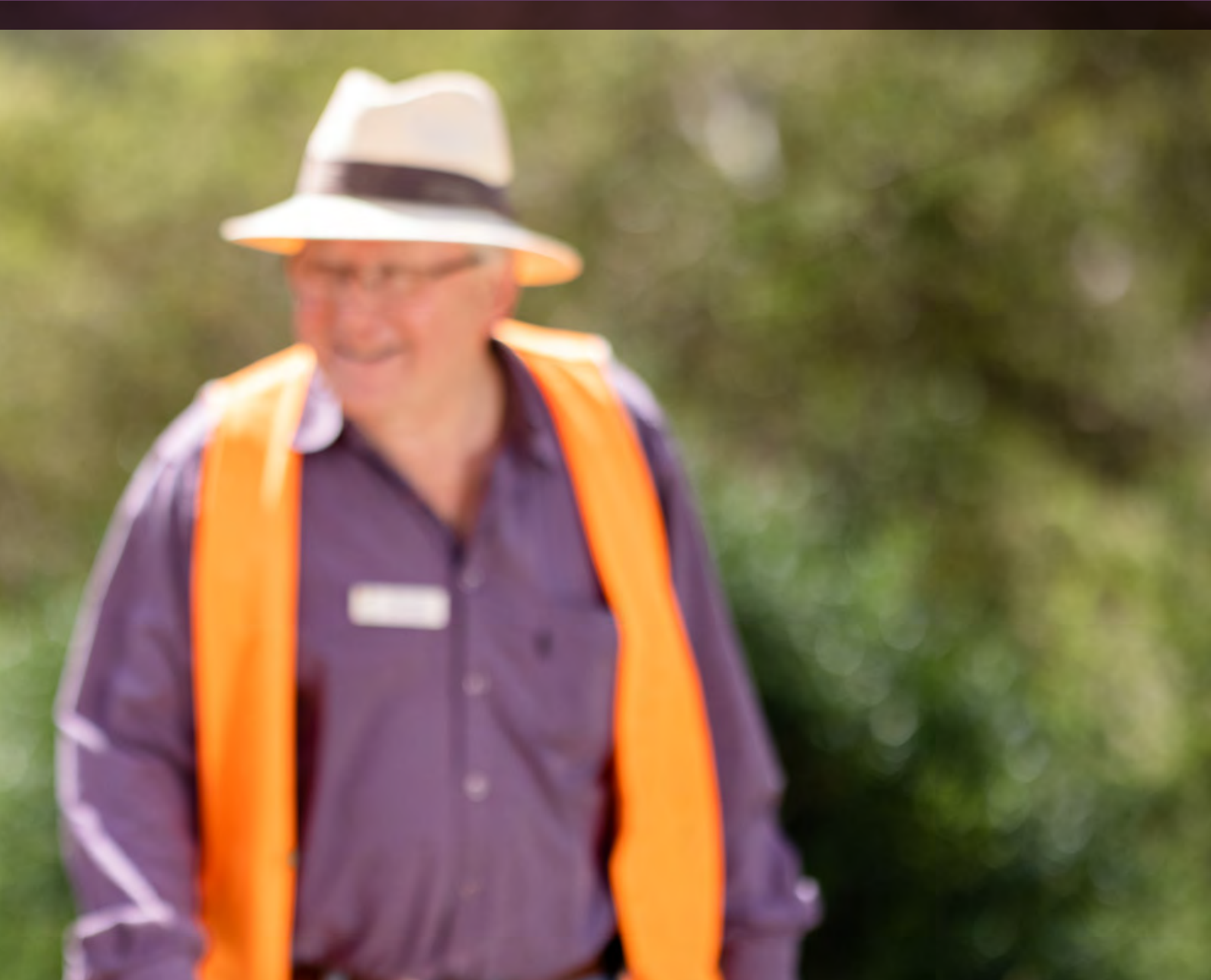


*Friends of the Billabong Volunteers*

# Our Volunteers

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The City of Norwood Payneham & St Peters is supported by a dedicated and energetic group of Volunteers who give their time, skills, expertise and compassion to improve the well-being of others in our community and make our City a great place to live.



# Our Volunteers

The City of Norwood Payneham & St Peters is supported by a dedicated and energetic group of Volunteers who give their time, skills, expertise and compassion to improve the well-being of others in our community and make our City a great place to live.



**Savia Coelho**  
Volunteer

**220** **Volunteers**  
(SA Local Government average 161)

**6,271** **Hours committed to the community**

**71** **New Volunteers**

**66%** **Live in the City of NPSP**

**\$282,819** **Value of hours**

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

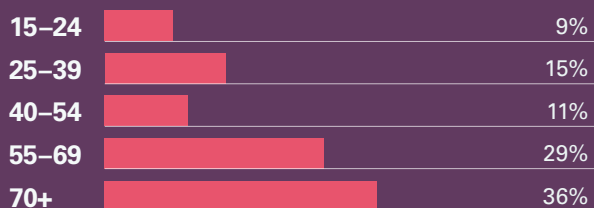
## Gender profile



51% Females

49% Males

## Age profile



*“No matter if you're young or old, busy or relatively free, new to the City or lived here forever, whatever your situation—Volunteering is a great experience..”*

Savia Coelho, Volunteer

**Volunteers play an integral role in our City's community life and make a valuable contribution by giving their time and skills for the benefit of others.**

The impact of the work of Volunteers is both wide reaching and highly valued, however it's not just the recipients of the program and services who benefit.

Volunteering can create many opportunities for Volunteers such as opening networks to new friends and acquaintances, providing the opportunity to develop new skills or refine existing ones, transitioning into or out of paid employment and gaining hands-on work experience.

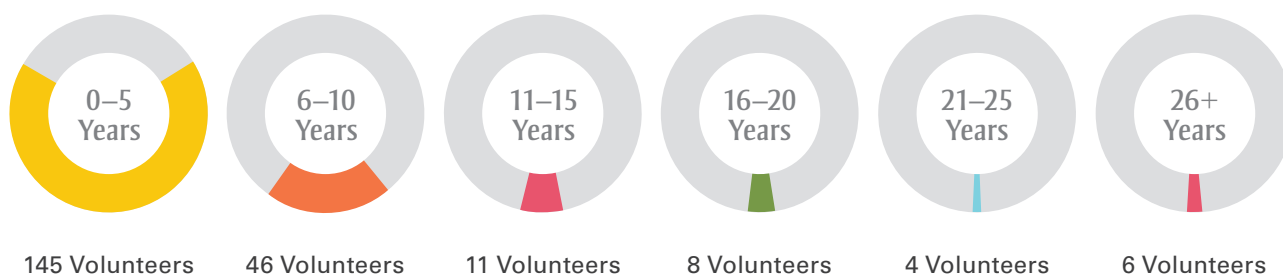
Informal surveying of Council Volunteers who reside outside of the City of Norwood Payneham & St Peters, indicates that volunteering with the Council appealed to them for a number of reasons from convenience and appeal of the local amenity, to the responsiveness and warm welcome of the Council staff.

During 2022–2023, 220 Volunteers provided 6,271 hours of benefit to our community. Our Volunteers contribute across the organisation, support the wider community and bring with them diverse skill sets, experience and cultural backgrounds.

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

- Administration;
- Borthwick Park Biodiversity Program;
- Community transport;
- Community Visitors Scheme;
- Council events;
- Cultural Heritage Program;
- Food Secrets & Eastside Wine and Ale Trail (EWAT) Bus Tours
- Friends of the Billabong;
- Graffiti removal;
- Justice of the Peace;
- Libraries (processing, community information; Home Library Service; and delivery of other library programs and activities);
- Pet Care Program; and
- Stepping-Out Program.

## NPSP Volunteer Length of Tenure



## Volunteer Management

The Council employs a consistent approach to people management systems and processes for Volunteers as it does for staff. This includes the Council applying a similar process for both Volunteers and staff and specifically in respect to Volunteers, the following occurs in relation to recruitment and induction including:

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

The Council also offers Volunteers opportunities for training, personal development review processes, and recognition and award events to ensure they are suitably acknowledged and celebrated for their generous contributions to the Council and our City.

### Volunteer Years of Service Awards

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

#### 5 years of service

Paul Wilson  
Andrew Mclean  
Rohan Sanzgiri  
Peter Young

#### 10 years of service

Ralph Robinson

#### 15 years of service

David Harley  
Les Dennis

#### 20 years of service

Wendy Elliott

#### 25 years of service

John Connell  
John Pearce  
Geoff Rundle

### Premier of South Australia's Certificate of Recognition

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

The following Volunteers received Premiers Certificate of Recognition:

Craig Dreyer  
Melville Rowe

Barbara Cook  
Christine Ward

### Challenges

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

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

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

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

### Looking Ahead

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

# Volunteer Services Program

## Survey Results

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



### 39% of Volunteers participated in the survey.

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

### Programs:

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

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

### Reporting

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

### Whats Next

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

### Volunteer Experience

# 70%



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

# 44%



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

# 21%



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

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



# Meet our Volunteer

## Tolgar Okar



### **Never underestimate the power of humanity.**

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

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

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

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

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

"It was right before COVID-19, I was in a new City, my only contact in Adelaide was the Turkish Association of

South Australia who advised me to use my multinational intercultural human experiences and languages as a Volunteer."

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

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

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

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

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

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

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

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

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

### **Claire Gower Stepping Out Program**

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

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

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

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

Claire accepted and was introduced to Tolga Okar.



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

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

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

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

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

### **The Stepping Out Program**

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

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



# Our Community

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The City of Norwood Payneham & St Peters is a strong, diverse and participatory community that contributes to the vibrancy of our City and livability of the Council in many ways.

Our residents help to build a healthy, happy and resilient City. Some leave a legacy for future generations to enjoy.

This section provides information about some of our community members.



# Community Funding Program

The City of Norwood Payneham & St Peters provides a range of programs, services and facilities to improve the health and well-being of our citizens and increase cultural vitality within the community. The Council also offers support to community groups and organisations who are delivering projects and services for the benefit of the community.

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

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

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

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

Grants are offered through two (2) rounds per financial year, one (1) round in August and one (1) round in February.

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

The Council provided \$18,449 in funding to 7 community groups to support arts and culture initiatives which included:

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



SALA Opening, The Gallery at St Peters

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

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

# Australia Day Awards

The Australia Day Awards are a unique and powerful way of rewarding and recognising individuals and organisations that have made notable contributions to our local community during the year, or offered outstanding service over a number of years. Presented by the Australia Day Council of South Australia and administered by local Councils, the Council's award ceremony was held on Australia Day.



Andrew Dyson, Mayor Bria & John Legg

## Active Citizenship

### Andrew Dyson

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

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

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

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

## Citizen of the Year

### John Legg

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

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

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

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

# New Australian Citizens

In 2022–2023, the City of Norwood Payneham & St Peters welcomed 190 Australian citizens at six ceremonies including the Australia Day Celebration & Citizenship Ceremony on 26 January 2023.



*Cr Claire Clutterham meeting New Australian Citizens*

From our leafy green streets, cosmopolitan lifestyle, heritage buildings, entertainment precincts, parks and reserves, Libraries and Swimming Centres—it is no wonder so many people want to call our City home.

The citizenship ceremonies, which were hosted by Mayor Robert Bria, involved new citizens taking a pledge of which there are two legal options.

## Oath of Allegiance under God

From this time forward, under God, I pledge my loyalty to Australia and its people. Whose:

- Democratic beliefs I share
- Rights and liberties I respect, and
- Whose laws I will uphold and obey

## Affirmation of Allegiance

From this time forward, I pledge my loyalty to Australia and its people. Whose:

- Democratic beliefs I share
- Rights and liberties I respect, and
- Whose laws I will uphold and obey

To see the full list of countries in which are residents are from see page XXX.



# Seed Mix



Artist Nicholas Uhlmann with Seed Mix

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

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

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

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

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

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

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

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

The Seed Mix artwork has been added to the Council's Public Art Map which can be found on the Council's website.

# Possum Magic



St Peters Child Care Centre & Preschool

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

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

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

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

“Sleeping outside originally started because of COVID-19. We did everything we could to stop the spread of germs, and have an open environment and then we noticed how much happier children are in the afternoon.”

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

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

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

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

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

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

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

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

# From little things, big things grow!



Students from Marryatville Primary School

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

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

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

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

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

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

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

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

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

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

## A Golden Idea

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

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

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

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

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

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

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

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

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

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

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

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

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

*Goldie (top right) and classmates with Rotary representatives*





Tour Down Under Stage 3 Start on The Parade

# Peloton of colour on The Parade

*Our City welcomes back the TDU*

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

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

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

The peloton left The Parade at 11.30am and headed east to climb Norton Summit, Checkers Hill and Corkscrew Road before finishing in Campbelltown.

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

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

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

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

## Did you know?

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

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

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

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

## Attendance

**79,000**

Hahn Stage 3 - Norwood to Cambelltown

## Social Media Audience

**248,840**

Social media platform followers

## In-scope visitors

**38,489**

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

## Event excellence

**96%**

of visitors would recommend the event to firends or family

## Positive feedback

**80%**

of all attendees are likley to attend again in 2024

*Information collected from Tour Down Under*



Magill Road

# 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 8,117 businesses which the Council is committed to supporting and nurturing.

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

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

## Top 5 Business Sectors

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

# 1,270



Professional, Scientific Technical Services

# 1,176



Construction

# 1,076



Rental, Hiring, Real Estate Services

# 888



Health Care Social Assistance

# 510



Financial Insurance Services

## Employment

# 27,821

People work within the City of Norwood Payneham & St Peters

## Journey to Work

# 78.5%

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

## Live & Work in the City

# 21.5%

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

## Unemployment Rate

# 3.1%

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

## Top 5 Employment Sectors

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

# 4,777



Health Care Social Assistance

# 3,922



Professional, Scientific Technical Services

# 3,371



Retail Trade

# 2,776



Construction

# 2,671



Education Training

## Business Community Values

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

- Open space – street appeal, green vegetation
- Location – close proximity to the CBD
- Attractive, vibrant and diverse place
- Activation and placemaking
- The Parade – drawcard location
- Diverse business community and high level of collaboration
- Unique eclectic mix of businesses
- Connection with the local community
- Accessibility – pedestrian and cycle friendly
- Quality, fresh and local produce

Information collected from REMPLAN 2023.

## Businesses in our City

# 8,117

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

## Median weekly household income

# \$1,664

Compared to \$1,548 in Greater Adelaide.

## Gross regional product

# \$3.671 billion

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

## Regional imports

# \$1.891 billion

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

## Regional exports

# \$3,099 billion

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

## Value added

# \$3,488 billion

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



# Gather Round

## *A roaring and triumphant success*

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

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

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

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

Universally considered a triumph, with all nine matches in South Australia selling out, including the Gold Coast vs Fremantle and GWS vs Hawthorn matches played at Norwood Oval on Friday 14 and Sunday 16 April, AFL Gather Round exceeded all expectations.

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

## **Two million reasons to welcome back AFL to South Australia’s Premier Main Street**

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

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

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

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

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

Premier Peter Malinauskas MP



## Challenges

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

## Looking ahead

In order to capitalise on the unprecedented national exposure for The Parade, at its May 2022 meeting, the Council unanimously voted to express its interest to the AFL and the State Government to be involved in the 2024 Gather Round.

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

## Word on The Parade

*“Gather Round brought a range of benefits to South Australia and we are thrilled to see the great results for Norwood that resulted into pumping \$2.2 million into the suburb”* South Australia’s Minister for Tourism, Zoe Bettison MP.

*“I was talking to the Mayor of Norwood ... and what we can do with Norwood Parade...We’ve been talking to the Premier with what we can do there.”* Former AFL Chief Executive Officer, Gillon McLachlan

*“Gather Round is about five-fold on one good SANFL game because we get 4500 for SANFL and we got over 9000 for both AFL games.”* Norwood Oval Stadium Manager Patrick Allan.

*“These numbers are incredible and shows that AFL football is very much welcomed on The Parade given the number of hotels, cafes and restaurants fans visited before and after the two matches.”* Mayor of City of Norwood Payneham & St Peters, Robert Bria.

*“The atmosphere that was produced was something we haven’t seen for a long time on The Parade and we really hope The Parade gets the opportunity to host again next year.”* The Colonist Tavern Senior Operations Manager, Bree Stoldt.

*“I have never seen such crowds on The Parade. The place was buzzing and we turned the tables around three times on the Friday night.”* 400 Gradi Venue Manager, Alessia Campagnaro.



2023 Eastside Business Award Winners

# Eastside Business Awards

**The City of Norwood Payneham & St Peters business community has once again celebrated a wide range of industry leaders at the sixth annual Eastside Business Awards.**

Mayor Robert Bria said the Awards, which were held at the St Peters Banquet Hall on 19 April, reinforced that the City of Norwood Payneham & St Peters has some of the most highly regarded, resilient and creative businesses in South Australia.

This year, the Awards attracted a record number of votes with 11,062 received across the 11 categories.

Congratulating the finalists and winners at the Awards, which were also attended by the Minister for Small and Family Business, Andrea Michaels MP, Mayor Bria said: "It is one thing to be hardworking, another to be seen and heard. But it's essential to be celebrated and acknowledged and that is what makes tonight such a special occasion."

"This is the sixth Eastside Business Award ceremony and each year I stand here and feel a huge sense of pride to share this night with talented, driven, skilful and creative members of our community," he added.

"On behalf of the Council, I extend my gratitude and appreciation for all of the businesses, the finalists and the winners, who have worked so hard and contributed significantly to the social and economic fabric of our City.

"To be an Award winner or finalist, shows that a business has had an exceptional impact not only on an individual, but also the wider community, and that is something to be immensely proud of."

"This year, Awards also went to Mary MacKillop Museum, Taste of Nepal, Cheeky Grin Coffee, Reform Distilling and Marden Continental, highlighting the diversity of our economic community and why our City is such a popular place to shop, dine, grab a coffee or beer or enjoy a cultural experience."

The winner in each category received \$1,000 of digital advertising services with Solstice Media and \$1,000 of business advisory services thanks to John Zerella and his team at AFM Services.

**Congratulations to all of the winners!**

## **Hall of Fame (20+ years)**

Gelato Bello  
87 Glynburn Road, Glynde

## **Best Arts & Culture/ Entertainment Experience**

Mary MacKillop Museum  
19 Phillips Street, Kensington

## **Best Fashion Retailer**

Boutique Mon Ami  
121 Glynburn Road, Glynde

## **Best Café/Restaurant**

Taste of Nepal  
300 The Parade, Kensington

## **Best Coffee**

Cheeky Grin Coffee  
74A Gage Street, Firlie

## **Best Pub/Bar**

The Colonist  
44 The Parade, Norwood

## **Best Hair/Beauty Salon**

Sueno Hair  
326B Magill Road, St Morris

## **Best Customer Experience**

Wheel&Barrow Homewares  
140 The Parade, Norwood

## **Best Independent Small Business**

Marden Continental  
Marden Shopping Centre,  
1 Portrush Road, Marden

## **Best Food/Beverage Manufacturer**

Reform Distilling  
91 Little Rundle Street, Kent Town

## **Best Professional Service**

Explore Potential Consulting  
18 Fullarton Road, Norwood



May Rober Bria with Hall of Fame Award winner Marcus Nardone

# Hall of Fame Winner

## *Gelato Bello*

**Just like his favourite gelato flavour, Cassata, Marcus Nardone describes Gelato Bello being inducted into the Eastside Business Awards Hall of Fame as “perfect”.**

Marcus credits the triumph to Gelato Bello’s fiercely loyal customers who have steadily grown over two decades, then flourished even more when he took over the business in October 2022.

Prior to that, Marcus worked as the Operations Manager for seven years for former owner, Ross Halliday.

“When Ross said he wanted to retire, the timing just worked out perfectly and everything just fell into place,” Marcus said.

“But it was Ross who grew the business in the area and made it a staple and I thank him for that.

In order for a business to be nominated for a Hall of Fame Award it must have operated within the City of Norwood Payneham & St Peters for at least 20 years.

Gelato Bello prides itself on producing authentic Italian gelato, the same as you would find walking the streets of Italy. They have 20 staff working in their retail store at Glynde and five staff involved in the production facility a little further up the road.

*“The City of Norwood Payneham & St Peters does a great job with the Eastside Business Awards. The marketing and recognition is excellent.”*

Looking to the future, Marcus, who co-owns Gelato Bello with his wife Sabrina and brother James, says there are “grand plans to rebrand and renovate as well as expand into wholesale and distribute to cafes and restaurants all over South Australia.”

Marcus says he is extremely grateful and humbled to receive such positive exposure and extends his heartfelt thanks to everyone who voted for Gelato Bello.





Mario and Lucia Staltari

## Shop the Parade and Cruise Europe

**Mario and Lucia Staltari thought they were fluky when they won three meat trays over successive weekends at their local pub.**

But that rapidly faded in comparison to when they received a phone call from the City of Norwood Payneham & St Peters.

Just four days before departing on a six-week holiday to Europe in July 2023, the Valley View husband and wife were told they had won.....a holiday of a lifetime, to Europe!

The Shop the Parade and Cruise Europe competition is valued at over \$14,000 and attracted 2900 entries, based on purchases at 159 different Parade Precinct businesses.

The holiday includes return airfares, a balcony cabin on the Avalon Waterways Danube Symphony Cruise which begins in Budapest, Hungary and concludes in Vilshofen, Germany, and \$2,000 spending money.

Still shaking his head in disbelief, Mario said he and Lucia both regularly visit The Parade.

*“The Parade brings people from all over Adelaide,” Mario said.*

“We love it - the restaurants, the atmosphere, we love everything about it.”

“So, when I saw the competition in the Mac Centre, at Norwood, and how easy it was to enter, I just did.”

Mario, who is recently retired from 50 years’ working in the finance sector, says he is looking forward to relaxing on the river cruise, which is renowned for its peacefulness and serenity.

Lucia, who owns her own hairdressing business in Royston Park, Hair Mode on Battams, says it will be the “holiday to end all holidays”.

“We both agree that we are very, very lucky and we are grateful,” she said.

The competition prize was possible thanks to Travel Associates Norwood, their partner company Avalon Waterways and the Norwood Parade Precinct Committee.

In total, \$482,327 was spent within the Parade Precinct providing the economic boost which the competition was created to generate.

Anyone aged 18 or older could enter the competition by making a purchase of \$25 or more at any Parade Precinct business and entering online.



Grant and Jacqui Goodall

## Winter Warmers in our City

### *The warmth and wonder of the historical Rising Sun Inn*

**It was in 1845 that William Beck, a released South African slave lay down the foundations of what is now the iconic and renowned restaurant, The Rising Sun Inn.**

Beck encouraged the Inn to be a stop-over for weary travellers, who still had to cover six hours by horse and cart, following the path of Second Creek, before reaching the heart of Adelaide.

The Rising Sun Inn, in Kensington, which is today co-owned by Grant and Jacqui Goodall, is one of the oldest operating venues in South Australia.

They proudly tell of The Rising Sun Inn's legendary history—bushrangers roamed the area, and wild brawls were reported in the front bar.

Sitting in the boutique front bar, Grant looks around in awe and says: "If only these walls could talk..."

The love for the Inn is shared by many. In fact, many friendships and relationships have been formed by meeting there, including Jacqui and Grant.

While not willing to name names, some of Australia's most famous celebrities, along with international stars and sporting icons, have dined at the venue.

Perhaps the Inn's most notable claim to fame was 27 years ago, when a group of producers' brain-stormed in one of the dining rooms, coming up with the name of their company "Rising Sun Pictures", which went on to create special effects for a long list of Hollywood's leading productions, including Game of Thrones, Harry Potter and Lord of the Rings.

Today, the Rising Sun Inn is the ideal place for an intimate lunch or dinner, or even a corporate function, wedding or high tea, against a backdrop of the

Heritage-listed building's four fire places.

With a modern Australian menu featuring seasonal local produce, and Winter specialties such as a 3-Pie Tasting Plate consisting of Beef & Coopers Stout, Chicken & Mushroom and Rabbit & Tarragon pies, along with a global wine list and European digestives, The Inn is the exemplar of Winter warmth and intimacy.

Currently, Jacqui and Grant have 12 staff including Executive Head Chef, Adam Zollo, and Leroy Nazareth, who is their Front of House Manager.

"We treat our staff like family and we select them based on their personality, as well as skills," Jacqui says.

"Together, we all form the team that is required to ensure our guests receive the fine dining experience they are looking for."



# Your Next Cup Of Coffee Could Help Save A Life

This is the story of how two business leaders in the City of Norwood Payneham & St Peters, came together to help raise awareness about Australia's second deadliest cancer.



*Artist Tiff Manuell, Nick Lee from the Jodi Lee Foundation and Emilia Pirone from Rio Coffee*

**Renowned local artist Tiff Manuel and Stepney coffee business Rio Coffee, joined forces for a unique collaboration that's stirring up more than just coffee. Their goal was to raise awareness for the Jodi Lee Foundation.**

When mother of two Jodi Lee passed away at the age of 40, it left an unfillable vacuum in her family. But what makes her story even more tragic, is that it could so easily have had a different ending.

99 per cent of bowel cancer cases can be treated or even prevented if detected early.

"Bowel cancer has such a stigma and most people don't want to talk about it, so there are hardly any avenues to bring it up in normal conversation," the Foundation's Community Engagement Manager, Samantha Brinsley, said.

Samantha sat down with Emilia Pirone of Rio Coffee and together the pair devised a more subtle way to start the conversation.

"We wanted to support the Jodi Lee Foundation in any way we could because it's a great cause," Emilia said.

"And since purchasing a coffee is a huge part of many Australians' days, we landed on the idea of using coffee cups as a way of sharing their message by literally getting into the hands of a large audience."

Together, they decided to commission a local artist to create a series of limited edition coffee cups that would serve two purposes.

The disposable (but fully compostable) cups could be sold to cafes as a fundraiser, but they would also include a QR code linking to the Foundation's website where customers could get more information on the warning signs of bowel cancer.

And before the conversation was even over, they knew which artist they wanted to work with. "Tiff Manuel was the obvious choice," says Brinsley. "I love that she's South Australian, her work is really eye-catching and her artworks often contain a story."

Manuel's striking expressionistic paintings are usually full of movement and colour, and the work she created for this special collaboration is no exception.

Before picking up her tools, she asked the people who knew Jodi Lee what she was like as a person and then created "a bird's eye view of landscapes that evoke memories of places, moments in time and special things that are close to the heart of Jodi Lee's journey."

The finished artwork will be raffled off by the Jodi Lee Foundation and Tiff Manuel describes the process of creating it in her King Street, Norwood studio as "a true pleasure," adding that "building stories and messages that have meaning to those at the forefront of this foundation and all that it stands for was pivotal in the process."

The flamboyant special edition cups are available until the end of June (which is also Bowel Cancer Awareness Month) at a range of business throughout the Council area.

So far these include 30 Acres, Pave and 33 Chapel in Norwood, FIX. Specialty Coffee in College Park, G + Gracin and Rustic Gourmet in Kent Town and Saha 303 in Maylands.

For the entire month of April 2023, customers could visit Rio's showroom at 22 Nelson Street, Stepney and get a cup of takeaway coffee in return for a gold coin donation to the Jodi Lee Foundation.

More than half of the initial run of 100,000 8oz and 12oz cups were snapped up in the first week of pre-sales.





## Just Lawful continues to Raise the Bar Adelaide

For the fifth year in a row, the Council's signature event Raising the Bar was held across the City's 10 pubs, hotels, breweries, and other venues with a host of experts entertaining hundreds of audience members. Veteran Raising the Bar guest speakers Sean Fewster and Daniel Panozzo, co-creators and co-hosts of the podcast, Just Lawful explain why the acclaimed initiative is so important.

### **Daniel and you are now veterans of Raising the Bar—why do you keep returning to take part in this unique South Australian event?**

Raising the Bar is, for both Daniel and myself, one of the highlights of the year. To be among such esteemed company as our fellow speakers is a real honour, and getting to speak directly to people in an open, engaging and free-flowing exchange of ideas and concepts is never less than fascinating. It's great to meet people who have listened to and enjoyed our work, brilliant to engage and debate with those who disagree with us or our approach, and better still to share our views with those who've never heard of us at all and are just taking a punt on having a great night out. No two Raising the Bar events are the same, and every time we're asked to be involved is a new experience and a great delight.

### **Raising the Bar is about listening and learning, with questions from the audience at the end. What is one of the most interesting questions you have been asked?**

Part of the fun for me is being challenged. We've had lawyers and even judges in the audience, keen to probe our legal understanding or confront us on a point of difference. That's sparked some lively debates about clemency in sentencing, empathy for victims versus the rights of an accused, and what part bias plays in our approach. I also very much enjoy questions from young journalists, or students seeking to become journalists, about how to get started in the industry. That allowed Daniel and I to introduce my protege, Isabelle McMillan, to the audience and she's gone on to do amazing things in the time since.

### **There are 20 other speakers in total taking part in Raising the Bar at the same time. Looking back at previous years, who would you have liked to listen to, if you had the chance?**

The sole downside to being part of Raising the Bar is missing out on listening to the other speakers. Daniel and I have made it a point to arrive early, or stay late, in order to hear the other speaker at our venue and have very much benefitted from hearing Derek McManus and Jules Schiller. We both have long associations with forensic psychologist Luke Broomhall and wish we could have attended his talks, along with Nicholas Proctor's work on trauma, Tammy Franks' talk on sex work, and Paul Tucker's excellent history of SA's convicted murderers.

**Will your Raising the Bar presentation be different this year compared to previous years?**

This year, we're focusing our presentation on something that affects everyone - bias. How we individually approach a subject, and the beliefs we bring to it both consciously and unconsciously, deeply affect our responses to that subject. Recognising one's bias is one thing, but actively putting it to one side and counteracting its effect is a difficult task. It's become second nature for me, in terms of daily journalism, but I've never had to articulate how I achieve it. And for Daniel, this has been a whole new experience - especially when counterbalanced with his natural empathy and inquisitive nature. We're hoping to share those experiences with our audience and ask them to challenge their own preconceived notions at the same time, using real cases as examples.

**How has Just Lawful changed since last year?**

We're so privileged that Just Lawful has continued to grow, both in terms of how we create the show and the audience that chooses to consume it. We were honoured with another award late last year, from the SA Press Club, and continue to enjoy the ongoing support of our broadcast partners at FIVEaa.

Personally, I think I've loosened up on-air somewhat and become a better communicator, while Daniel's legal acumen and insight has become frightfully sharp - no great surprise, as he's a constant adapter and innovator. Best of all, we've been told we've helped people process and come to terms with their own trauma while gaining empathy for others, and that's the best growth of all.







# 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

### Detailed design commenced

In 2022–2023, a full design team consisting of architects and engineers was engaged to work on the Payneham Memorial Swimming Centre redevelopment.

This resulted in:

- 95% completion of detailed design and documentation
- planning approval and;
- five local building companies were selected to tender for the works.

The Redevelopment includes:

- an 8 lane, 25 metre indoor pool;
- an 11 x 20 metre indoor learner's pool;
- a 10 lane, 50 metre outdoor pool;
- a 14 metre tall tower with two waterslides;
- a zero-depth waterplay area;

- multiple male, female and unisex all-access changerooms with showers, toilets and lockers;
- multipurpose meeting room and;
- shade shelters, picnic seating and barbeques.

Each pool will have an all-access entry via ramp or lift.

Aquatic wheelchairs will be available for public use.

It is anticipated that in early 2023–2024, the Council will appoint the contractor to undertake this major project which has already received \$5.6 million in funding from the State Government.



Artist Impression of Dunstan Adventure Playground

## Dunstan Adventure Playground



### Under construction

Construction work was undertaken at the site of the iconic Dunstan Adventure Playground for most of 2022–2023.

The much-loved Dunstan Adventure Playground, at St Peters, has several pieces of outdated play equipment requiring regular maintenance.

The Dunstan Adventure Playground Upgrade includes:

- adventure-themed play equipment;
- toilets;
- barbeque and picnic facilities;
- park furniture;
- landscaping and irrigation;
- bank improvements for accessibility, safety and to reduce erosion; and
- better paths and connections between Eleventh Avenue/ Winchester Street and the River Torrens Linear Park Trail.

The Dunstan Adventure Playground will be open to the public in late 2023, with an official opening planned for early 2024.

The Council is providing funding for the project through its Long-Term Financial Plan, while the State Government allocated \$450,000 in 2021–2022, through its Open Space Grant Funding Program.





## *The River Torrens Linear Park Path*



### **Ongoing**

The River Torrens Linear Park is one of Adelaide's most significant multi-use recreational parks. Stretching almost 47 kilometres from the hills to the coast, the park forms the northern boundary of the City.

The River Torrens Linear Park Shared Path Enhancement Stage 2 project includes:

- reconstruction of the shared path along the River Torrens Linear Park between the intersection of Battams Road / Ninth Avenue, Royston Park to the east and St Peters River Park to the west;
- a new shared s path and;
- wayfinding and signage to improve the ability for people to find their way to key destinations.

A contractor was appointed in February 2023 and construction is expected to be completed in February 2024.



## *St Peters Street Upgrade*



### **Complete**

The St Peters Street Streetscape Upgrade builds on previous upgrades to the St Peters Precinct, including Linde Reserve and Dunstone Grove, St Peters Town Hall Complex and the Avenue of Honour from Payneham Road to Second Avenue.

The key features of the \$4.5 million upgrade include:

- improved amenity and accessibility for pedestrians and cyclists;
- improved access and amenity of the open space adjacent to Eighth Avenue and the St Peters Billabong;
- new trees and landscaping;
- improved local storm water management;
- a revitalised central median and wider footpaths; and
- improved connection to the River Torrens.

The Australian Government contributed \$1.27 million as part of its Local Government and Community Infrastructure Program. Green Adelaide contributed \$200,000 as part of its Greener Neighbourhoods Program. The Council funded the remaining balance of the Project.

Construction work commenced in March 2022 and was completed in April 2023.



## *Burchell Reserve*



### **Detailed design commenced**

The transformation of Burchell Reserve, located at Sixth Avenue St Peters, includes new multipurpose courts, playground, barbecues, park furniture, picnic facilities and new play equipment.

The Reserve will be closed for redevelopment from August 2023 to June 2024.



## *The Parade Masterplan*



### **Detailed design commenced**

The Parade Masterplan has a focus on pedestrian safety, movement and amenity.

This will be achieved through the delivery of:

- a pedestrian crossing near the Norwood Oval;
- wider footpaths along the full length of The Parade;
- removal of on-street car parking between Edward and George Street;
- additional street trees and landscaping;
- new paving, street furniture and lighting; and
- public art.

Construction is expected to commence on The Parade in 2024

# Investing to ensure our community is safe.



# Capital Works Program Expenditure 2022–2023

The Council invests significant resources each year to ensure that the quality and standard of the City's infrastructure, including roads, footpaths, kerbs, buildings and recreation and open space assets, is maintained and meets community expectations.

## The 2022–2023 Capital Works Program expenditure of \$11,933,703 incorporated:

Civil infrastructure works to the value of \$8,549,611 including;

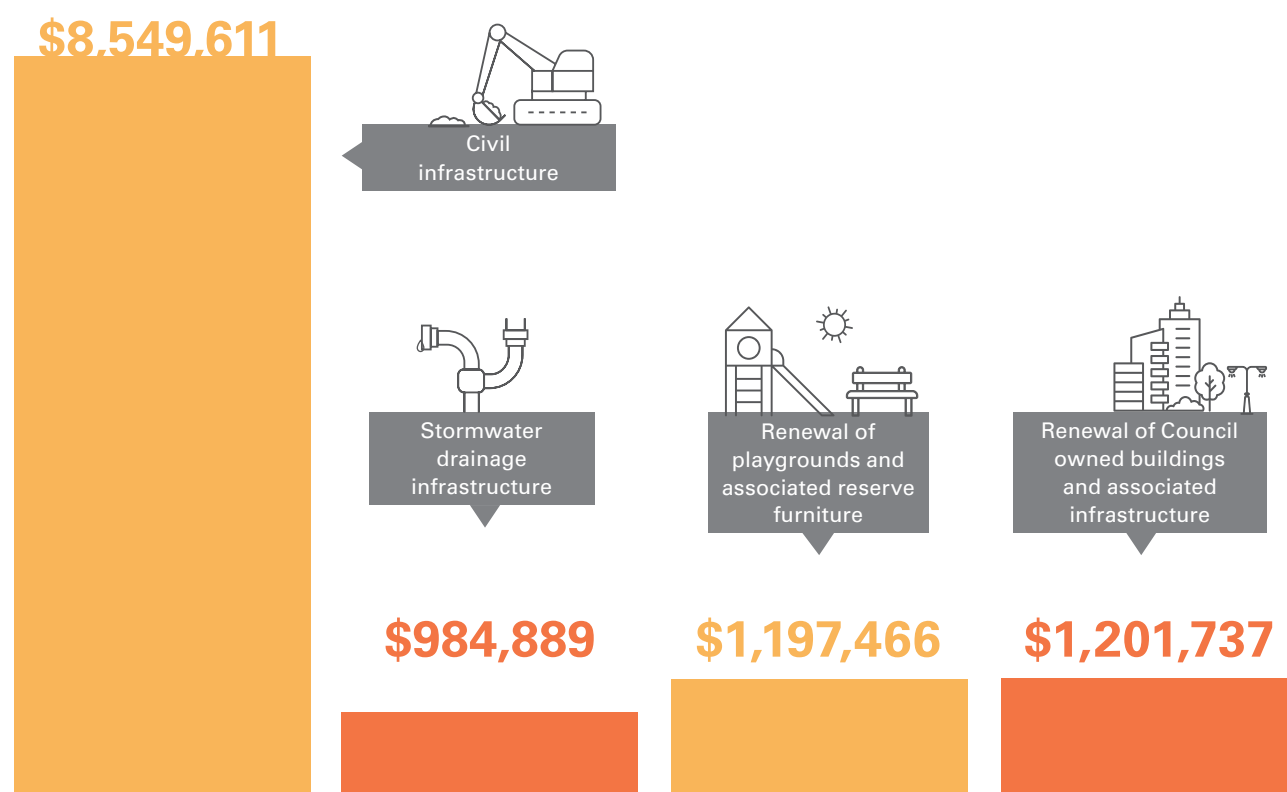
- resealing 58 road segments totalling 68,754 square metres;
- reconstructing 9,149 square metres of footpaths along 39 road segments; and
- replacing 5,064 lineal metres of kerbing along 53 road segments.

Building works to the value of \$1,201,737 including the upgrade Norwood Town Hall airconditioning system and installation of solar panels at the Glynde Works Depot, St Peters Childcare Centre and Payneham Library.

Recreation and open space infrastructure works to the value of \$1,197,466 including the Twelftree Reserve stairs and street furniture along St Peters Street.

Stormwater drainage works to the value of \$984,889 including upgrades to stormwater drainage infrastructure along St Peters Street.

The Civil Infrastructure Capital Works Program involves upgrades and improvements to the City's streets, with works including reseals, footpath paving and kerbing.



# Civil Infrastructure Capital Works Program 2022–2023

The Council works tirelessly and invests significantly to ensure that our community benefits from the exceptional delivery of ongoing capital works for the safety and well-being of residents, business operators and visitors to our City.

## A summary of the 2022–2023 Civil Infrastructure Capital Works Program

Suburb	Street	From	To
<b>College Park</b>			
Footpaths	Harrow Road (LHS)	Third Avenue	Fourth Avenue
	Harrow Road (LHS)	Fourth Avenue	College Street
	Marlborough Street (LHS)	Rugby Street	College Street
<b>Evandale</b>			
Footpaths	Portrush Road (LHS)	Janet Street	Edward Street
	Portrush Road (LHS)	Edward Street	Bakewell Road
	Portrush Road (LHS)	Bakewell Road	Suburb Boundary
<b>Felixstow</b>			
Road Re-sealing	Hilltop Avenue	95m (N) of Payneham Road	Fisher Street
	Hilltop Avenue	Payneham Road	95m (N) of Payneham Road
	Laver Terrace	Fisher Street	Torrens Avenue
	Cadna Avenue	Laver Terrace	Wicks Avenue
Kerb & Water Table	Hilltop Avenue	95m (N) of Payneham Road	Fisher Street
	Hilltop Avenue	Payneham Road	95m (N) of Payneham Road
	Laver Terrace	Fisher Street	Torrens Avenue
	Cadna Avenue	Laver Terrace	Wicks Avenue
<b>Firle</b>			
Road Re-sealing	Hampden Street	Shelley Street	Margaret Street
	Hampden Street	Margaret Street	Arnold Avenue
	Hampden Street	Arnold Avenue	Marian Road
	Margaret Street	Hampden Street	Glynburn Road
Kerb & Water Table	Hampden Street	Shelley Street	Margaret Street
	Hampden Street	Margaret Street	Arnold Avenue
	Hampden Street	Arnold Avenue	Marian Road
	Margaret Street	Hampden Street	Glynburn Road
	Marian Road	Portrush Road	Arthur Street
	Marian Road	Avenue Road	Gage Street
Marian Road	Gage Street	Glynburn Road	

Suburb	Street	From	To
<b>Glynde</b>			
Road Re-sealing	Marian Road	Avenue Road	Gage Street
	Marian Road	Gage Street	Glynburn Road
Footpaths	Glynburn Road (LHS)	Lewis Road	Alford Road
	Glynburn Road (LHS)	Penna Avenue	Lewis Road
	Glynburn Road (LHS)	Hectorville Road	Penna Avenue
	Glynburn Road (LHS)	Davis Road	Hectorville Road
	Glynburn Road (LHS)	Janet Avenue	Davis Road
	Glynburn Road (LHS)	Marian Road	Janet Avenue
<b>Hackney</b>			
Kerb & Water Table	Cambridge Street	Hackney Road	Hatswell Road
Footpaths	Cambridge Street (LHS)	Hackney Road	Hatswell Road
	Hatswell Street (LHS)	South End	Bertram Street
<b>Kent Town</b>			
Road Re-sealing	Little Grenfell Street	College Road	Fullarton Road
Footpath	Fullarton Rd / North Terrace corner (LHS)	Fullarton Road	North Terrace
<b>Marden</b>			
Road Re-sealing	Kent Street	Marden Street	OG Road
<b>Maylands</b>			
Kerb & Water Table	Dover Street	Morcombe Street	Frederick Street
Footpaths	Dover Street (RHS)	Morcombe Street	Frederick Street
<b>Payneham</b>			
Road Re-sealing	Marian Road	Portrush Road	Arthur Street
	Marian Road	Arthur Street	Ashbrook Avenue
<b>Payneham South</b>			
Road Re-sealing	Avonmore Avenue	Aberdare Avenue	Devitt Avenue
Kerb & Water Table	Avonmore Avenue	Aberdare Avenue	Devitt Avenue
Footpaths	Aberdare Avenue (LHS)	Aveland Avenue	Ashbrook Avenue
<b>St Peters</b>			
Road Re-sealing	Seventh Lane	Winchester Street	End
	Fourth Lane	Stephen Terrace	Winchester Street
	Second Lane	Winchester Street	Suburb Boundary
Kerb & Water Table	Eighth Avenue	River Street	Stephen Terrace
	Fourth Lane	Stephen Terrace	Winchester Street
	River Street	Tenth Avenue	Eighth Avenue
	Second Lane	Winchester Street	Suburb Boundary
	Seventh Lane	Winchester Street	End
	Gloucester Terrace	Elizabeth Street	Osmond Terrace
Footpaths	Stephen Terrace (RHS)	Payneham Road	First Avenue
<b>Stepney</b>			
Kerb & Water Table	Battams Street	Loch Street	Olive Road
Footpaths	Battams Street (RHS)	Loch Street	Olive Road
	Nelson Street (LHS)	Magill Road	Lindas Lane
	Nelson Street (LHS)	Lindas Lane	Henry Street
	Nelson Street (RHS)	Alfred Street	Payneham Road

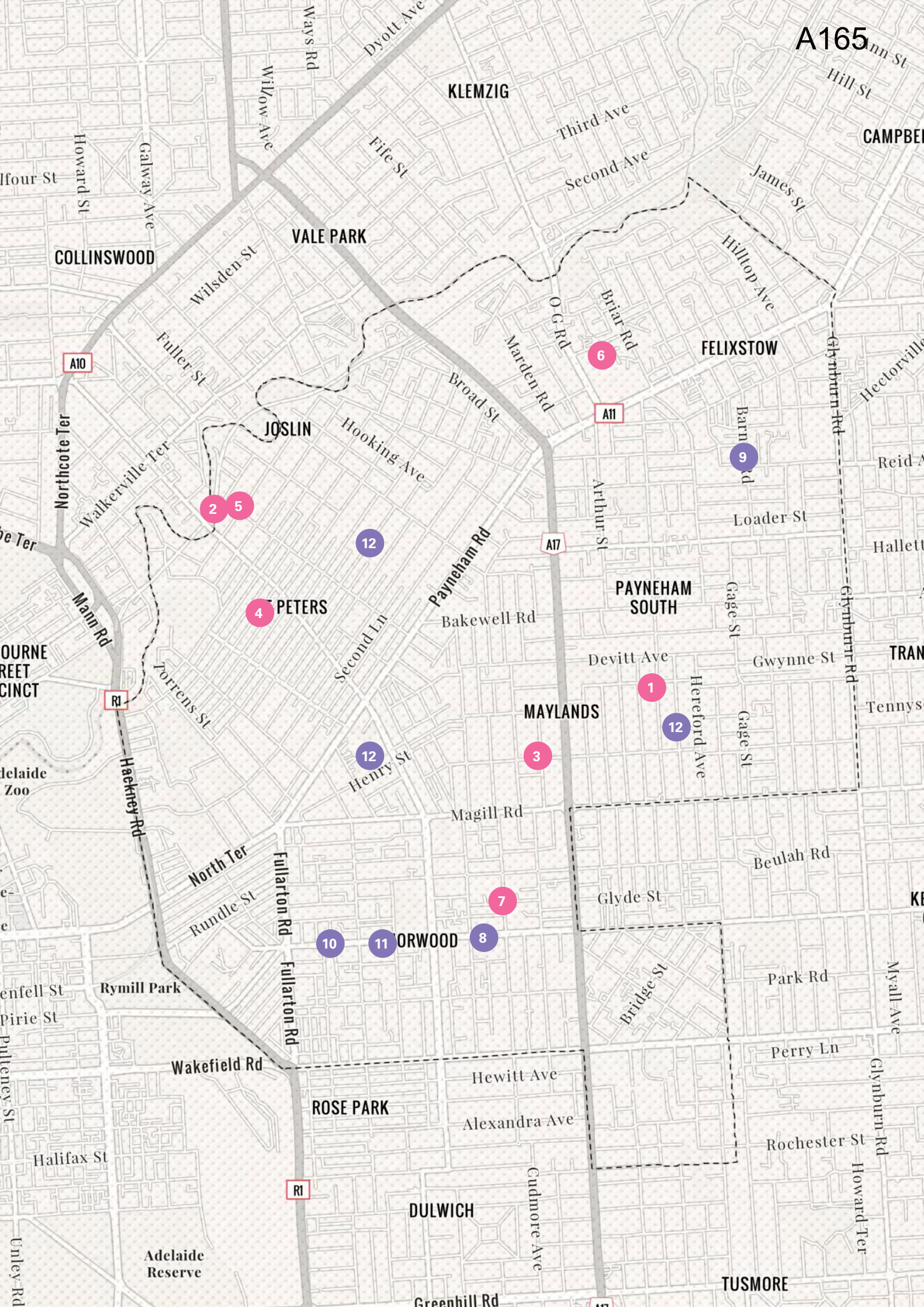
# The Year Ahead

This map and list includes some of the projects and events which are planned for delivery across the City during 2023–2024, for the benefit of the community.

- |   |                               |
|---|-------------------------------|
| 1. Drainage Program                           | 7. George Street Upgrade      |
| 2. Linear Park Path Upgrade                   | 8. Tour Down Under            |
| 3. Cruickshank Reserve Facility Upgrade       | 9. Food Secrets of Glynde     |
| 4. Burchell Reserve Upgrade                   | 10. Norwood Christmas Pageant |
| 5. Dunstan Adventure Playground Redevelopment | 11. Art on Parade             |
| 6. Payneham Memorial Swimming Centre Upgrade  | 12. Concerts in the Park      |

● Projects ● Events





A165

KLEMZIG

COLLINSWOOD

VALE PARK

FELIXSTOW

JOSLIN

PETERS

PAYNEHAM SOUTH

MAYLANDS

ORWOOD

ROSE PARK

DULWICH

TUSMORE

2

5

4

12

12

3

1

12

7

10

11

8

6

9

R1

A17

A10

A11

R1

R1

A17



# Community Facilities



Norwood Swimming Centre



## Norwood Swimming Centre



The Norwood Swimming Centre is located at 32 Phillips Street, Kensington.

The Norwood Swimming Centre opened to the General Public on 15 October 2022, with the season concluding on 16 April 2023.

The Norwood Swimming Centre recorded 40,471 attendances for the season (168 days), an increase of 8,511 entries on 2021–2022 (168 days).

The Swimming Centre attracted 5,593 entries for the school term Swimming and Water Safety Education Program, an increase from 5,090 in 2021–2022 and 1,993 in 2020–2021.

For 2022–2023 the revenue from swimming lessons was \$48,439, an increase of 193% on 2021–2023.

For the 2022–2023 Swimming Season, the Norwood Swimming Centre is reporting a combined Operating Deficit of \$0.326 million, against an Adopted Operating Deficit of \$0.301 million, a favourable variance of \$0.025 million.

The Swimming Centre recorded its highest revenue ratios from:

- Admissions 24.3%;
- Season Pass/Visit Passes 23.8% and;
- Swimming Lessons 17.3%.

The Swimming Centre continued to operate its Kiosk and the revenue of the Kiosk was \$31,446 providing a gross profit of \$16,550 for the 2022-2023 season.

At the commencement of the Norwood Swimming Centre season a new state of the art filtration system was installed to the 50 metre pool. The Neptune Benson Defender Filter (NBDF) is an ultra-fine filtration system which has the ability to remove contaminants from the water as small as one micron.

The benefits of the NBDF is that they have a low pressure differential, reduced backwashing requirements and use at least 10 times less water than conventional sand filters. The implementation of the efficient filtration system results in lower energy usage, less water usage, less chemicals required, less heating demand and a lower carbon footprint for the site compared to the original system.



## Challenges

Following the closure of the Norwood Swimming Centre, a significant static drop of the main pool was observed.

Global shortages and high inflation resulted in significant cost increases for labour provided by contractors and swimming pool chemicals during the 2022-2023 swimming season. Natural gas prices increased significantly resulting in approximately 78% increase in the cost of gas compared to the original adopted budget.

Due to the closure of the Payneham Memorial Swimming the Council only has six lap lanes available for use compared to the 14 lanes traditionally available across both sites.

As such, accommodating the Norwood and Payneham Swimming Clubs as well as public access and programs required some compromises. The Norwood Swimming Club trained six mornings per week at Norwood and chose to train at the Adelaide Aquatic Centre in the afternoons. Payneham Swimming Club trained on five evenings per week and every Saturday morning.

Where possible at least three lanes were made available to the public for a combination of lap and recreational swimmers. The Learners pool at the Norwood Swimming Centre is not ideally designed for swimming lessons and could only facilitate one class at a time.

Car parking has continued to be a significant barrier for patrons accessing the Norwood Swimming Centre. This has been an ongoing problem exacerbated even more during the 2022-2023 swimming season due to the increased usage of the facility due to the closure of the Payneham Memorial Swimming Centre.

## Events at the Swimming Centre

Due to the closure of the Payneham Memorial Swimming Centre during the 2022-2023 swimming season, all previous pool events were held at the Norwood Swimming Centre.

This resulted in Australia Day celebrations, two youth events and two movie nights being offered between January and March 2023. Australia Day (Poolside 2023) at the Norwood Swimming Centre was held on 26 January 2-23 with 432 people attending the event.

For the first time in almost a decade the Norwood Swimming Centre offered two "movie nights". One movie each night was offered on Friday, 13 January and on Friday, 10 February 2023. Favourable weather conditions resulted in 206 entries in January and 169 entries for the February event.

To read more about the Payneham Memorial Swimming Centre Redevelopment 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

In December 2022, the Council installed a ring blocking device at the basketball court at Felixstow Reserve following concerns from some local citizens about the noise emanating from the court. The ring blocking device was designed and manufactured by interstate entrepreneurial business, BSquared Studio.

However, shortly after installation, the device was vandalised and whilst undergoing repairs, the basketball ring has been removed.

Considering the basketball court at Felixstow Reserve is a much-loved and used facility in the City of Norwood Payneham & St Peters, a decision has yet to be made about the reinstatement of the basketball ring.

The matter will be decided by Elected Members in 2023–2024.

### Felixstow Reserve

Corner of Langman Grove and Riverside Drive, Felixstow

**Features** nature play spaces, Kurna interpretive trail, fitness stations, walking trails and various sporting facilities.



### Linde Reserve

Nelson Street, Stepney

**Features** an all-abilities playground, basketball ring and soccer goals, artworks and an amphitheatre.



### St Peters River Park

entry from River Street or Goss Court, St Peters

**Features** a cricket pitch, seating and electric barbeques.



### Syd Jones Reserve

Sullivan St, Firle

**Features** a playground, basketball ring, table tennis table, bouldering wall, shelter and barbecue.



### Payneham Oval Playground

John Street, Payneham

**Features** a range of sporting facilities including an oval, tennis court, football, basketball ring and cricket pitch

### Joslin Reserve

between Third and Fourth Avenues, Joslin

**Features** tennis courts, a playground, and shaded lawn areas.





St Peters Library



Baby Bounce Library Program

## Libraries and Community Centres



The Council’s Libraries facilitate the pursuit of knowledge, recreation, and learning, connecting citizens through shared spaces and experiences.

Throughout the year visitors to our Libraries increased steadily. Our Libraries hosted 156,323 visits in 2022–2023, compared to 134,736 in 2021–2022. St Peters Library was the busiest site, closely followed by Payneham Library.

### Visitations

**68,601** St Peters Library

**59,323** Payneham Library

**28,441** Norwood Library

Library members enjoyed the diverse collections, accessing 330,486 physical and 56,499 digital loans in 2022–2023. Both collections increased in use over the year.

### Physical Loans

**124,228** St Peters Library

**149,032** Payneham Library

**57,226** Norwood Library

### Digital content loans recorded



**56,499**

Loans recorded in 2022–2023 in comparison to 50,211 in 2021–2022

New users totalled 787 people accessing these services. The trend shows a clear increase in demand for library resources in both formats.



Norwood Library



School Holiday Library Program

The Council's Libraries service developed three new collections to meet citizen needs. These include:

- Music Scores collection: 100 scores.
- Brainary: educational resources including puzzles and games: 300 resources.
- Quick Picks: a high demand collection, to limit wait times on popular items: 120 items.

The service purchased a range of new library items responding to citizen requests, high demand and to reflect a contemporary, topical and meaningful collection meeting our Public Library Service obligations and in line with the Council's strategic plan.

The Lifelong Learning team delivered 531 sessions with a total of 8,451 participants. An increase from 441 sessions in 2021–2022.



# 531

Sessions delivered in 2022–2023 in comparison to 441 in 2021–2022

These sessions included the literacy building programs in early childhood, digital literacy training, and social connection opportunities such as 'Movies at the Library', and Book Discussion Groups. Lifelong learning skills were built through our school holiday programs, community events, author talks, and adult workshops.

Baby Bounce is a fun and interactive session aimed at introducing babies and young children to libraries, action songs, nursery rhymes and rhythm.

It is suitable for parents, grandparents and people caring for children aged 0-2 years.

The library service continued to assist users with access issues to utilise the Click, Call & Collect and the Home Library Service. The Home Library Service visits over 37 individual citizens and 3 care organisations monthly, with around 470 visits per annum. This service plays an important role in the community by not only delivering resources to library members who are unable to come to the library, but also in providing social interaction to those who may be isolated, or vulnerable.

A total of 368 community groups, private hirers and commercial organisations hired the Council's community facilities. In all, 2,414 hire sessions were facilitated across the four sites in 2022–2023

## Challenge

Changes in State Government funding arrangements to public libraries means that funds will no longer be adjusted to meet the consumer price index. Over the 5-year funding arrangement, a shortfall of \$16 million is expected state-wide, which will impact the Council's future programs and services.



## Norwood Concert Hall



The Norwood Concert Hall caters for events of all sizes, including productions, international acts, product launches, school concerts, cabaret acts, grand balls and weddings.

Activities, events and functions held at the Norwood Concert Hall attract visitors to South Australia's Premier Main Street, The Parade, which in turn results in increased activity within the surrounding area.

During the 2022–2023 financial year, 54 bookings attracted more than 32,000 patrons, this compares to 50 bookings in the 2021–2022 financial year, with 26,500 patrons.

In September 2022, the Norwood Concert Hall was placed under new management which resulted in building rapport with hirers and promoters. Increasing the diversity of local, interstate, and notable international acts during the 2022–2023 season, including:

- Weird Al Yankovic - American musician and comedian
- Kurtis Conner - Canadian comedian and podcaster
- Noel Miller - Canadian comedian, rapper and podcaster
- Steve-O (Jackass) - English daredevil performer and comedian
- The Wiggles - Australian children's music group
- Emma Memma - Member of The Wiggles

### Challenge

Due to the age and style of the current facilities at the Norwood Concert Hall, there are limitations to the scale and capacity of performances and audience numbers that can be accommodated at the venue, and limited wheelchair access to the stage.

Plans have commenced to build removable stage extension covers that can be fitted over the stage stairs in the 2023–2024 financial year to help with . The stair covers will enable wheelchair access ramps to be fitted, as required, to both sides of the stage.

### Looking ahead

With the temporary closure of another of one of South Australia's iconic theatres, Thebarton Theatre, due to renovations, the Council is collaborating with Thebarton Theatre to refer performances for the 2023–2024 season to the Norwood Concert Hall. This has been a welcomed addition to the growing number of bookings but has also presented areas where the venue can improve.

Even with these limiting factors the Norwood Concert Hall has an ever-filling calendar of existing and new hirers.

## St Peters Child Care Centre & Preschool



The St Peters Child Care Centre & Preschool in Stepney has been providing quality child care in the City of Norwood Payneham & St Peters since 1977.

The St Peters Child Care Centre & Preschool values the importance of play in assisting children to learn.

Through the process of exploration, children practice and develop skills in all areas of development, physically, socially, cognitively, emotionally, and creatively.

The Centre is licenced for 105 long day care places per day and it as an Approved Provider under the *Education and Early Childhood Services (Registration and Standards) Act 2011* and the Education and Care Services National Regulations and Education and Early Childhood Services (Registration and Standards) Regulations 2011.

During 2022–2023, there was a focus on children’s interests and development, sustainability, gardening, social inclusion, community connections and relationships with families.

120 families accessed childcare through the Centre, which caters for infants through to preschool aged children.

This compares with 123 families in the previous year. The Centre maintained an average of 85 children per day (compared to 83 the previous year), with 8 families accessing the Preschool for the Universal Access Program, the Federal Government childcare plan.

### Challenge

During 2022–2023, the Centre faced a number of challenges including lower than normal attendance due to the number of childcare centres now open in South Australia.

### Looking ahead

In 2023–2024 the St Peters Child Care Centre & Preschool will be undergoing new branding, along with an overview of its policies. A new website is also planned for the Centre.

## Other Council Properties



The Council has a broad range of properties that it makes available for use by community groups, sporting organisations, and commercial and government tenants under lease and licence arrangements.

The Council leases facilities including community buildings, sportsgrounds, tennis courts, bowling/croquet greens and reserves. Many of the tenants that use these facilities are established in the local community and several have operated within the City for more than 20 years.

At the same time, the Council encourages new organisations and businesses within the City to use the Council facilities when they become available.

The Council also continues to make available public open space for local community groups, schools and sporting groups through entering into a number of short-term and seasonal licences each year.



# CityPlan 2030: Shaping Our Future

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*CityPlan 2030: Shaping our Future* is the blueprint for the direction that our City will take over the long-term in achieving Community Well-being.

The Vision is based on the community's aspirations and is underpinned by four Outcomes—Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability.

*Image right: The colourful image depicts the vision of the City of Norwood Payneham & St Peters area in 2030. It was painted by the senior students of the Kid's Art Studio under the guidance of Briony Fitzgerald (a student at Uni SA) and Maxine Cavaggion.*



## Outcome 1 Social Equity

---

*An inclusive, connected, accessible and friendly community.*



## Outcome 2 Cultural Vitality

---

*A culturally rich and diverse City, with a strong identity, history and sense of place.*



## Outcome 3 Economic Prosperity

*A dynamic and thriving  
centre for business and  
services.*



## Outcome 4 Environmental Sustainability

*A leader in environmental  
sustainability.*



## Outcome 1 Social Equity

*An inclusive, connected,  
accessible and friendly  
community.*



### **CityPlan 2030 Objectives**

- 1.1 Convenient and accessible services, information and facilities.
- 1.2 A people-friendly, integrated sustainable transport network.
- 1.3 An engaged and participating community.
- 1.4 A strong, healthy, resilient and inclusive community.

# Objective 1.1

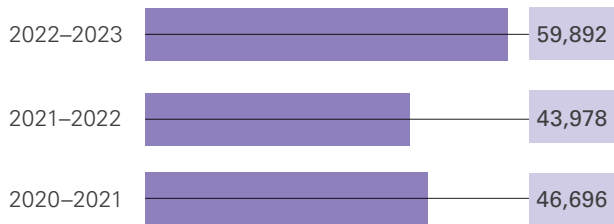
## Convenient and accessible services, information and facilities

- ✔ Establish community hubs that integrate social support, health, recreational and commercial services in multi-purpose spaces
- ✔ Maximise access to services, facilities, information and activities
- ✔ Design and provide safe, high quality facilities and spaces for all people

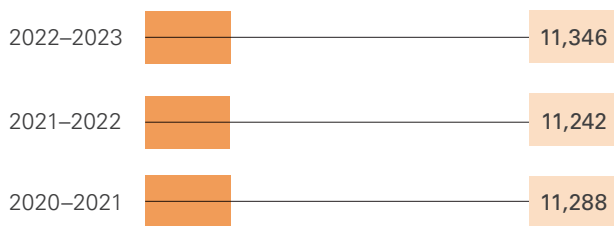
### Customer Service

Experienced a 36.18 % increase in incoming telephone calls on the previous year.

#### Responded to incoming telephone calls



#### Completed service requests relating to graffiti, footpaths and road maintenance, stormwater drainage, traffic, parking, trees and waste management



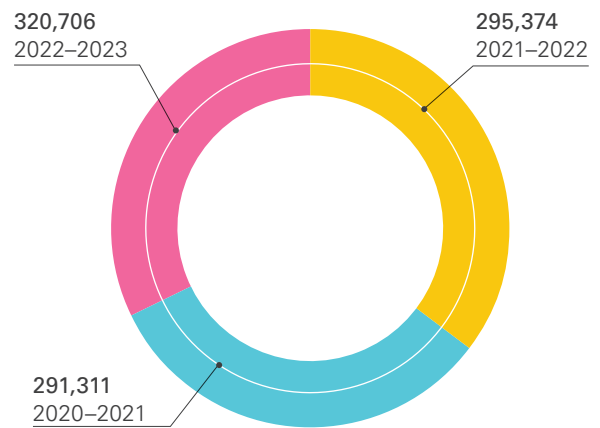
### Digital Communication

The Council's eNewsletter, Your NPSP, was launched in May 2017. It delivers timely updates about Council events, initiatives, major projects and business activities, via email and straight to a subscriber's inbox.

An opt-in bi-monthly communication, Your NPSP is well received with a 50% average open rate, which is considered strong engagement against a government benchmark of 35.3%.

The 3 most popular pages on the website have been Libraries, Waste & Recycling and Swimming Centres.

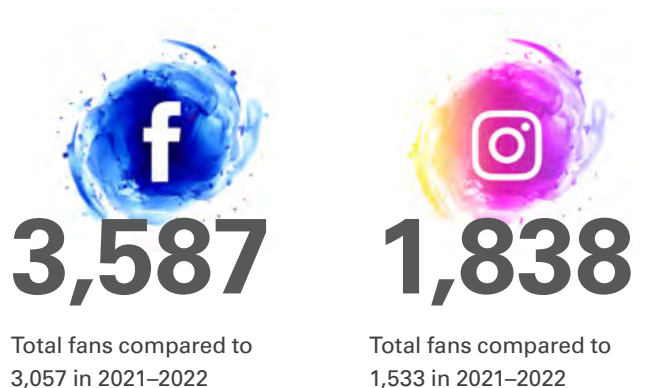
### Total website visits



### Social Media

Continued to increase the Council's social media profiles on Facebook, Instagram and LinkedIn since they were established in April 2018.

#### Facebook and Instagram performance during 2022-2023



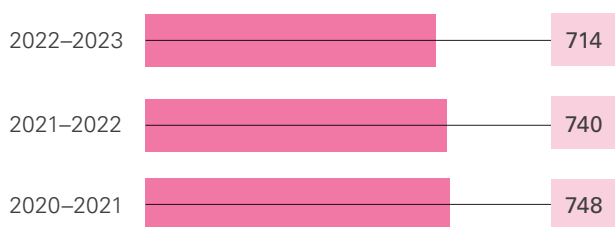
### Community Care Services

The Home Support Services Program is part the Council's range of Community Care Services.

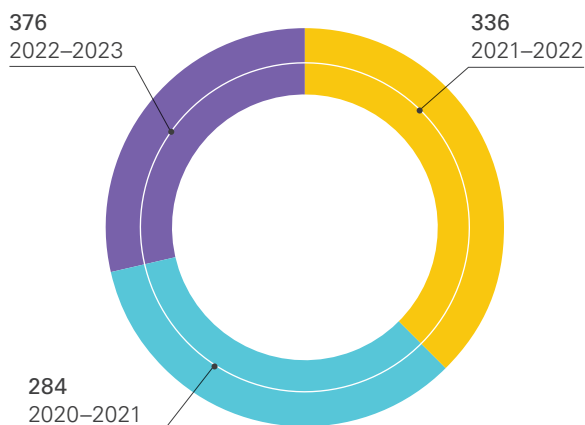
The Home Support Services Program experienced a 3% decline in the number of people who received services or participated in programs.

However, there was a 2% increase in the number of hours and services delivered to existing clients.

#### Number of residents accessing Community Care Services



#### Referrals from My Aged Care



There was an 11% increase in the number of referrals received from My Aged Care in 2022–2023, compared to the previous year.

#### Hours of Community Care Services delivered



### Personal Care

The Council's Personal Care Services provide assistance to eligible citizens who need assistance with dressing, feeding or showering.

27 people accessed Personal Care Services in 2022–2023, an increase from 19 people in 2021–2022.

### Home Maintenance Services

The Home Maintenance Service provides assistance to eligible citizens with maintenance and repair work of an essential nature such as gutter cleaning and window cleaning, replacing light globes and tap washers and garden tidies.

There was a decrease in the number of citizens who accessed Home Maintenance services.

322 citizens accessed home maintenance services during 2022–2023, compared to 352 in 2021–2022.

#### Number of residents accessing Home Maintenance Services



### Long-term Domestic Assistance

Long-term Domestic Assistance provides a cleaning service for 1.5 hours per fortnight to eligible citizens.

372 people received this service in 2022-2023 compared to 357 in 2021-2022.

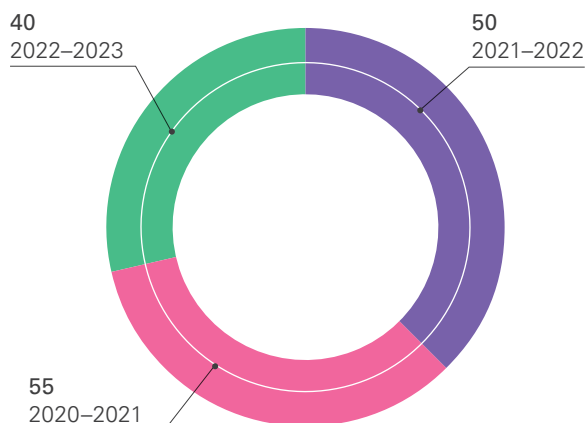
### Home Modification Services

Home Modification Services is a specialised service offering installation of rails, steps and bannisters to improve safety in homes.

During 2022–2023, 40 people accessed this service compared to 50 in 2021–2022.

The reason for the decline in the number of people who received home modifications is that some citizens who had been referred to the service required occupational therapist assessment of their needs before the home modification could be installed, which caused a delay in them accessing the service.

### Number of residents accessing Home Modification Services



### Community Visitors Scheme

The Community Visitors Scheme was introduced by the Department of Health in 1992, to recruit Volunteer visitors to provide friendship and companionship to citizens of Australian Government-subsidised aged care homes who were socially isolated or are at risk of social isolation and loneliness.

The Council employs a Community Visitor Scheme Co-ordinator.

The Community Visitors Scheme provided visitation and companionship to 53 socially isolated residents in home and residential care facilities within the Cities of Burnside, Campbelltown and the City Norwood Payneham & St Peters.

The Commonwealth Department of Health & Ageing has completed a review of the Community Visitors Scheme and released a new service model designed to improve the quality of outcomes for citizens in providing companionship to socially isolated citizens in aged care facilities and in receipt of Home Care Packages.

The Program name was changed from Community Visitors Scheme to the Australian Aged Care Volunteers Visitors Scheme.

The Council applied for funding to continue to deliver services under this proposed new model.

In May 2023, the Council was advised that it was successful in its funding application to provide visitors to 50 citizens living in aged care facilities and 13 citizens who received Home Care Packages.

### Challenge

Volunteer recruitment and retention has been impacted by Volunteers moving interstate for work and family commitments. Other challenges included some potential Volunteers not willing to have a mandatory flu and COVID-19 vaccination which are now required for visits to Aged Care Facilities.

### Looking ahead

The new Australian Aged Care Volunteers Visitors Scheme program will commence from 1 July 2023. Citizens and Volunteers who were participating in the Community Visitors Scheme will continue to participate but under the new program name and with no changes to their routine visits.

### Shopping and Transport Services

Eligible citizens are transported in either the Council's community bus or in a vehicle to a local shopping centre and provided with assistance to complete their shopping.

In 2022-2023, the program had 103 citizens accessing the services on a regular basis compared to 117 in 2021-2022.

There was a slight decrease in the number of citizens accessing this service due to some clients transitioning to receive services from the Home Care Packages. The Federal Government's Department of Health and Ageing provides funding for Home Care packages to citizens with complex needs to support them to remain in their homes.

Citizens who are unable to visit shopping centres can access a Shopping List Service whereby a Support Worker will complete a shopping and task list on behalf of eligible citizens. There was a slight decline in the number of people who accessed the Shopping List Service with 20 people accessing this service in 2022-2023, compared to 25 during 2021-2022.

There was also a slight decline in the number of citizens who received assistance to complete their shopping. In this service a support worker accompanies the citizens and assists them with completing their shopping.


During 2022-2023 there were 19 Citizens who received the service in comparison to 23 during 2021-2022.


### Community Buses


The Council has two Community Buses a 12 seater bus used for shopping services for older people and an 18 seater used for excursions and other tours for citizens and visitors to our City. The 12 seater bus was used 122 times and the 18 Seater bus was used 70 times during 2022-2023.

## Objective 1.2

### A people-friendly, integrated, sustainable and sustainable transport and pedestrian network.

 Enable sustainable and active transport modes.

 Provide safe and accessible movement for all people.

 Work with other agencies to influence or provide improved and integrated public transport networks.

#### Award for Smart School Crossing

In November 2022, the Council received national recognition for installing Australia's first Smart School Crossing at William Street, Norwood.

The Smart Crossing, located near St Joseph's Memorial School measures incoming and outgoing traffic speed and volumes, enabling the Council to pass it on to State Government departments, so that appropriate transport planning decisions can be made to improve road safety.

The Council received a Commendation in the category of Technology & Digital Innovation from the Planning Institute Australia (SA Division).

#### Reducing the speed limit

Speed limits signs were installed in residential streets in Norwood and Kent Town in September 2022 to reflect the change in the speed limit from 50km/h to 40km/h.

The Council endorsed the speed limit change after more than 800 citizens responded as part of the community consultation process, with 60% of respondents supporting the proposed lower speed limit.

#### Safer crossings for cyclists and pedestrians

A pedestrian crossing was installed on The Parade West, just southeast of Little Grenfell Street in August 2023. The crossing addresses safety concerns for the high number of pedestrians who cross The Parade West at this location, and cyclists who use Little Grenfell Street and Capper Street as a low traffic bicycle route to avoid the busy traffic on Rundle Street.

The Council also partnered with the City of Burnside and the State Government's Department for Infrastructure & Transport to design a safer crossing at Magill Road for cyclists and pedestrians in order to access schools, reserves, shops and key metropolitan cycle routes. The designs are nearly complete and construction work will commence early in 2024.

#### Annual Bicycle Count






The Annual Bicycle Count is carried out at various intersections within the Council area each year. These intersections have been identified as key bicycle routes in the Council's City-Wide Cycling Plan.

The bicycle count helps track progress, identify areas for improvement, guide investment in infrastructure and inform active transport policy with the goal of making it easier for people to choose active modes of transport every day.

In March 2023, 18 locations were surveyed, and more than 1,500 bicyclists were counted.

## Objective 1.3

### An engaged and participating community.

-  Promote and facilitate volunteering opportunities in the community and within the Council.
-  Provide opportunities for community input in decision-making and program development.
-  Recognise and use the skills, knowledge and resources of the community.
-  Inform and connect new residents to the community and its resources.
-  Facilitate community support networks and partnerships for the sharing of resources and skills in order to build community capacity.

#### Engaging with our Community

In 2022, the Council engaged consultants to undertake a traffic study of the area bound by Payneham Road, Portrush Road, Magill Road and Glynburn Road, which includes the suburbs of Glynde, Payneham, Payneham South, Firlle, Trinity Gardens and St Morris.

The community feedback was analysed and correlated with evidence-based traffic data to develop a Draft Action Plan. The Plan prioritised a list of traffic management measures in order of importance to enable the Council to strategically plan and allocate funding.

A campaign titled, Have your Say! provided an opportunity for citizens to review and comment on the Draft Action Plan and recommendations, which helped inform the final traffic study report.

The majority of the community supported a speed limit of 40km/h throughout the precinct as well as the installation of traffic calming measures at key locations. Commencement of these works are planned for the 2023–2024 financial year.

In 2022, the Council also engaged consultants to undertake a traffic management plan to address traffic and road safety concerns raised by citizens, regarding high traffic speed and cut-through traffic in some streets in Marden and Royston Park.

A range of traffic management alternatives were developed, with the community invited to review these options and provide the Council with their comments.

The options ranged from road closures that would eliminate cut-through traffic to measures that moderated speed and discouraged cut-through traffic. In addition, the community were asked if they would support a 40km/h speed limit in the area.

More than 400 citizens participated in the Have Your Say! campaign and the majority of participants supported a 40km/h speed limit, as well as traffic management devices such as landscaped medians, slow points and pedestrian islands.

Commencement of these works are planned for the 2023–2024 financial year.

#### Community Funding Program

\$58,554 has been provided to 17 community groups to support Community Groups as part of the 2022–2023 Community Funding Program. See page XX





#### Community Consultation

Facilitated 8 community consultations relating to Council policies, plans and major projects. For more information see page XXX



## Objective 1.4

### A strong, healthy, resilient and inclusive community.

-  Encourage physical activity and support mental health to achieve healthier lifestyles and well-being.
-  Facilitate community support networks and partnerships for the sharing of resources and skills in order to build community capacity.
-  Provide spaces and facilities for people to meet, learn and connect with each other.
-  Encourage and provide opportunities for lifelong learning.

### Access & Inclusion Strategy

During 2022–2023 the Council:

- commenced the process of reviewing the Access & Inclusion Plan;
- continued to recruit members for the Access & Inclusion Engagement Register;
- continued to deliver accessible and inclusive services through the Council's Libraries, St Peter's Early Learning Centre and other community services;
- continued to provide and maintain Library collections, equipment and facilities which are accessible to citizens of all ages, abilities, cultures and background;
- continued to upgrade bus shelters and public toilets to ensure that they are accessible; and
- continued with the ongoing work of replacing 3,448m of footpath, installing 90 mobility ramps and 1300 tactile indicators.

#### The Council's Access & Inclusion Engagement Register

The Council's Access & Inclusion Register is an essential tool in ensuring that any developments, new projects, services programs and policies are inclusive and accessible.

For example, if a reserve or library is being upgraded, Registry participants may be asked to comment on whether there are any potential access or inclusion issues.

In order to be eligible for membership to the Register, people need to be over 15 years of age, live, work or study in the City of Norwood Payneham & St Peter's and either:

- be living with disability;
- have an interest in Access & Inclusion;
- be a carer or a family member; and
- a representative from a service provider who delivers services to citizens living with disability.

In 2022–2023, the Register had 14 members, all of which are either carers or people with disability or have a keen interest in contributing to community.

Participation in the registry is voluntary.

During 2022–2023, the Members of the Access & Inclusion Register were invited to provide feedback on the:

- 2023–2028 Access & Inclusion Strategy;
- Payneham Memorial Swimming Centre Redevelopment and;
- St Morris Reserve Upgrade

The comments are greatly appreciated and have been taken into consideration and will be used as these projects are developed in 2023–2024.



### Come and Try

Come and Try was introduced by the Council in 2016 to provide affordable well-being activities for older citizens to try.

In 2022–2023 there were three Come and Try activities:

Aqua Aerobics was held over a six week period in November to December 2022. Aqua Aerobics offers resistance training through the hydrostatic pressure of water across the body. Aqua Aerobics provides benefit for balance-ordination and mobility. 13 citizens participated in the program.

Tai Chi in the Park was held over four weeks in March 2023. Attendances remain strong for this program with approximately 47 people participating.

Body Balance was held over six weeks during May and June 2023. A blend of Tai Chi and Pilates, the program is designed to improve strength and improve flexibility. 26 citizens took part.

### Stepping out Program

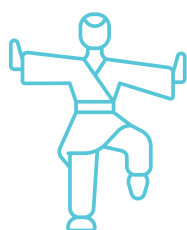
The Council promotes a strong, healthy and resilient community through a range of activities and programs.

The Stepping Out Program helps facilitate community support networks and partnerships through the kindness of Volunteers, dedicated to sharing their own skills and interests, with frail aged or younger disabled members of our community living in their own home.

The benefits of Stepping Out include:

- companionship and friendship;
- increasing an individual's involvement in social; activities and the community; and
- sharing a hobby or activity that is of mutual interest.

To read more about the Stepping Out Program and meet a Volunteer and a Stepping Out participant, see page X



**86\***  
2022–2023

**65**  
2020–2021

**30**  
2019–2020

\* 13 people attended Aqua Aerobics, 47 people attended Tai Chi in the Park and 26 attended Body Balance.



## Outcome 2 Cultural Vitality

*A culturally rich and diverse City, with a strong identity, history and sense of place.*



### **CityPlan 2030 Objectives**

- 2.1 An artistic, creative, cultural and visually interesting City.
- 2.2 A community embracing and celebrating its social and cultural diversity.
- 2.3 A City which values and promotes its rich cultural and built heritage.
- 2.4 Pleasant, well designed, and sustainable urban environments.
- 2.5 Dynamic community life in public spaces and precincts.

## Objective 2.1

### An artistic, creative, cultural and visually interesting City.



Use the arts to enliven public spaces and create a 'sense of place'.



Provide opportunities and places for creative expression for all people.



Attract and support cultural and creative organisations, businesses and individuals.

#### Visual Art

##### South Australian Living Artists (SALA) Festival

In August 2022, SALA exhibitions were held across the City of Norwood Payneham & St Peters, including an exhibition in the Norwood Town Hall.

In 2023, the Council will be offering the St Peters Town Hall as designated exhibitions spaces for artists with five dedicated rooms, for the event.

##### Art on Parade

Art on Parade was held from 1–30 April 2023 and showcased more than 140 works from 45 artists in 24 venues throughout our City. For the first time there was a People's Choice Award which was won by Jodie Shoobridge for her sculpture *The Last Yard*. The Inaugural Art on Parade Award was won by Gus Clutterbuck for his ceramic artwork *Celadon Footies*.

The event will be returning in 2024.

##### Quadrennial Public Art

Every four years, the Council commissions an artist to create a large-scale sculpture, feature or other form of art work for the whole community to enjoy.

In May 2022, South Australian artist Nicholas Uhlmann presented his final developed concept to the Quadrennial Public Art Assessment Panel. Mr Uhlmann's design – *Seed Mix* - was endorsed by the Panel after considering Expressions of Interest from 11 artists. To read more about *Seed Mix* and learn more about Nicholas Uhlmann, see page XX.

#### Live Music

##### Concerts in the Park

The Council is committed to providing free live music events to residents and visitors. This year, the Council hosted *Concerts in the Park*, a series of open-air concerts which attracted music lovers, families and friends.

The free *Concerts* were held in February, March and April.

##### Event Attendance

# 700

Jazz in the Park

# 600

Melodies in the Park

# 700

Symphony in the Park

##### Busking in NPSP

Issued 100 permits for busking in the City.



# 100

2022–2023

## 225





2021–2022

## 137

2020–2021

## Objective 2.2

### A community embracing and celebrating its social and cultural diversity

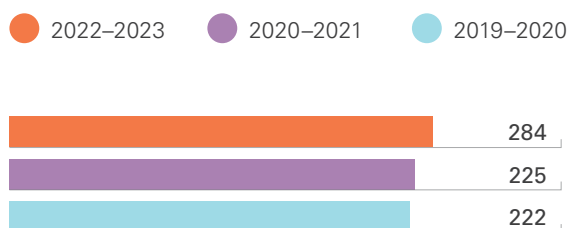
-  Acknowledge and recognise local Aboriginal heritage and history.
-  Facilitate opportunities for cultural expression, celebration and interaction between different cultural and demographic groups.
-  Inform and connect new residents to the community and its resources.
-  Promote understanding of, and respect for, our cultures and heritage.

#### Citizenship

5 citizenship ceremonies were held during 2022–2023, welcoming 190 new citizens into our community. New residents are from a diverse range of countries including:

Afghanistan	Israel	Philippines
Albania	Italy	Romania
Australia	Kenya	Singapore
Bangladesh	Korea	South Africa
Bosnia	Kuwait	Spain
Britain	Lebanon	Sri Lanka
Canada	Malaysia	Sweden
China	Mexico	Switzerland
Colombia	Moldova	Taiwan
Egypt	Morocco	Thailand
England	Mozambique	Turkey
Ethiopia	Myanmar	Ukraine
France	Nepal	United Arab Emirates
Greece	Netherlands	United Kingdom
Hungary	New Zealand	United States of America, and
India	Nigeria	Vietnam
Iran	Northern Ireland	
Iraq	Pakistan	

#### New Citizens



#### Beyond the Bleachers

Local footy fans and history buffs had the chance to have a rare sneak peek into the history of the Norwood Football Club during April and May 2023.

The limited exhibition hosted by the Council, called Beyond the Bleachers, showcased items collected by the Club’s History Committee, dating back to 1878.

Beyond the Bleachers was a treasure trove of memorabilia, which had been secreted away and rarely seen by the public.

Significantly, it was a poignant exhibition about the impact of the various wars; Boer War, World War I, World War II and Vietnam and the impact it had on the Norwood community, including the young men who played for the Club, who went off to fight for their country and tragically didn’t make it back home.

The exhibition of memorabilia which was held at the Council’s Cultural Heritage Centre also featured an extensive range of memorabilia showcasing the Redlegs’ triumphs, struggles and enduring legacy including:

- heritage guernseys;
- photographs;
- trophies, medals and a timeline of premierships;
- rolling television footage of Club’s history making moments;
- photos of the Oval’s changing landscape;
- homemade memorabilia and;
- the Club’s various logos and mascots.

## Objective 2.3

### A City which values and promotes its rich cultural and built heritage



Protect and enhance places, streetscapes, precincts and landmarks which reflect the built and cultural history of our City.



Reflect our City's history through cultural heritage programs and initiatives.



Promote the value of heritage protection.

#### Built Heritage Strategy

The City of Norwood Payneham & St Peters is home to some of the most stunning heritage buildings in South Australia and is committed to the protection and enhancement of its built heritage.

As part of this commitment, the Council has delivered a five-year Built Heritage Strategy.

The Council's Built Heritage Strategy 2022 – 2027 was endorsed in September 2023 and in a very short time frame has already delivered on various key actions and initiatives which will help to preserve the City's history and character, now and into the future.

The Built Heritage Strategy has delivered on the following initiatives, including, but not limited to:





- Council staff writing to all Parliamentarians and the Local Government Association of South Australia to express support for a Private Members Bill to legislate to protect State Heritage Places from neglect;
- Bluestone kerbing being conserved in various street upgrades and maintenance;
- The Council's Heritage Advisor providing specialist heritage architectural advice and services in 110 meetings or phone interactions with citizens;
- Council staff writing to the State Planning Commission about the need for more nuanced policy about height criteria affecting Historic Areas, and height and setback criteria for development fronting The Parade in Norwood;

- Council staff preparing and presenting a detailed submission to the Expert Panel on the Planning System Review;
- Continuing to liaise with various Residents Associations; and
- Preparing advice to the South Australian Heritage Council expressing support for listing Dr Kents Paddock (Kent Town) as a State Heritage Place.

The Council's role in supporting the retention of buildings and places of heritage value strongly aligns with one of the key objectives of the Council, which is to protect and enhance the City's valued built form and character.

## Objective 2.4

### Pleasant, well designed, and sustainable urban environments

-  Encourage development that complements our City's built heritage and character areas.
-  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.

### Planning Excellence in open space

In November 2022, the City of Norwood Payneham & St Peters in partnership with the SA Housing Authority received a prestigious Commendation award for the Felixstow Neighbourhood Urban Renewal Project from the Planning Institute of Australia.

In describing why the project received a commendation the judges wrote: From inception the project prioritised providing enough land for a detention basin design that would also double as community open space. This meant that the project was able to deliver benefits to stormwater management for the development site and wider area, improved water quality and green open space for the community.

The project team also factored in ongoing management and maintenance, such as weed and erosion control, maintaining the gross pollutant trap and ensuring Council workers can access the area to mow the lawns.

### Detention Basin at St Morris Reserve

As part of the Council's multi-million dollar Trinity Valley Stormwater Upgrade, construction of a detention basin will commence in St Morris Reserve in late 2023.

To ensure the community was involved in the upgrade of the Reserve and what facilities and equipment they wanted to include as part of the redevelopment, the Council undertook wide-ranging consultation. To find out more read page XX.

### Development Assessment

768 Development Applications were lodged with the Council. Development approvals included the following:

- new dwellings;
- land divisions;
- swimming pools;
- tree activities (including pruning and removal); and
- changes to dwellings including pergolas.



**768**  
2022–2023

**842**  
2021–2022




**1101**  
2020–2021

### Heritage Advisor

In 2022–2023, the Council's Heritage Advisor provided specialist heritage architectural advice and services in 110 meetings or phone interactions with citizens.

## Objective 2.5

### Dynamic community life in public spaces and precincts.

-  Facilitate a mix of land uses and activities in appropriate locations in balance with amenity and character.
-  Create and provide interesting and vibrant public spaces to encourage interaction and gatherings.
-  Host and facilitate community events and activities.

#### The excitement of the AFL Gather Round

South Australia's Premier Main Street, The Parade, was bursting with energy and excitement when a variety of cultures came together to soak up the colour and joy of the AFL Gather Round in April 2023. Whether you were a footy fan or just wanted to grab a bite to eat, it was impossible to not get caught up in the vibrancy of our City!

To read more about this fantastic AFL event and how the Council helped to make it a reality see page XX.

#### Community events

The Council's annual events program included a range of major events including Australia Day celebrations, the Concerts in the Park series, St Peters Fair and Art on Parade.

Other events that also took place included the Food Secrets at the Green, History Festival, Wheel Park, Citizenship Ceremonies, Poolside, Zest for Life, Movie on the Oval and Volunteers Week.

#### Film friendly City

Issued 15 permits for commercial filming in the City.



**15**  
2022-2023

**13**  
2021-2022

**10**  
2020-2021





## Outcome 3 Economic Prosperity

*A dynamic and thriving centre  
for business and services.*



### **CityPlan 2030 Objectives**

- 3.1 A diverse range of businesses and services.
- 3.2 Cosmopolitan business precincts contributing to the prosperity of the City.
- 3.3 Attract new enterprise and local employment opportunities to locate in our City.
- 3.4 A leading centre for creative industries.
- 3.5 A local economy supporting and supported by its community.

## Objective 3.1

### A diverse range of businesses and services.



Support and encourage small, specialty, independent and family-owned businesses.



Attract diverse businesses to locate in our City.

#### Eastside Business Awards

The sixth Eastside Business Awards were held in partnership with Solstice Media, recognising business excellence in the City of Norwood Payneham & St Peters

A record number of 11,062 of votes were cast across 11 categories and the winner received their awards from Mayor Robert Bria and the Minister for Small and Family Business, Hon Andrea Michaels MP, at St Peters Banquet Hall on 19 April 2023.

The event was also attended by City of Norwood Payneham and St Peters' Elected Members, a diverse range of business owners, their family and friends as well as representatives from Solstice Media, who worked closely with the Council to deliver the successful Awards program

Mayor Bria said the Awards reinforced that the City of Norwood Payneham & St Peters has some of the most highly regarded, resilient and creative businesses in South Australia.

The Awards will be returning in 2024.

#### Eastside Business Awards Hall of Fame

Reserved for businesses in operation in the City for 20+ years, the 2022 inductee to the Hall of Fame category was **Gelato Bello**. For more information, see page XXX.

#### Previous inductees in the Hall of Fame

2022 – *James Thredgold Jeweller*

2021 – *The Parade Norwood Veterinary Clinic*

2020 – *ORBE*

2019 – *Outdoors on Parade*

2018 – *Robern Menz*

#### Networking events

An end of year networking event was held for businesses located in our City in December 2022.

The Christmas event, which was held at local luxury furniture business, Transforma, on Kensington Road, Norwood, ensured representatives from local businesses could re-engage and network with each other following a challenging year. The event was attended by 100 people representing 48 businesses.

In June 2023, a mid-year networking event was again held for businesses in the Council area. This networking event was held at The Suburban Brew, located in Glynde. This event was attended by 117 people representing 56 businesses.

#### Communications

The Council sends out monthly e-newsletters to businesses within the City, as well as more targeted e-newsletters to traders within The Parade precinct. Monthly e-newsletters are also being sent to the wider community, encouraging them to shop, dine and engage with Council initiatives.

The e-newsletters are an effective method of:

- building positive relationships with businesses;
- keeping businesses and the community informed of Council and business-related news and events;
- creating partnerships and networking opportunities between businesses within the precinct; and
- promoting local businesses and their services to the community.

As at 30 June 2023, the number of Electronic Direct Mail (EDM) subscribers were as follows:

- The Parade - 358
- City-wide businesses - 738
- Head East - 11,667

44 e-newsletters were distributed to businesses and the community between 1 July 2022 and 30 June 2023.

## Objective 3.2

### Cosmopolitan business precincts contributing to the prosperity of the City.



Retain, enhance and promote the unique character of all our City's business precincts.



Retain commercial and industrial land in appropriate locations, and protect it from the encroachment of incompatible land uses.



Promote the City as a tourist destination.

### Events

#### Eastside Wine & Ale Trail

In 2022–2023, the Council's Economic Development Unit worked with multiple businesses, to continue to expand and enhance the Eastside Wine and Ale Trail (EWAT), with Suburban Brew the latest local business to join the Trail.

Having started with just four businesses in 2017, there are now nine boutique cellar doors, two gin distilleries and a micro-brewery and the sounds, sights, machinations of the equipment, bustling staff and the various atmospheres, are all dynamic and distinct.

With the Trail continuing to grow, the Council has collated all of the stories, behind-the-scenes action, history and characters from the venues that make up the self-guided Trail into a new brochure and online flipbook.

There is nothing quite like the experience of the EWAT, and the brochure/flipbook has been created as a tool to complement and promote this event as well as incorporating the EWAT into the Food Secrets Tour.

To find out more about Food Secrets + EWAT see page XXX

#### A Day of Fashion 2022

For the second year, the City of Norwood Payneham & St Peters hosted A Day of Fashion which was held on The Parade, Norwood, on 15 October 2022.

With a focus on both style and sustainability, the event was popular with a diverse audience who attended the popular panel discussion, In Conversation With... Fashion and the Sip & Swap with The Clothing Exchange which encouraged attendees to bring six clothing garments and accessories that they love but no longer wear, and to exchange them at the unique event.

A Day of Fashion also featured live music pop-ups along The Parade and a private screening of House of Gucci at Hoyts Cinema Norwood. A Day of Fashion will be returning in October 2023.

### Competitions

#### Shop the Parade and Cruise Europe

In order to boost direct economic expenditure along The Parade, the Council's Norwood Parade Precinct Committee developed The Shop the Parade and Cruise Europe Competition.

The competition prize was possible thanks to Travel Associates Norwood, their partner company Avalon Waterways and the Norwood Parade Precinct Committee.

Over \$480,000 of direct investment into The Parade Precinct can be attributed to the competition.

To read more about the lucky competition winners, Mario and Lucia Staltari, see page XXX



Reform Distilling, Kent Town

### Promoting our City as a tourist destination

The City of Norwood Payneham & St Peters is a cosmopolitan and innovative City that welcomes national and international visitors.

Our City is the ideal choice for tourists looking for a base close to the Adelaide CBD, or professionals visiting on business who need fully furnished, short to long-term accommodation.

Food and coffee lovers will delight in our restaurants, bars and cafes while shoppers will love our fashion boutiques, hair and beauty salons, antique stores, art galleries and more.

Meanwhile, all of the Council’s outdoor posters for upcoming events, consultations, road closures, major projects and other initiatives contain QR codes, providing immediate links to the Council’s website, which can then be translated into languages from all over the world.

### Advertising

In 2022–2023, the Council advertised and promoted businesses across the City, including The Parade and Magill Road, two of its key business and economic precincts. The Council’s economic development initiatives were promoted in leading publications including, but not limited to, CityMag, SALIFE, InDaily and South Australian Style.

### Web and social media

The Council continued to publish articles on The Parade and Magill Road websites in the 2022–2023 financial year.

#### The Parade Social Media



Followers of The Parade Facebook account at 30 June 2023. Compared to 17,244 in 2021–2022

Followers of The Parade Instagram account at 30 June 2023. Compared to 4,047 in 2021–2022

#### Magill Road Social Media



Followers of Magill Rd Facebook account at 30 June 2023. Compared to 7,615 in 2021–2022

Followers of Magill Rd Instagram account at 30 June 2023. Compared to 1,913 in 2021–2022

## Objective 3.3

### Attract new enterprises and local employment opportunities to our City

✓ Foster emerging enterprises and industries.

✓ Support appropriate home-based businesses.

✓ Promote and support local food manufacturing.



#### Small Business Friendly Council

The Small Business Friendly Council (SBFC) initiative recognises the Council's work in supporting its small business community. The benefits of being small business friendly include:

- supporting the Council's local economy, including growth in small business and job opportunities;
- meeting the needs of ratepayers through the provision of local goods and services; and
- creating the right environment to establish and grow a business.

The Council signed the charter to be a member of the SBFC in November 2021. Since then the Council has continued to:

- implement activities which improve the operating environment for small business within the Council area;
- maintain a business advisory group to assist the Council's understanding of small business needs in its local area; and
- implement a procurement policy which recognises and supports local small businesses; paying invoices within 30 days.

As a member of the SBFC, the Council is required to submit a report highlighting all of its achievements in accordance with this initiative.

The report also provides a summary of key initiatives and events undertaken by the Council.

This information assists the Office of the Small Business Commissioner to identify best practice examples that can be shared with other participating Councils.

## Objective 3.4

### A leading centre for creative industries



Create a business environment that is conducive to retaining and attracting creative industries to our City.



Collaborate with other agencies to facilitate the provision of technological infrastructure to support businesses.



The Parade, Norwood

#### Spendmapp data

By monitoring banking transaction data and taking into account cash transactions, Spendmapp delivers a comprehensive representation of the City's economy.

Data revealed that the events developed by the Council, including the AFL Gather Round weekend at Norwood Oval in April 2023, had a direct and tangible impact on local businesses and traders with \$2.2 million expenditure at Norwood dining and entertainment establishments in just one weekend, see page XX.

#### Smart Parking Pilot Project

In 2022, the City of Norwood Payneham & St Peters was accepted as a member of the Smart Cities Council of Australia / New Zealand and members of the SCPST are in the process of obtaining Smart City Practitioner Accreditation.

As technology is ever-evolving, the Council must be flexible and adapt rapidly to change so as to take advantage of opportunities as they arise.

In the past year, the following smart city initiatives were undertaken:






- the Council partnered with IronBark Sustainability and Google to use Google EIE analytics to understand transport volumes by different modes across the city pre and post COVID-19.
- an upgrade of the Wi-Fi at the Norwood Town Hall was undertaken which allows visitors to access it at Council facilities.
- processing of invoices was made into a fully digital process, allowing for greater efficiencies in the invoice approval process as well as allowing for better document management of invoices received.
- all digital administrative forms are being transitioned to digital versions that will allow users to complete them online and submit them directly. This avoids the need to print out forms, fill them in, scan them and then email them back to the Council.
- SAGE Automation were engaged as a key sub-contractor as part of the progression of The Parade Masterplan, a key indication that the design elements in the redevelopment of the street will aim to incorporate smart technology, see Page XX

# Celebrating our iconic business community.



## Objective 3.5

### A local economy supporting and supported by its community

-  Support opportunities for people to collaborate and interact in business precincts.
-  Retain accessible local shopping and services.
-  Encourage businesses to sponsor local community activities.
-  Support opportunities for the community to access locally produced food and beverage produce.
-  Encourage community support for and promote awareness of all businesses in our City.

#### Mayor's Business Commendation Awards

The Mayor's Business Commendation Awards recognise small businesses that make a significant contribution to the City, and that have been operating in the City for a minimum of 10 years.

The four Award categories are:

- 10+ Years Bronze Commendation
- 25+ Years Silver Commendation
- 50+ Years Gold Commendation
- 3+ Generational Family Business Commendation

The Awards are based on a self-nomination process. The commendation certificates will be presented at the Council's end of year networking function.

The following businesses received an Award for:

##### 10+ years of trading

- Australian Medical Placements Health, Education and Training
- Adelaide Property Renovations
- Taste of Nepal
- Bambrick Legal

##### 25+ years of trading

- McConnells' Furnishings & Upholstery
- No Strings Attached Theatre of Disability

##### 50+ Years Gold Commendation

- Rio Coffee

#### Encouraging community support

In June 2022, the Council collaborated with the St Peters Rotary Club to facilitate grant funding of \$1000 to local community groups who wanted to make a difference to the environment. Marryatville Primary School submitted an application and received the full grant. To read more about how the Council, the Rotary Club and the School worked with local community, see pages XX

#### The Parade Gift Card

The Parade Gift Card was created by the Norwood Parade Precinct Committee to generate direct expenditure along the Parade precinct.

The Gift Cards can be used at any business within The Parade Precinct which includes stunning fashion, unique interiors, barista made coffee and world-class dining.

In 2022–2023, The Parade Gift Card was loaded 117 times generating \$4400 in direct revenue into the local economy.





## Outcome 4 Environmental Sustainability

*A leader in environmental sustainability.*









### **CityPlan 2030 Objectives**

- 4.1 Sustainable and efficient management of resources.
- 4.2 Sustainable streets and open spaces.
- 4.3 Thriving and healthy habitats for native flora and fauna.
- 4.4 Mitigating and adapting to the impacts of climate change.

## Objective 4.1

### Sustainable and efficient management of resources.

-  Make better use of water resources including the harvesting and re-use of stormwater.
-  Promote the use of sustainable, active and low emission transport modes.
-  Investigate and implement innovative waste reduction and education initiatives.
-  Improve the water quality in our City's watercourses.
-  Employ and promote energy efficiency initiatives and renewable energy resources.
-  Manage stormwater to reduce the risks of flooding.

### Waste Collection

Through East Waste, the Council provides a waste collection service to properties within the City. Since 2004, the Council has provided a three-bin model of kerbside waste collection to residential, commercial and other types of properties.

In addition, the Council provides a kitchen organics service and hard waste collections to residential properties. The Council's provision of waste collection services provide options for maximum possible diversion of waste from landfill by recycling and composting finite and valuable resources.

	22–23	21–22	20–21
Kerbside recycling waste diverted from landfill	3,204 t	3,449 t	3,530 t
Kerbside green organic waste diverted from landfill	5,620 t	5,062 t	4,931 t
General waste collected	6,799 t	6,958 t	7,223 t
Hard waste collections	422 t	500.38 t	496 t

t = tonnes

The decrease seen in the volume of waste collected may be attributed to more people being back at work and not working from home. Electronic waste collected during 2022–2023 was minimal as most people take advantage of free specialised drop off points. The City of Norwood Payneham & St Peters has a designated drop off point.

### Circular Procurement Pilot Project

As part of the Council's environmental leadership through an agreement with the Local Government Association of South Australia, staff prioritise and report on recycled-content products and materials when undertaking procurement.

This agreement aligns with the Council's CityPlan 2030; Shaping our Future target to ensure year-on-year increases in corporate purchases.

In 2022–2023, the Council made over 50 purchases that had recycled-content products or materials.

### Purchases Recorded by Use Category – July 2022 to June 2023

Category of Goods Purchased	Recycled Content Weight (tonnes)
Plastics	299
Paper/Cardboard	5
Rubber/Tyres	N/A
Rubble/Asphalt	9,738
<b>Total</b>	<b>10,065</b>

### Waste and Recycling Education

The Council promoted waste education at the St Peters Fair, Concerts in the Park and Christmas events. In 2022–2023, the Council continued its free kitchen caddy initiative to households throughout the City. There was an information display at the Norwood Town Hall for International Compost Awareness Week as well as an Compost Pledge competition.






An East Waste Kerbside Audit Report found that 40.5% of waste in General Waste Bins (red lid bin) was compostable and should have been placed in the Organics Bins (green lid bin). If disposed of correctly, this compostable material could have been turned into soil and garden compost, saving \$423,000 annually in landfill costs.

In 2022–2023, the Council continued its battery and mobile phone/accessory drop off and recycling initiative and switched to new battery recycling scheme with the introduction of national battery stewardship program, BCycle.



## Objective 4.2

### Sustainable streets and open spaces.

-  Improve the amenity and safety of streets for all users including reducing the impact of urban heat island effect.
-  Protect, enhance and expand public open space.
-  Establish a network of linked open spaces for wildlife habitat.
-  Protect, diversify and increase green cover.
-  Integrate green infrastructure into streetscapes and public spaces.

### Street and Footpath Cleaning Program

Our Street and Footpath Cleaning Program is designed to effectively manage the cleaning of tree-lined streets in a coordinated manner.

The Council provides a number of street cleaning programs throughout the year in an effort to keep our streets tidy and prevent waste from entering the storm water network.

The frequency of cleaning cycles is determined by seasonal and weather related factors.

**356.85km**

of roads are swept every 28 days throughout the City

**5297.25 tonnes**

of waste is collected each year on average through the Street and Footpath Cleansing Program.

**4,639km**

of footpaths are cleaned every year

### Street & Footpath Cleaning Program Tonnage 2022–2023

Program	Qty (tonnes)
Main Roads - Sweep Only	104.5
Main Roads - Sweep & Blow	142.5
Residential Streets - Sweep Only	347.2
Residential Streets - Sweep & Blow Normal	1854.4
Residential Streets - West Side	1239.5
Traffic Management Devices	11.7
Car Park Sweeping	19.2
The Parade & Webbe Street	596.3
<b>Total</b>	<b>4315.3</b>

### Street trees

666 New street trees were planted in 2022–2023.



**666**  
2022–2023

**523**  
2021–2022

**510**  
2020–2021

## Objective 4.3

### Thriving and healthy habitats for native flora and fauna.

- ✓ Identify and protect remnant vegetation and enhance habitat quality.
- ✓ Encourage appropriate biodiversity in privately owned open space.
- ✓ Revegetate designated areas with local native species.
- ✓ Facilitate community participation in revegetation programs.



St Peters Billabong

### Record number of street trees




As part of the Council's Plan for Growth and Renewal, Council staff have planted 564 street trees as we work towards achieving the State Government's goal of increasing canopy cover by 20% by 2045.

In addition to the Council's street tree planting program, a major upgrade to the St Peters Street streetscape has included the planting of 102 trees.

The total number of trees planted across the City by Council staff is more than 666 new trees.

## 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 target which is zero corporate carbon emissions by 2030. The ways in which the Council will achieve this target are set out in the Council's Corporate Emissions Reduction Plan.

Actions undertaken within 2022–2023 to reduce carbon emissions included the installation of and upgrades to solar panels at the St Peters Childcare Centre and Preschool (25kW), Payneham Library (85wK) and the Council Depot (45kW). The St Peters Town Hall Complex solar (58kW) and batteries (42kWh) installation will occur in 2023-2024. The Payneham Memorial Swimming Pool upgrade will include solar (135kW).

The Council continued its transition from an internal combustion energy vehicle (ICE) fleet to a hybrid electric vehicle fleet and will transition to a fully electric vehicle fleet in coming years.

Public Electric Vehicle (EV) Charging Stations, with fast chargers, have been installed at six locations. The Council will continue to work with operators of EV companies as demand continues to increase in the future.

Following trials at two Council reserves, Scott Street Reserve and Syd Jones Reserve, the Council installed smart irrigation controllers at 25 reserves to improve water efficiency. The smart irrigation controllers use local weather stations and rain-sensing to adjust watering as required. The cost of installing the smart control irrigators in 2022 – 2023 was \$25,213.

#### Sustainable Transport

Two reviews were undertaken on Shared Mobility Schemes, in particular e-scooters, and the Council resolved to support an extension to the permit agreements with the operators of E-scooters within the City.

The Council made a submission to the State Government's consultation on the future of personal mobility devices in South Australia. As an inner suburban Council, our City faces significant traffic and parking challenges due to diverse user groups, including local residents, businesses, and commuters who work in the area. The Council has been actively working on integrated land use, parking, and transport strategies to encourage alternative travel choices and reduce traffic congestion. Secondly, the Council also recognises the importance of reducing greenhouse gas emissions and promoting sustainable transport, the Council had previously endorsed a shared mobility device framework and is conducting a multi-year e-scooter trial (approved by the Minister), demonstrating that shared micro-mobility devices can alleviate traffic and parking pressures, provide first and last-mile transport options, and promoting recreation.

# Measuring our Success

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The Council is committed to delivering *CityPlan 2030* through to 2030 and monitoring progress through regular reporting to our community through the Council's Annual Report. Additional reporting is also provided through the Council's Reporting Framework.

Measures of success are outlined in *CityPlan 2030* for each of the four Outcomes in the Plan and are set at three strategic levels: Macro, Council and Community.

- ▶ **Macro Targets** reflect the Council's commitment to contributing towards State and Federal Government targets, however the level of achievement against these targets is influenced by external economic and social factors, which are not within the full control of the Council.
- ▶ **Council Targets** are set against deliverables which the Council is wholly accountable for, and are not impacted by any reasonable external influences.
- ▶ **Community Perception Targets** are set that reflect the community's level of satisfaction.

Targets set against each Outcome area provide a measure of achievement that the Council will be aiming to reach. They provide a clear goal for the Council to work towards.

It's important to note some targets cannot be fully achieved as they require a comparison to the previous year and data collected for the targets only commenced in 2022–2023.

## Outcome 1 Social Equity

An inclusive, connected, accessible and friendly community.

► **Metric:** The use of active transport (cycling, walking and public transport) to school/work

Measurement	Target	Baseline	2022–2023 Actual	2022–2023 Result
Journey to work census data	31% of trips made by active transport	25%		Completed

Key Projects and Programs to Support Target Delivery	Status at June 2022
<b>Alternative Transport Trials Program</b>	
E-Scooters and E-Bike Trial	Completed
<b>City-Wide Cycling Infrastructure Projects</b>	
St Morris Bikeway	In progress
William Street/Osmond Terrace Crossing Upgrade	Completed
William Street Roundabout Black Spot Mitigation	Completed
Nelson St/Henry Street Cyclist Crossing	In progress
Shipsters Road Cyclist Crossing	In progress
Nineth Avenue bikeway extension to Hackney Road	In progress
Pedestrian refuge The Parade West, between Grenfell St & Capper Street	Completed
<b>Shared Path Infrastructure Upgrades</b>	
River Torrens Linear Path (St Peters) – lighting and widening	In progress
<b>Traffic Calming Initiatives</b>	
40kmph Speed Limit (Glynde, Payneham, Firle, Trinity Gardens, St Morris)	In progress
40kmph Speed Limit (Hackney, College Park, St Peters, Joslin, Royston Park, Marden)	In progress
Emu Crossing - St Joseph's Payneham	Delayed
Traffic Calming Devices (Marden, Royston Park, Glynde, Payneham, Firle, Trinity Gardens, St Morris)	In progress
Traffic Calming Devices (Langman Grove)	In progress
Speed Monitoring Trailer Development	Ongoing
<b>Active Travel Awareness, Promotion, Education &amp; Measurement</b>	
Cycle network and bus route promotion	Ongoing
Active travel promotion for events	Ongoing
Promote & participate in National active travel	Ongoing
Cyclist skills and maintenance workshops	Ongoing
Participate in Annual Commuter Bike Count	Ongoing
Include active transport question in Community Survey	Delayed
Promote & participate in work/ride to School Events and Way2Go Program	Ongoing
<b>Advocacy Program</b>	
Advocate for improved crossings on Main Roads	Ongoing
SA Road Safety Strategy Submission	Completed



## Outcome 1 Social Equity

An inclusive, connected, accessible and friendly community.

► **Metric:** The number of lifelong learning programs provided by the Council.

Measurement	Target	Baseline	2022–2023 Actual	2022–2023 Result
Session numbers collected by the Council	Year-on-year increase in the number of lifelong learning program sessions delivered by the Council	335 sessions	531 sessions	Target achieved

Key Projects and Programs to Support Target Delivery	Status June 2023
<b>Youth Programs (10-18 years)</b>	
Skill based programs (New Vibes, CANVAS Youth Art, work experience, school holiday programs)	Delivered
Recreational activities (Friday Nights at the Pool, Wheel Park)	Delivered
<b>Library and Community Centre (Lifelong Learning) Activities</b>	
Adult recreational activities (Movies at the Library, Knit & Stitch Group, Book Club)	Delivered
Adult Skill based programs (Gardening, Self Help, Digital Literacy Support, Author Events)	Delivered
Child & Youth Program (Baby Bounce, Storytime, Book Week, School Holiday activities, Lego Club)	Delivered
<b>Active Ageing Programs</b>	
Adult recreational activities (Come & Try)	Delivered
Zest for Life Festival	Delivered

► **Metric:** The provision of connected, safe and enjoyable streets, paths and facilities that encourage cycling and walking.

Measurement	Target	Baseline	2022–2023 Actual	2022–2023 Result
Infrastructure improvements recorded by the Council	A minimum of one prioritised street improvement each year that encourages active travel	Minimum 1 street improvement	1 project completed	Target achieved

Key Projects and Programs to Support Target Delivery	Status June 2023
<b>Streetscape Upgrades</b>	
St Peters Street Upgrade	Completed

▶ **Metric:** The level of community satisfaction with safety during the day and night.

Measurement	Target	Baseline	2022–2023 Actual	2022–2023 Result
Community Survey undertaken every two years	Achieve a <b>resident</b> perception rating higher than the average of the previous four Council Community Surveys	> 4.7 day > 4.1 night		The Council's biennial Community Survey will be undertaken in late 2023.
	Achieve a <b>business</b> perception rating higher than the average of the previous four Council Community Surveys	> 4.4 day > 3.7 night		The Council's biennial Community Survey will be undertaken in late 2023.

▶ **Metric:** The level of community satisfaction with the access to services and facilities.

Measurement	Target	Baseline	2022–2023 Actual	2022–2023 Result
Community Survey undertaken every two years	Achieve a <b>resident</b> perception rating higher than the average of the previous four Council Community Surveys	> 4.1		The Council's biennial Community Survey will be undertaken in late 2023.
	Achieve a <b>business</b> perception rating higher than the average of the previous four Council Community Surveys	> 3.75		The Council's biennial Community Survey will be undertaken in late 2023.

## Outcome 2 Cultural Vitality

A culturally rich and diverse City, with a strong identity, history and sense of place.

► **Metric:** Council support for initiatives and events that support cultural diversity

Measurement	Target	Baseline	2022–2023 Actual	2022–2023 Result
The number of promotions delivered by the Council	Promote four cultural events each year which celebrate our City's cultural diversity	Four cultural events promoted	Four	Target achieved

Key Projects and Programs to Support Target Delivery	Status June 2023
<b>Cultural Diversity Celebration Program</b>	
Annual Citizenship Ceremonies and Australia Day Celebrations	Delivered
Annual Chinese New Year Promotions	Delivered
Annual SA History Month Festival	Delivered
Annual NAIDOC Week Promotion	Delivered

► **Metric:** The number of community events held.

Measurement	Target	Baseline	2022–2023 Actual	2022–2023 Result
The number of events delivered by the Council	Hold a minimum of six major community events per year	A minimum of six major events delivered	11 major events delivered	Target achieved

Key Projects and Programs to Support Target Delivery	Status June 2023
<b>Major Community Events Program</b>	
Tour Down Under Stage Start Event	Delivered
Jazz in the Park	Delivered
Melodies in the Park	Delivered
Symphony in the Park	Delivered
St Peters Fair	Delivered
Zest for Life Festival	Delivered
Norwood Christmas Pageant	Delivered
Twilight Carols	Delivered
Movie in the Park	Delivered
Movie Nights at the Pool	Delivered
AFL Gather Round	Delivered

► **Metric:** Designs or upgrades undertaken to community spaces.

Measurement	Target	Baseline	2022–2023 Actual	2022–2023 Result
The number of projects delivered by the Council	Undertake the design or upgrade of at least one public space per annum	At least one design or upgrade delivered	2	Target achieved

Key Projects and Programs to Support Target Delivery	Status June 2023
<b>Public Space Upgrades</b>	
Burchell Reserve, St Peters – Stage 1 - Masterplan	Completed
Burchell Reserve, St Peters – Stage 2 – Detail Design	Completed
Burchell Reserve, St Peters – Stage 3 - Construction	In Progress
Hannaford Reserve, St Peters – Stage 1 - Masterplan	Deferred
Dunstan Adventure Playground, St Peters – Stage 1 - Masterplan	Completed
Dunstan Adventure Playground, St Peters – Stage 2 – Detail Design	Completed
Dunstan Adventure Playground, St Peters – Stage 3 - Construction	In Progress
The Parade & George Street, Norwood (George Street Upgrade) – Stage 2 – Detail Design	In Progress
Payneham Memorial Swimming Centre Redevelopment – Stage 2 – Detail Design	In progress

► **Metric:** The level of community satisfaction with the nature of new development within the Council area.

Measurement	Target	Baseline	2022–2023 Actual	2022–2023 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		The Council's biennial Community Survey will be undertaken in late 2023.

► **Metric:** The level of community satisfaction with cultural heritage programs provided by the Council.

Measurement	Target	Baseline	2022–2023 Actual	2022–2023 Result
Community Survey undertaken by the Council every two years	Achieve a <b>resident</b> perception rating higher than the average from the previous four Council Community Surveys	> 3.8		The Council's biennial Community Survey will be undertaken in late 2023.

## Outcome 3 Economic Prosperity

A dynamic and thriving centre for business and services.

▶ **Metric:** The number of jobs in the City.

Measurement	Target	Baseline	2022–2023 Actual	2022–2023 Result
Australian Bureau of Statistics and Australian Business Register	Number of people employed in the City has returned to pre-Covid levels	23,826 (April 2020)	27,821	Delivered
Key Projects and Programs to Support Target Delivery				Status June 2023
Business/Investment Attraction Program				
Business and Investment Prospectus				Scheduled

▶ **Metric:** The number of Council training and networking opportunities held by the Council.

Measurement	Target	Baseline	2022–2023 Actual	2022–2023 Result
Registration numbers recorded by the Council	A minimum of six training/networking events held per annum	Six	Two events delivered	Target not achieved
Key Projects and Programs to Support Target Delivery				Status June 2023
Business Networking Program				
Mid-Year Business Networking Event				Delivered
End-of-year Business Networking Event				Delivered

► **Metric:** The number of promotional initiatives undertaken by the Council.

Measurement	Target	Baseline	2022–2023 Actual	2022–2023 Result
Initiatives recorded by the Council	Year-on-year increase in the number of business promotional initiatives held	Six	Seven initiatives delivered	Target achieved

Key Projects and Programs to Support Target Delivery	Status June 2023
Business Promotion Program	
Eastside Business Awards	Completed
Mayor's Business Commendation Award	Completed
Raising the Bar Event	Completed
Shop the Parade & Cruise Europe Competition	Completed
Food Secrets & Eastside Wine & Ale Trail Tours	Completed
A Day of Fashion	Completed
The Parade Gift Cards	Ongoing

► **Metric:** The level of community satisfaction with the Council's performance in attracting and supporting businesses.

Measurement	Target	Baseline	2022–2023 Actual	2022–2023 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		The Council's biennial Community Survey will be undertaken in late 2023.

► **Metric:** The level of community satisfaction that the mix of businesses in the City's precincts contributes to the prosperity of the area.

Measurement	Target	Baseline	2022–2023 Actual	2022–2023 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		The Council's biennial Community Survey will be undertaken in late 2023.

## Outcome 4 Environmental Sustainability

A leader in environmental sustainability

► **Metric:** Total green cover (includes private and public land).

Measurement	Target	Baseline	2022–2023 Actual	2022–2023 Result
Record the number of new trees planted by the Council (LiDAR Analysis – Mapping Data)	Plant a minimum of 500 new trees per year in streets and/or public spaces	Minimum of 500 new trees	666 new trees planted	Target achieved

Key Projects and Programs to Support Target Delivery	Status June 2023
<b>New Trees via the Annual Street Tree Planting Program</b>	
New tree plantings across the Council's 21 suburbs	Completed
<b>New Trees via the Streetscape, Parks &amp; Reserves Upgrade Program</b>	
Glynde	Completed
Felixstow	Completed
Firle	Completed

► **Metric:** Corporate carbon emissions.

Measurement	Target	Baseline	2022–2023 Actual	2022–2023 Result
Carbon emissions recorded with the Trellis tool	Zero carbon emissions by 2030	1,890tCo2-e (Baseline 2017–2018)		In progress

Key Projects and Programs to Support Target Delivery	Status June 2022
<b>Corporate Carbon Emissions Reduction Plan</b>	
Solar and Battery Feasibility Study	Completed
Solar PV Specifications for 4 Council buildings	Completed
Solar PV & Battery storage installed at Norwood Town Hall	Completed
Low Emissions Fleet Transition	Ongoing
Installation of Electric Vehicle Chargers	Ongoing
100% Renewal Electricity Procurement	Delayed
Energy Efficiency audits and initiatives	Ongoing

► **Metric:** The weight (tonnes) of recycled content purchased by the Council.

Measurement	Target	Baseline	2022–2023 Actual	2022–2023 Result
Council circular procurement reporting tool	Year-on-year increase in corporate purchases of products or materials that contain recycled content	> 72.72 tonnes (Baseline 72.72 t, June 2020)		In Progress

Key Projects and Programs to Support Target Delivery	Status June 2022
<b>Corporate Training</b>	
Regular reminders for staff to purchase and report recycled content	Ongoing
<b>Corporate Reporting</b>	
Quarterly reporting to LGA using Trellis	Completed

► **Metric:** The level of community satisfaction with the Council's response to climate change.

Measurement	Target	Baseline	2022–2023 Actual	2022–2023 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		The Council's biennial Community Survey will be undertaken in late 2023.

► **Metric:** The level of community satisfaction with the Council's management and use of water.

Measurement	Target	Baseline	2022–2023 Actual	2022–2023 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		The Council's biennial Community Survey will be undertaken in late 2023.



# Regulatory Functions

The Council performs a number of Regulatory Functions to ensure compliance with various legislation.

## Animal Management

The Regulatory Services Unit undertakes investigations, follow up and enforcement action in relation to complaints regarding dog attacks, dogs barking and other animal management matters associated with the administration of the *Dog & Cat Management Act 1995* and the Council's Dog and Cat Management Plan.

In addition, the Unit assists with the education and promotion of good animal management in accordance with the Council's Dog and Cat Management Plan.

**28** expiations were issued during 2022–2023 for:

5 dogs wandering at large;

8 unregistered dogs; and

9 dog attacks.

## Development Compliance

The Planning Services Compliance Unit undertakes investigations, follow up and enforcement action, associated with complaints regarding unauthorised development and development which is undertaken contrary to relevant approvals, as well as local nuisance matters such as noise, dust, odour and unsightly properties.

The Building Services Unit undertakes assessments of Development Applications against the Building Rules and inspections of development at various stages of construction to ensure that works are undertaken in accordance with the relevant structural details. In addition, the Building Services Unit manages a range of permits associated with building sites, including those required for driveway crossovers, electrical connections and closure of footpaths during construction.

## Fire Prevention

In accordance with Section 105F (1) of the *Fire & Emergency Services Act 2005* (the Act), property owners are required to maintain their properties in a manner which will mitigate against the outbreak and spreading of fire, which includes the following:

- ensuring that undergrowth and grasses are cut below 100mm in height;
- removing any dead trees, branches, leaves, wood piles and undergrowth from and around homes and properties;
- pruning any branches and/or tree limbs; and
- cleaning gutters and roof of any debris that may be deemed flammable.

Each year, prior to the designated fire danger season, the Council sends letters to applicable property owners reminding them of these requirements and their obligations under the Act.

During 2022–2023, 223 property owners were advised of their obligations under the Act.

**140** development related complaints were investigated

**43** compliance inspections of recently completed developments

**387** building inspections

**198** local nuisance complaints were investigated



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; 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.

10,441

Parking  
expiations issued

816

Parking expiations  
withdrawn

## Other Regulatory Functions

The Regulatory Services Unit is also responsible for ensuring legislative compliance with the relevant components of the Council's By-Laws, *Expiation of Offences Act 1996*, *Private Parking Areas Act 1986*, *Road Traffic Act 1961*, *Local Government Act 1999* and *Local Nuisance & Litter Control Act 2016*, and undertaking investigations as required and in accordance with the relevant legislation.

630 properties  
were issued  
1101 permits

502 Residential permits  
599 Visitor permits

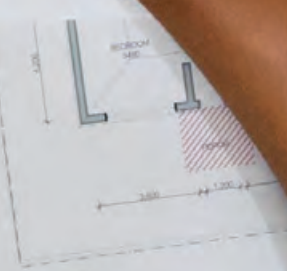
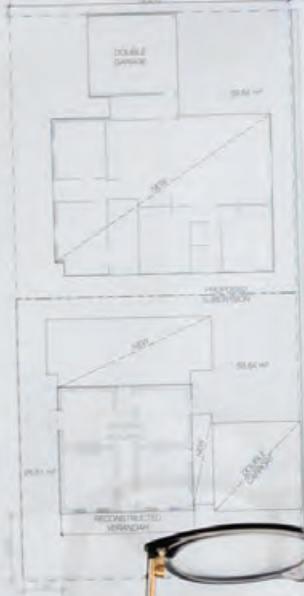


A hand holding a green pen, positioned over architectural blueprints.

A hand holding a pair of black-rimmed glasses over architectural blueprints.

CASIO  
FUNCTIONAL PROGRAM  
8.8882  
A Casio scientific calculator with a blue display and a keypad with various function buttons.

DEMOLITION PLAN 1:100





# Corporate Reporting

Corporate reporting demonstrates the organisation's compliance with legislative requirements and its ability to manage its governance responsibilities effectively.

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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.

## *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.

## Economic Development Strategy



There are more than 8,117 businesses creating more than 27,821 jobs in our City. The Council's Economic Development Strategy 2021–2026 outlines our strategic direction for economic development over the next five years, in order to strengthen and grow the City's local economy and support businesses, ensuring their long-term sustainability, viability and growth.

The Economic Development Strategy sets out the Vision for the economy of the City and the Outcomes, Objectives, Strategies and Actions to achieve the Vision.

As an overarching document, its role is to guide economic development within our City, identify the priority areas over the next five years and articulate the Council's role in supporting business and economic development.

In its second year, the Strategy delivered 38 initiatives, which have all played a key role in helping the local economy during the pandemic.

A review of the first-year actions revealed the following positive data:

- the vacancy rate within The Parade Precinct increased from 5.16% in 2021 to 7.5% in 2022;
- employment in the City grew from 24,594 jobs to 27,821 jobs over the same period; and
- a diverse range of initiatives, competitions, networking events and business support from the Council received high engagement from local businesses, resulting in a boost to the local economy.

## *Infrastructure and Asset Management Strategies*



The City of Norwood Payneham & St Peters is dedicated to providing the highest quality services for the well-being of its citizens and visitors.

The ongoing, strategic and holistic renewal of its key infrastructure and built assets is at the forefront of this commitment and is made possible through the implementation of its unique and robust 'Whole-of-Life' Asset Renewal Model and delivery of its various annual Capital Works Programs. This is indeed one of the cornerstones of the Council's overall approach and strategy to ensure its long-term financial sustainability and prudent management of the City's infrastructure.

The 'Whole-of-Life' Asset Renewal Model and required service levels to drive its various annual Capital Works Programs, are set out in the Council's Infrastructure and Asset Management Plans.

A summary of the each of the Council's four Plans is set out below:

- The Civil Infrastructure & Asset Management Plan sets out the Council's proposed strategies for the renewal, management and maintenance of its civil infrastructure (i.e. roads, footpaths and kerb & water tables). The Plan outlines the lifecycle requirements for the effective management, inspection and replacement of these assets as well as its financial implications and projected capital expenditure to achieve its objectives;
- The Stormwater Drainage Infrastructure & Asset Management Plan sets out the Council's proposed strategies for the enhancement of its existing stormwater drainage network and is based on a forward program which is reviewed regularly in order to ensure it encompasses latest needs. The Plan also incorporates new works to enhance the Council's existing drainage network and outlines its financial implications and projected capital expenditure to achieve its objectives;
- The Community Buildings Infrastructure & Asset Management Plan sets out the Council's proposed strategies for the renewal, management and maintenance of its buildings. The Plan outlines the lifecycle requirements for the effective management, inspection and replacement of various building components to ensure they continue to be fit for purpose and to meet the community's expectations. The Plan also outlines the Council's financial implications and projected capital expenditure to achieve its objectives; and
- The Recreation & Open Space Infrastructure & Asset Management Plan sets out the Council's proposed strategies for the renewal, management and maintenance of its playgrounds, tennis courts, irrigation and recreation assets. The Plan outlines the lifecycle requirements for the effective management, inspection and replacement of these assets to ensure they continue to be fit for purpose and meet the community's expectations. The Plan also outlines the Council's financial implications and projected capital expenditure to achieve its objectives.





# Tree Strategy 2022-25

Creating a greener, cooler and more liveable City



City of  
Norwood  
Payneham  
& St Peters

# Youth Development Strategy

2022-2025

## Smart City Plan

The Council's Smart City Plan sets the long-term vision, direction and objectives for our future as a smart city.

The plan includes a framework for the Council to plan, design and accelerate the deployment of smart city technology for the benefit of the community.

Smart cities make use of digital technology to improve collaboration, efficiency, sustainability and economic development.

The Council is a member of the Smart Cities Council, Australia & New Zealand.

## Tree Strategy 2022–2027

In May 2022, the Council adopted its inaugural Tree Strategy which will serve as the blueprint to guide the management, forward planning, planting and maintenance of all Council owned trees over the next five years. While its primary focus is on street trees, the 2022–2027 Strategy also identifies opportunities to influence the retention and growth of trees on both public and private land.

The overarching vision of the Strategy is to create a greener, cooler and more liveable City to enhance Community Well-being. The Strategy has been developed in the context of other strategic documents and targets set by both the Council and the State Government, which have been summarised into three strategic objectives:

- Adapting to climate change and mitigating against urban heat;
- Ensuring species diversity to support sustainability and biodiversity and;
- Delivering clean, safe and beautiful streets and footpaths to support active lifestyles and Community Well-being.

## Youth Development Strategy 2022–2025

The Youth Development Strategy is a three-year plan which outlines four objectives for youth development and engagement, which are:

- Young people are connected, included and welcome in the life of the community;
- Young people are active and healthy;
- Young people have resilient futures; and
- Young people are visible and heard.

These objectives were informed following consultation with young people who live, work and play in the City of Norwood Payneham & St Peters.

They align with the State Government's Strong Futures: SA Youth Action Plan and are integral to achieving the goals of *CityPlan 2030: Shaping our Future*.

The City of Norwood Payneham & St Peters is committed to providing opportunities for young people to be visible, valued and involved in the community.

The Council values the contribution young people make to shape the future direction of our community and in order to prepare the Strategy, consultation was undertaken with a range of youth who live, work and play in the City of Norwood Payneham & St Peters.

# Policies, Codes and Registers

## Policies

One of the Council's most important roles is to participate in making policy and decisions on behalf of the community. An essential part of policy making is identifying community needs, setting objectives to meet those needs, establishing priorities between competing demands and allocating resources and, importantly, to provide consistency.

A policy forms the governing principle that mandates or constrains actions and determines the overall intentions and direction of the Council. Policies can be a requirement under statutory legislation. For example, the *Local Government Act 1999* prescribes a number of policy documents that must be formulated by Councils.

In accordance with the *Local Government Act 1999*, the Council has adopted all statutory policies.

In addition to these policies which are required by legislation, the Council has also developed a range of policies to enhance the Council's strategic direction and provide guidance and consistency to both the organisation and the community.

The Council's policies are regularly reviewed to ensure that they remain relevant and up to date with legislative requirements and the Council's operational needs. In some cases, a Council policy may be revoked due to legislative change, where the Council adopts an alternative policy position, or where it is superseded by a new policy.

### Finance

Asset Impairment
Asset Revaluation
Assets Capitalisation and Depreciation
Bad Debt Write-Off
Bank Accounts
Budget
Budget Review
Credit
Credit Cards
Electronic Communication Devices
Fees & Charges
Financial Hardship
Financial Hardship – COVID-19
Fringe Benefits Tax
Funding
Goods & Services Tax
Payments
Petty Cash
Prudential Management*
Rate Rebates on Council Land Leased or Licenced
Salaries & Wages Administration
Treasury Management

### Governance

Access & Inclusion
Asset Management
Body Word Video and Camera Device
Building Inspection
Civic Bands & Orchestra
Civic Collection
Civic Recognition
Closed Circuit Television
Code of Practice - Access to Meetings & Documents
Community Consultation*
Community Funding Program
Community Gardens
Community Information
Complaints Handling
Conditions of Library Use
Contact Management
Council Assessment Panel Review of Decisions of the Assessment Manager
Council's Role in Markets
Data Management Guidelines
Development Assessment & Development Compliance Reporting & Monitoring
Directional Signage
Display of Business Merchandise and Objects on Council Footpaths

\* Statutory Policy Required by the Local Government Act 1999

Disposal of Land and Assets*	Planning Approval Compliance & Development Complaint Handling	Temporary Road Closures for Non-Council Initiated Road Events
Elected Member Access to Legal Advice	Plaques, Monuments & Memorials	Tennis Facilities
Elected Member Allowances & Benefits	Policy of Notification - Accredited Professionals	Tree
Elected Member Training & Development*	Privacy	Unreasonable Complainant Conduct
Elected Members Electronic Communications	Private Laneways	Verge Landscaping and Maintenance
Emergency Disaster Donations	Procurement*	Waste Management Policy
Events	Public Art	Work Health & Safety
Footpaths and Driveway Crossovers	Public Buildings	
Fraud, Corruption, Misconduct & Maladministration Prevention	Public Interest Disclosure	<b>Human Resources</b>
Freedom of Information	Public Liability Insurance for Community Groups when Hiring Council Owned Facilities	Ageing and Work Health Statement 2020–2025
Information Management	Rate Rebate	Behaviour Standards
Internal Control*	Rating	Breastfeeding in the Workplace Guidelines
Irrigation	Reconciliation	Classification
Library Collection Development	Records Disposal	Disciplinary and Under Performance Management
Library Outreach Services	Records Management Guidelines	Fair Treatment & Equal Opportunity
Live Music	Reinstatement of Council Infrastructure by Public Utilities	Grievance
Local Area Traffic Management	Removal and Impounding of Vehicles	Injury Management & Return to Work
Local Government Elections Caretaker	Request for Services	Safe Environment
Naming of Roads and Public Places	Review of Decisions*	Surveillance Devices
Norwood Oval Football Passes	Risk Management	Training and Development
On-street Parking Policy	Safe Environments	Vaccination
Order Making*	Smoke-Free	Volunteer Management
Outdoor Dining	Social Media	

## Registers

The *Local Government Act 1999* and the *Local Government (Elections Act) 1999*, require Councils to establish various Registers.

The City of Norwood Payneham & St Peters has established the following Registers in accordance with the provisions of the relevant legislation:

- Campaign Donations Returns  
(Section 81 of the *Local Government (Elections) Act 1999*)
- Elected Member Register of Interest  
(Section 68 of the *Local Government Act 1999*)
- Elected Members Gifts & Benefits  
(Section 72A of the *Local Government Act 1999*)
- Members Register of Allowances and Benefits  
(Section 79 of the *Local Government Act 1999*)
- Elected Member Register of Training and Development  
(Section 80A of the *Local Government Act 1999*)
- Register of Salaries  
(Section 105 of the *Local Government Act 1999*)
- Register of Interests Employees  
(Section 116 of the *Local Government Act 1999*)
- Register of Community Land  
(Section 207 of the *Local Government Act 1999*)
- Register of Public Roads  
(Section 231 of the *Local Government Act 1999*)
- Register of By-laws  
(Section 252 of the *Local Government Act 1999*)
- Review of Decisions Register  
(Section 270 of the *Local Government Act 1999*)

As required by legislation, all Registers, with the exception of the Officers (Staff) Register of Interests, are available to the public upon request.

# Data Management

## Record Keeping Protocol

The Council's Records Management Unit is responsible for ensuring the effective and efficient tracking, retention and retrieval of the Council's corporate records.

Records Management ensures the capture, control, disposal and management of the Council's official corporate records is in accordance with the requirements of the *Local Government Act 1999*, *State Records Act 1997* and other relevant legislation.

In March 2020, the Council implemented the Objective ECM (Enterprise Content Management) document management system. Better practice information management, through the use of structured content and consistent metadata plays a significant role in the everyday functions of the organisation, as well as assisting with Independent Commission Against Corruption (ICAC) investigations, Ombudsman enquiries and Freedom of Information applications.

Council staff welcomed the use of Objective, there were more than:

<b>820,471</b>	User Interactions
<b>79,163</b>	Searches
<b>6,491</b>	Completed Tasks
<b>37,108</b>	Emails Registered
<b>34,919</b>	ID Objects

### Challenge

In order to ensure that staff are equipped with the knowledge and expertise to use Objective to its full potential, the Council's Coordinator Corporate Records undertakes regular educational and awareness staff training and briefing sessions throughout the year.

## Information Security Breaches

The Council's Risk Management Plan identifies breaches of confidentiality, and the destruction of information as risks.

A staff-initiated Information Security Committee was established in October 2016, in addition to existing IT Security Controls and system procedures and policies.

The Committee meets on a quarterly basis, and is co-ordinated by the Manager, Information Services and supported by the General Manager, Corporate Services and looks into three key areas: Confidentiality, Integrity and Availability.

### Challenge

Keeping IT systems and security up to date to mitigate new threats and vulnerabilities, and maintaining a high level of cyber security awareness for staff.

### Risk

There is an interminable risk of a breach of confidential data and information. This not only includes the Council's data, but also confidential and personal data of residents and staff members.

To read more about how the Council addresses scamming and phishing please see page XXX

# Council Business

## By-laws

The Council has the power to make By-laws under the *Local Government Act 1999*. Each By-law must be contemplated by that Act or another Act, or relate to a matter authorised by the *Local Government (General) Regulations 2013* or another Act.

In particular, By-laws can be made for the following:

- Access to and use of Local Government land (Section 238 of the Act);
- Use of Roads, including obstruction of any road, footway, water-channel or watercourse in a road (Section 239 of the Act, Regulation 28);
- Moveable signs (Section 239, subject to Section 226 of the Act);
- Control or management of dogs and cats (*Dog and Cat Management Act 1995*); and
- Ports, harbors and other coastal land (*Harbors and Navigation Act 1993*).

The Council also has a general power under Section 246 of the *Local Government Act*, to make By-laws for the good rule and government of its area and for the convenience, comfort and safety of its community.

The Council has adopted the following By-laws, which came into operation on 24 December 2018 and will expire on 1 January 2026:

- By-Law No 1 – Permits and Penalties By-Law 2018
- By-Law No 2 – Moveable Signs By-Law 2018
- By-Law No 3 – Local Government Land By-Law 2018
- By-Law No 4 – Roads By-Law 2018
- By-Law No 5 – Dogs By-Law 2018
- By-Law No 6 – Waste Management By-Law 2018

## Contracts and Purchasing

The Council is committed to fair, transparent and accountable procurement when sourcing and purchasing goods and services.

The Council undertakes an annual Capital Works Program and delivers the majority of these works through outsourcing of the design, project management, supervision and construction. Outsourcing is undertaken in accordance with the Council's Procurement Policy which applies the principle of value for money, by taking into account a number of factors including price, quality, timing, purpose, longevity, life cycle costing and environmental sustainability principles.

In cases where the Council provides a service, it is committed through its Procurement Policy to identify and test appropriate means of delivery of services to the community.

To ensure best value is achieved, the Council undertakes reviews through a combination of benchmarking, performance appraisal and measurement and the use of management tools and indices to ensure that services are delivered effectively.

In respect to supporting local businesses, the Council ensures that:

- where possible, opportunity is provided to local suppliers located within the City of Norwood Payneham & St Peters;
- Australian made products are purchased wherever possible and opportunities are provided for competitive products and services that offer environmentally sustainable solutions;
- the costs of bidding for our business opportunities do not deter competent suppliers and contractors; and
- costs incurred in promoting competition are at least commensurate with the benefits received.

The Council has a broad base of service, industrial and retail businesses, many of which benefit from the local purchasing approach which is used by the Council.

The Council, where possible, also considers joint purchasing opportunities with other councils to achieve best value through larger economies of scale.

## Credit Card Expenditure

Two General Managers, personnel in the Chief Executive's office, Library and Events staff, have the use of credit cards for the purchase of various goods and services including online subscriptions, airfares and other travel expenses and stock for the Council's three Libraries.

The total credit card expenditure for 2022–2023 was \$296,853.

## Legal Expenses

In 2022–2023, the Council engaged the services of various legal firms, who specialise in Local Government, Planning and Development, Regulatory and Human Resource legislation.

The total expenditure was \$411,719, which included the following:

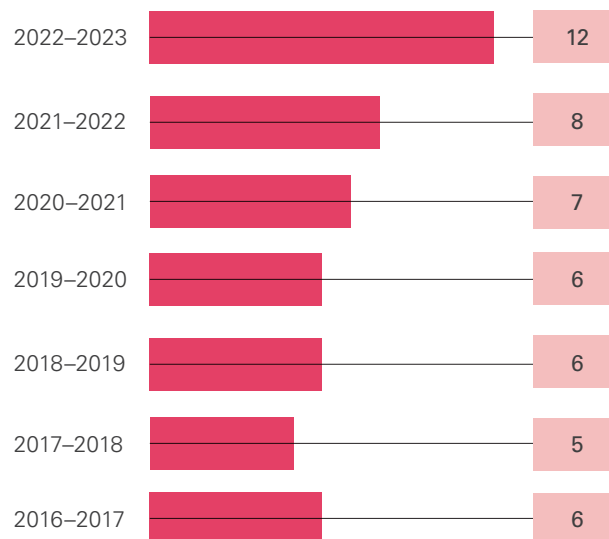
- General advice (Local Government matters, Human Resource matters, Regulatory Functions etc); and
- Planning and Development matters.

## Freedom of Information Applications

The *Freedom of Information Act 1991*, came into effect on 1 January 1992. The provision of the Act extends to every person, the right to access information held by State and Local Government agencies and to ensure that records held by those agencies concerning the personal affairs of members of the public are not incorrect, incomplete, out of date or misleading.

To access information in accordance with the *Freedom of Information Act 1991*, a person must submit an application clearly specifying the nature of the information required. The City of Norwood Payneham & St Peters received 12 Freedom of Information applications during the 2022–2023 financial year.

For further information regarding the Freedom of Information Applications received in 2022–2023 see page 293.





## *National Competition Policy: Clause 7 Statement Reporting*

The National Competition Policy applies to Local Government in South Australia pursuant to Clause 7 of the Competition Principals Agreement. The aims of the Policy are to:

- develop an open and integrated Australian market for goods and services by removing unnecessary barriers to trade and competition;
- ensure no buyer or seller in a market is able to engage in anti-competitive conduct against the public interest;
- as far as possible, apply the same rules of market conduct to all market participants, regardless of the form of business ownership—that is, government business activities should not enjoy any net advantages solely as a result of their public ownership; and
- ensure that regulation of business activities which restrict competition is subject to an assessment of the likely costs and benefits.

### **Significant Business Activities**

In accordance with the reporting requirements of the Clause 7 Statement on the application of Competition Principles to Local Government under the Competition Principles Agreement, the City of Norwood Payneham & St Peters operates the St Peters Child Care Centre & Preschool, which is classified as a 'significant business activity'.

The Council did not receive any complaints, nor does it have any complaints pending, in relation to the implemented complaints procedure regarding the National Competition Policy during 2022–2023.

## *COVID-19 Impacts on Competitive Neutrality*

The Council did not receive any complaints, nor does it have any complaints pending, in relation to the impacts of the COVID-19 pandemic during 2022–2023.

## *Revocation of Community Land Classification*

No parcels of Community Land had their Community Land classification revoked during 2022–2023.

# Council Collaboration and Subsidiaries

## *Regional Collaboration*

Regional collaboration is a key area of focus, for the Council and it continually seeks opportunities to work with other councils and to establish networks.

Regional collaboration not only has the potential to improve service delivery in terms of resource management where possible (eg waste collection and health services) but, it can also provide greater 'bargaining power' when it comes to applying for funding and resources.

The Council's major regional collaborative activities during the 2022–2023 period included:

- Ongoing membership of the Eastern Region Alliance (ERA);
- Eastern Adelaide Emergency Management Zone; and
- Resilient East.

### **Eastern Region Alliance**

The Eastern Region Alliance (ERA) is a group of six eastern metropolitan councils which have joined together to address strategic priorities between any two or more of the councils to help ensure a sustainable lifestyle, excellent services and facilities for their communities and to advance the interests of Adelaide's Eastern Metropolitan Region.

Membership of ERA comprises the Cities of Burnside, Campbelltown, Norwood Payneham & St Peters, Prospect and Unley and the Town of Walkerville.

### **Eastern Adelaide Emergency Management Zone**

The City of Norwood Payneham & St Peters lies within the Eastern Adelaide Emergency Management Zone and is an active member of the Eastern Adelaide Zone Emergency Management Committee. The Committee, together with the City of Norwood Payneham & St Peters, incorporates the Cities of Adelaide, Burnside, Campbelltown, Prospect, Unley and the Town of Walkerville.

All Councils have an important role in identifying risks, reducing risks and mitigation strategies and measures. While our Council, like other councils, is not the lead agency when responding to any emergency, it has a key support role for a range of emergencies such as floods, severe storms, earthquakes and potentially pandemic influenza.

### **Resilient East**

Resilient East is an initiative between Campbelltown City Council, the cities of Adelaide, Burnside, Norwood Payneham & St Peters, Prospect, Tea Tree Gully, Unley and the Town of Walkerville.

Resilient East is funded by the eight participating councils, the Department of Environment, Water and Natural Resources, South Australian Fire and Emergency Services Commission and the Adelaide and Mount Lofty Ranges Natural Resources Management Board.

The objective of Resilient East is to ensure our communities, assets and infrastructure, local economies and natural environment are resilient to the impacts and challenges of climate change.

Through Resilient East a number of vulnerabilities, risks and level of adaptive capacity across the eastern region have been identified and a Climate Change Adaptation Plan has been developed with input from government, business and community organisations.

The Climate Change Adaptation Plan offers a range of regional and local adaption pathways, which will help eastern region communities, businesses and the natural environment adapt, thrive and prosper.

## Regional Subsidiaries

Regional collaboration is a key area of focus for the Council and it continually seeks and explores opportunities to work with other councils to establish networks, while it strives to fulfil its role as a responsible leader and provide best value.

### Eastern Health Authority

The Eastern Health Authority (EHA) is a Regional Subsidiary established under Section 43 of the *Local Government Act 1999* and provides public and environmental health services on behalf of its Constituent Councils (owners), the City of Norwood Payneham & St Peters, City of Burnside, Campbelltown City Council, the City of Prospect and the Town of Walkerville.

The Authority ensures that its Constituent Councils meet their wide range of legislative responsibilities which relate to environmental health and which are mandated in a number of pieces of legislation, the most important of these being the *Public and Environmental Health Act 1987*, the *Food Act 2001* and the *Supported Residential Facilities Act 1992*.

A wide range of environmental health functions and activities are performed to maintain appropriate public health standards and to prevent and control disease.

These include:

- regularly inspecting food premises to ensure appropriate food safety standards are being maintained and taking appropriate enforcement action when necessary;
- investigating disease outbreaks in conjunction with SA Health;
- investigating incidents of environmental health concern including pest infestations, unsanitary conditions and substandard housing;
- provision of immunisation via public clinics, the school based immunisation program and worksite clinics;
- ensuring appropriate water quality standards are maintained in public swimming pools and spas;
- registration, monitoring and inspection of cooling towers and warm water systems for the management of legionella;

- ensuring safe hygienic practices of hairdressing and beauty salons, acupuncture clinics and tattoo parlours;
- licensing and monitoring supported residential facilities;
- inspecting boarding houses and lodging houses;
- approval and inspection of septic tanks, aerobic wastewater treatment systems and grey water re-use systems;
- supplying a sharps disposal service to residents; and
- providing advice and information to the general public.

The Authority has a single focus on environmental health and its size and structure allows staff specialisation and proficiency in all the required disciplines of environmental health. With the renewed commitment and demand for Local Government to adopt a more regional focus in the delivery of their services, the Authority is a long standing example of co-operation and shared service delivery. In this case, local councils working together to protect the health of their communities.

The Eastern Health Authority is overseen by a Board comprised of Elected Members and staff from each of the Constituent Councils. The Elected Members representing the City of Norwood Payneham & St Peters are Councillors Sue Whittington and Garry Knoblauch.

The Council's Urban Planning & Environment Department has responsibility for liaising with the Authority on behalf of the Council. During the year, the EHA focused on, among other things, building strong relationships with staff from all of the Constituent Councils. In addition, the EHA dealt with complex licensing issues for a number of supported residential facilities and reviewed its Charter.

### East Waste

The Eastern Waste Management Authority (East Waste) is a Regional Subsidiary established under Section 43 of the *Local Government Act 1999* providing at-cost kerbside waste collection services to its Constituent Councils. The membership base (owners) of East Waste comprise of the Town of Walkerville, the City of Burnside, the City of Norwood Payneham & St Peters, the Campbelltown City Council, the City of Mitcham, City of Prospect, City of Unley and the Adelaide Hills Council.

In addition to providing waste management and recycling services, East Waste also undertakes a number of co-ordinated waste education programs on behalf of its Constituent Councils and has recently worked with the Local Government Association of South Australia to expand the delivery of waste education and messaging via the My Local Services App across all South Australian Councils.

The waste management information provided as part of the My Local Services App ensures residents do not forget to put their bins out and at the same time, receive information regarding the correct way to dispose of their waste and recyclables.

### **ERA Water**

ERA Water is a Regional Subsidiary established under Section 43 of the *Local Government Act 1999*. ERA Water is responsible for construction and operation of a stormwater and reuse scheme on behalf of its Constituent Councils; the Cities of Burnside and Norwood Payneham & St Peters and the Town of Walkerville.

ERA Water was legally established on 21 July 2015.

ERA Water is responsible for implementing the Waterproofing Eastern Adelaide Project. The project is to reduce reserve irrigation and green our suburbs and enhance the quality of water that is discharged to our gulf. Importantly, through the constructions of wetlands and bio-filters at locations such as Felixstow Reserve the project has also centralised the City's environmental sustainability as well as reducing reliance on mains waste for irrigation purposes.

The Waterproofing Eastern Adelaide Project is supported through funding for the Australian Government's National Urban Water and Desalination Plan and the Adelaide and Mount Lofty Ranges Natural Resources Management Board, which assisted the councils in the construction of the project and continues to be an integral contributor.

### **Highbury Landfill Authority**

The Highbury Landfill Authority (HLA) is a Regional Subsidiary established under Section 43 of the *Local Government Act 1999* of the Town of Walkerville and the Cities of Burnside and Norwood Payneham & St Peters.

The Authority is responsible for the post-closure management of the Highbury Landfill previously used by the Councils through East Waste as their waste landfill. Significant ongoing activities undertaken by the HLA, include the monitoring and harvesting of landfill gases and the monitoring of groundwater contamination and leachates from the landfill.

The HLA has completed the construction of a synthetic clay capping for the landfill, which allows for more efficient monitoring and harvesting of landfill gases and reduces the risk of groundwater contamination to allow for further site remediation and revegetation.



# Financials

*The Council's financial goal is to be a City which delivers on its strategic outcomes by managing its financial resources in a sustainable and equitable manner.*

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# Message from the General Manager

## *Governance & Civic Affairs*

The City of Norwood Payneham & St Peters' 2022–2023 Annual Performance Report provides a comprehensive account of the Council's financial management from 1 July 2022 to 30 June 2023.



The Annual Report outlines the Council's performance for the financial year against the strategic objectives outlined in the Council's Annual Business Plan, Long Term Financial Strategy and the Council's strategic management plan, CityPlan 2030: Shaping Our Future.

The Financial Report is a detailed analysis of the Council's performance and reflects the economic transactions undertaken during 2022–2023.

The Financial Report consists of four primary financial statements, notes which explain the Council's accounting policies, the Mayor's and Chief Executive Officers Certification of the Financial Statements and the Independent Auditor's Report.

The four primary Financial Statements are:

- Statement of Comprehensive Income (also referred to as a profit and loss statement);

- Statement of Financial Position (also referred to as a balance sheet);
- Statement of Changes in Equity; and
- Statement of Cash Flow.

Together, the Financial Statements present information relevant to the current financial period and comparative figures for the previous period to illustrate how the financial performance and position of the Council has changed over the 12 month period to 30 June 2023.

The Statement of Comprehensive Income provides an overall picture of the Council's financial performance by reporting the total monetary value of all financial transactions (income and expenses) during the reporting period.

The Statement of Financial Position shows the monetary value of all the assets controlled by the Council and its financial obligations as at 30 June 2023.

The Statement of Changes in Equity reports all changes to equity during the financial period. Equity is made up of the Council's total assets minus its total liabilities including the change in value of its infrastructure.

The Statement of Cash Flow shows when cash is received (e.g. through the collection of rates) and an outflow when cash is paid (e.g. when purchasing an asset or paying for services).

This is in contrast to the Statement of Comprehensive Income and the Statement of Financial Position, which

record the value of the transactions, when they occur and when the financial commitment is made.

The Council measures its financial sustainability through a number of financial ratios, with the performance measured against the targets set out in the Council's Long-term Financial Plan. In terms of financial sustainability, over the medium to long term, the Council needs to ensure that it is achieving an Operating Surplus in order to meet its ongoing financial obligations, its long term assets are renewed in line with the Asset Management Plans and it has a sensible approach to the use of debt.

Through the hard work and dedication of all involved, Elected Members and staff, the Council has consistently achieved this result, despite external influences including increasing interest rates and inflating costs on building materials, contractors and therefore the impact on major infrastructure upgrades and builds.

Detailed analysis of the Council's Operating Surplus reinforces and confirms the Council's reputation for exceptional fiscal management.

**Lisa Mara**  
**General Manager,**  
**Governance & Civic Affairs**

# Year In Review

## Financials

Achieving and maintaining financial sustainability is a key ongoing objective for the City of Norwood Payneham & St Peters. In 2022–2023, the Council continued to work towards this objective, achieving a better than expected Operating Surplus of \$1.954 million.

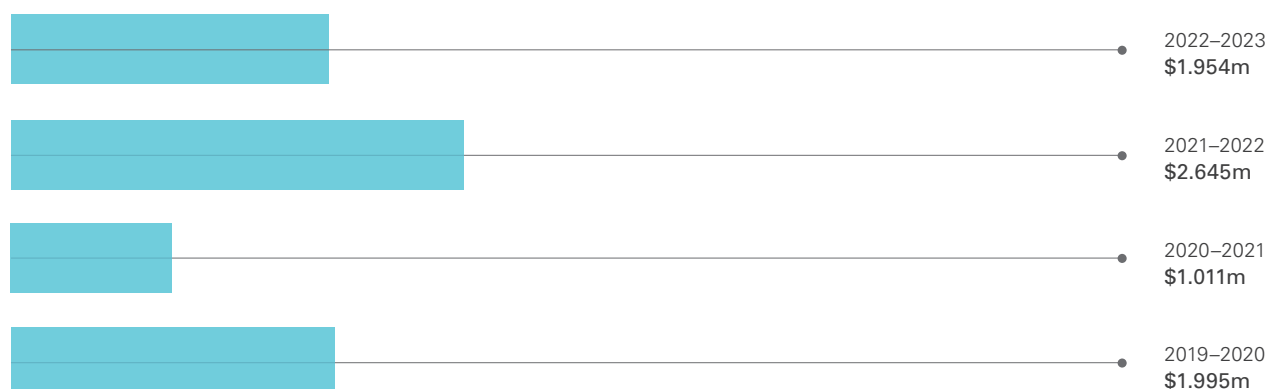
The following pages provide a summary of the Council's financial position, with detailed information relating to the Council's financial performance included within the Financial Statements section of this Annual Report, from pages 240–273.

## Operating Result

In 2022–2023, the Council reported an Operating Surplus of \$1.954 million, compared to a budgeted Operating Deficit of \$0.864 million. The better than anticipated result was in part due to the receipt of an additional quarter of the 2022–2023 Financial Assistance Grants, which was paid in June 2023, as part of the Federal Government's economic stimulus.

Achieving and maintaining financial sustainability is a key objective of the Council. As detailed in Diagram 1, the Council continues to deliver an underlying Operating Surplus in line with its financial outcomes and the financial sustainability indicators on the following page. The Council has continued to deliver on its financial goal and outcomes, which are set out in the Council's Long-term Financial Plan.

**Diagram 1: Operating Surplus**





## Financial Sustainability Indicators

A series of Financial Sustainability Indicators have been developed by Local Government to assist in determining whether a Council is financially sustainable, or moving to a position of financial sustainability.

The Financial Sustainability Indicators which are used by the Council to measure its performance and financial sustainability are:

- **Operating Surplus Ratio** measures the Council's ability to cover its operational costs through its own source revenue (principally rates) and have surplus revenue available for capital funding and other purposes.
- **Net Financial Liabilities Ratio** measures the extent of the Council's debt.
- **Asset Sustainability Ratio** measures how well the Council is performing with respect to the renewal or replacement of existing physical assets such as roads, footpaths, kerbs and buildings.

	2022 Amount	2023 Indicator	2022 Indicator	2021 Indicator
<b>Operating Surplus Ratio</b>				
Operating Surplus	1,954,282	3.8%	5.5%	2.4%
<b>Total Operating Revenue</b>	<b>50,845,970</b>			
Long-term Financial Plan target between 0% and 10%				
<b>Net Financial Liabilities Ratio</b>				
Net Financial Liabilities	1,620,136	3.2%	28%	29%
<b>Total Operating Revenue</b>	<b>50,845,970</b>			
Long-term Financial Plan target less than 75%				
<b>Asset Sustainability Ratio</b>				
Net Asset Renewals	11,193,008	99.5%	80%	124%
<b>Infrastructure &amp; Asset Management Plan required expenditure*</b>	<b>11,249,643</b>			
Long-term Financial Plan target between 90% and 110%				

\*Based on the 2017 Infrastructure & Asset Management Plan. Asset Management Plans were reviewed and updated in 2020–2021 for the 10 year period commencing 2022–2023.

# Year In Review

## Income and Expenditure

### Income

Council rates are a form of property taxation and are the main source of funding for the activities undertaken by the Council. In the 2022–2023 financial year, rates represented 79% of the total income received by the Council.

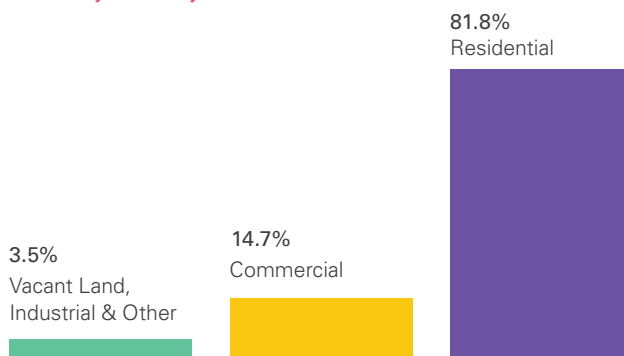
The Council supplements rate revenue with grants and user fees in order to provide services, facilities and projects for the community. Some of the services provided are required to be delivered by the Council under the *Local Government Act 1999*, while other services and programs are delivered to meet community needs or to deliver on community expectations.

Income from all sources to fund the services and programs provided by the Council in 2022–2023 was \$50,796 million (a 6.2% increase from 2021–2022).

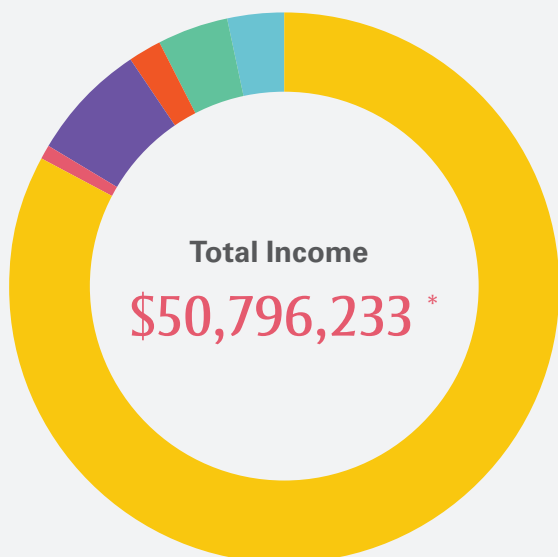
The Council granted \$1.057 million of rate rebates to eligible property owners during the year.

### General Rates Sources

**\$38,418,528 #**



*#The Council granted \$1.057 million of rate rebates to eligible property owners during the year and charged \$146,943 in penalties for late payments of rates.*



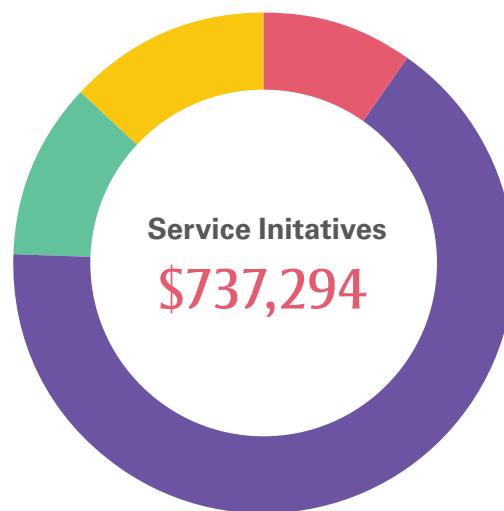
Rates	\$38,620,657
User charges	\$3,667,548
Grants, subsidies and contributions	\$4,092,338
Statutory charges	\$2,038,822
State Government charges (NRM Levy)	\$1,353,214
Other Income	\$1,023,655

*\*Excludes Gain on Equity accounted Council Businesses*

### Expenditure

During 2022–2023, the Council spent \$47.620 million to deliver its continuing services, with a further \$0.914 million to provide special events and programs, or for the introduction of new services, initiatives and programs. The Council also collected \$1.353 million on behalf of the State Government for its Regional Landscapes Levy.

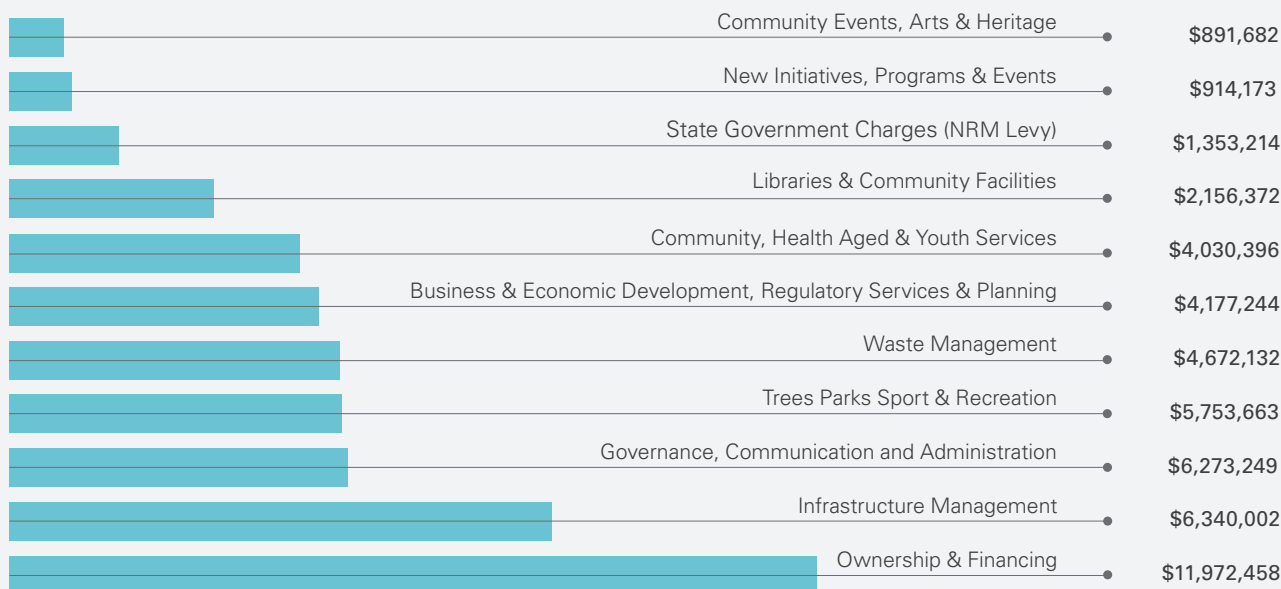
Initiatives included events such as the Concerts in the Park, Movie on the Oval, Canvas Youth Arts and Events and Wheel Park. Strategy, project and governance reviews included the second year of the Footpath defect rectification program, Traffic and Integrated transport solution and City-wide Parking review. Environmental initiatives included the development of an Emissions Reduction Plan, climate adaptation projects through the Resilient East partnership, greening verges, native 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	\$253,310
● Strategy, project and governance reviews	\$325,358
● Environmental initiative	\$307,891
● Economic development and planning	\$27,613

### Total Expenditure

\$48,534,583\*



\*Excludes loss on Equity accounted Council Businesses

# Appendices

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# Confidential Items

*July 2022–June 2023*

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
Council 4 July 2022	14.1	Tender Selection Report – Construction of Bluestone and Concrete Kerbing 2022-2023	Section 90(2) and (3)(k)	Retain in confidence	5 years	Minute Released.  Minute to be released when the matter is finalised.	July 2026
Council 4 July 2022	14.2	Intersection of Portrush Road and Magill Road	Section 90(2) and (3)(g)	Retain in confidence	5 years	Minute Released.  Report to be kept confidential July 2026	July 2027
Council 4 July 2022	14.3	2023 Tour Down Under	Section 90(2) and (3)(g)	Retain in confidence until the official announcement has been made		Minute Released.  Report to be kept confidential.	July 2027
Council 4 July 2022	14.4	East Waste – Recycling Contract Update	Section 90(2) and (3)(d)	Retain in confidence	5 years	Minute Released.  Report to be kept confidential.	July 2027
Council 1 August 2022	14.1	Proposed New Mandatory Training Standards for Elected Members	Section 90(2) and (3)(g)	Retain in confidence until the matter is finalised		Matter is finalised.	Released
Council 1 August 2022	14.2	Staff Related Matter	Section 90(2) and (3)(a)	Retain in confidence	5 years		August 2028
Council 1 August 2022	14.3	Personal Explanation – Cr Scott Sims	Section 90(2) and (3)(a)	Retain in confidence	5 years		August 2028
Council 22 August 2022	3.1	Tender Selection Report – Battams Road Linear Park Bank Erosion Remediation Project	Section 90(2) and (3)(k)	Retain in confidence	5 years	Minute Released.  Report to be kept confidential.	August 2027

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
Council 5 September 2022	14.2	East Waste Recycling Contract – Commitment of Recycling Tonnes	Section 90(2) and (3)(d)	Retain in confidence	5 years	Minute Released.  Report to be kept confidential.	September 2027
Council 4 October 2022	14.1	Appointment of Independent Members to the Eastern Region Alliance (ERA) Water Audit Committee	Section 90(2) and (3)(a)			Appointment to the Board has been made.	Released
Council 4 October 2022	14.2	Code of Conduct Matter – Cr Fay Patterson	Section 90(2) and (3)(a) and (3)(h)	Retain in confidence	5 years		October 2027
Council 7 November 2022	14.1	River Torrens Shared Path Enhancement Project Stage 1 Deed of Settlement and Release (the Deed) between the Council and Aspect Studios Pty Ltd and Lucid Projects (Australia) Pty Ltd	Section 90(2) and (3)(d)	Retain in confidence	5 years	Minute Released.  Report to be kept confidential.	November 2027
Council 7 November 2022	14.2	Annual Report in Accordance with the Chief Executive Officer's Contract of Employment	Section 90(2) and (3)(a)	Retain in confidence	12 months		November 2023
Council 5 December 2022	14.1	2023 Australia Day Awards	Section 90(2) and (3)(o)		Until presentation of the Awards - 26 January 2023.		Released 26 January 2023
Council 5 December 2022	14.2	Tender Selection Report for the Construction of the Dunstan Adventure Playground Redevelopment	Section 90(2) and (3)(b)	Retain in confidence	5 years	Minute Released.  Report to be kept confidential.	December 2027
Council 5 December 2022	14.3	Norwood Oval – 2023 AFL “Magic Round”	Section 90(2) and (3)(d)	Retain in confidence	12 months		December 2024

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
Council 5 December 2022	14.4	Lions Club of Glenside Inc – Tusmore Community Hub Proposal	Section 90(2) and (3)(d)	Retain in confidence	12 months		December 2024
Council 5 December 2022	14.5	Service Review Project	Section 90(2) and (3)(a)	Retain in confidence	Until the project commences		
Council 5 December 2022	14.6	Organisational Structure	Section 90(2) and (3)(d)	Retain in confidence	12 months		December 2024
Council 16 December 2022	14.1	Lease Agreement – 64 Nelson Street, Stepney – Women’s Community Centre SA Incorporated	Section 90(2) and (3)(a)	Retain in confidence	Until a new Lease is entered into		
Council 16 January 2023	14.2	Request by Prince Alfred College for the Council to facilitate Land Acquisition	Section 90(2) and (3)(b)	Retain in confidence	Until the process commences		
Council 16 January 2023	14.3	Potential Disposal of Lot 13 Holton Court, Joslin by the Minister for Infrastructure and Transport	Section 90(2) and (3)(j)	Retain in confidence	Until the matter is finalised		
Council 6 February 2023	13.1	Australian Football League (AFL) Gather Round	Section 90(2) and (3)(d)	Retain in confidence	Until the Agreement has been finalised		Released
Council 6 February 2023	14.1	Tender Selection Report – River Torrens Linear Park Shared Path Enhancement Project (Stage 2)	Section 90(2) and (3)(b)	Retain in confidence	5 years	Minute Released.  Report to be kept confidential.	February 2028
Council 6 February 2023	14.2	Appointments to the Norwood Parade Precinct Committee	Section 90(2) and (3)(a)	Retain in confidence	5 years	Minute Released.  Report to be kept confidential.	February 2028

Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
Council 6 February 2023	14.3	2024 Tour Down Under	Section 90(2) and (3)(g)	Retain in confidence until the official announcement has been made			Released
Council 6 February 2023	14.4	Norwood Concert Hall – Invoicing and Administration	Section 90(2) and (3)(a)	Retain in confidence	5 years		February 2028
Council 6 March 2023	14.1	Lease Agreement – 64 Nelson Street, Stepney – Women’s Community Centre SA Incorporated	Section 90(2) and (3)(a)	Retain in confidence	Until a new Lease is entered into		
Council 6 March 2023	14.2	52 Sydenham Road, Norwood - Establishment of Access over Council Owned Land	Section 90(2) and (3)(d)	Retain in confidence	Until the notice of the amendment to the Community Land Management Plan is published		
Council 22 March 2023	3.1	Audit & Risk Committee – Appointment of Independent Members	Section 90(2) and (3)(a)	Retain in confidence	5 years	Minute Released. Report to be kept confidential.	March 2028
Council 22 March 2023	3.2	Appointments to the Business & Economic Development Advisory Committee	Section 90(2) and (3)(a)	Retain in confidence	5 years	Minute Released. Report to be kept confidential.	March 2028
Council 22 March 2023	3.3	Review of the St Peters Child Care Centre & Pre-School	Section 90(2) and (3)(a)	Retain in confidence	5 years		March 2028
Council 3 April 2023	14.1	Tender Selection Report - Burchell Reserve Upgrade Project	Section 90(2) and (3)(k)	Retain in confidence	5 years	Minute Released. Report to be kept confidential.	April 2028
Council 3 April 2023	14.2	Tender Selection Report - Cruickshank Reserve Facility Upgrade Project	Section 90(2) and (3)(k)	Retain in confidence	5 years	Minute Released. Report to be kept confidential.	April 2028



Meeting & Date	Item	Subject	Grounds for Confidentiality	Outcome of Review (Retained in Confidence/Released)	Period to be Retained in Confidence	Comments	To be Released
Council 3 April 2023	14.3	Appointment of Members to the ERA Water Audit Committee	Section 90(2) and (3)(a)	Retain in confidence	Until the appointment has been made		Released June 2023
Council 1 May 2023	14.1	Execution of Council Seal - Land Management Agreement - 27 Stannington Avenue, Heathpool	Section 90(2) and (3)(a)	Retain in confidence	Until such time that the LMA Deed is noted on Certificate of Title		
Council 1 May 2023	14.2	Trans Tasman Energy Group Pty Ltd - Public Lighting Dispute	Section 90(2) and (3)(a) and (3)(i)	Retain in confidence	Until the matter is finalised		
	14.1	Heritage Protection Opportunities	Section 90(2) and (3)(m)	Retain in confidence	Until the proposed amendment is released for the purpose of public consultation		
	14.2	2023 ARA Awards – City of Norwood Payneham & St Peters Annual Report 2021-2022	Section 90(2) and (3)(g)	Retain in confidence until the official announcement has been made			Released July 2023

# Gifts & Benefits to Elected Members

July 2022–June 2023

Date	Recipient	Name of person or organisation providing the gift or benefit	Description of gift or benefit	Approximate value of gift or benefit	Reason for gift or benefit	What was done with the gift or benefit?
29 July 2022	Mayor Robert Bria	Dr Aanchal Gupta & Dr Vikas Jasuria	Penfolds Bin 407 Cabernet Sauvignon 2017	\$100.00	Gift	Donated to staff Christmas raffle
1 August 2022	Mayor Robert Bria	Consulate-General of the People's Republic of China Adelaide	1 Moon Cake	\$65.00	Gift	Accepted the gift
29 November 2022	Mayor Robert Bria	Darren Chandler, Chief Executive Officer of SANFL	\$50 towards lunch at George's Restaurant	\$50.00	Gift	Accepted the gift
20 December 2022	Mayor Robert Bria	Stefan Iannace (Cheeky Grin Café)	1 bottle of Shiraz red wine	\$20.00	Gift	Accepted the gift
26 January 2023	Mayor Robert Bria	Shruthi Adelaide Inc.	Decorative elephant statue (20cm width 15cm height)	Unknown	Gift	Accepted the gift
12 February 2023	Mayor Robert Bria	Beit Shalom Synagogue	VIP Guest at 'Yetzirah' Art Exhibition	\$30.00	Gift	Donated to NPSP Libraries
15 February 2023	Mayor Robert Bria	Mr Theo Maras OAM	Dinner at Martini's Ristorante	\$100.00	Gift	Accepted the gift
11 April 2023	Mayor Robert Bria	Australian Football League Gather Round	One (1) ticket to the Official Function of the 2023 AFL Gather Round Gold Coast SUNS v Fremantle match on 14 April 2023 – Norwood Oval	\$50.00	Gift	Accepted the gift

Date	Recipient	Name of person or organisation providing the gift or benefit	Description of gift or benefit	Approximate value of gift or benefit	Reason for gift or benefit	What was done with the gift or benefit?
11 April 2023	Mayor Robert Bria	Australian Football League Gather Round	One (1) ticket to the Official Function of the 2023 AFL Gather Round GWS Giants v Hawthorn match on 16 April 2023 – Norwood Oval	\$50.00	Gift	Accepted the gift
14 April 2023	Mayor Bria, Cr McFarlane, Cr Knoblauch, Cr Moorhouse, Cr Clutterham, Cr Duke, Cr Piggott, Cr Callisto	Australian Football League Gather Round	One (1) ticket to the Official Function of the 2023 AFL Gather Round GWS Giants v Hawthorn match on 16 April 2023 – Norwood Oval	\$480.00	Gift	Accepted the gift
15/4/2023	Mayor Robert Bria	David Tudorovic	Norwood Football Club 2022 Premiership Scarf	\$38.00	Gift	Accepted the gift
16/4/2023	Mayor Bria, Cr Sims, Cr McFarlane, Cr Knoblauch, Cr Moorhouse, Cr Clutterham, Cr Robinson, Cr Duke, Cr Piggott, Cr Callisto, Cr Mex	Australian Football League Gather Round	One ticket to the AFL Gather Round match Hawthorn v Greater Western Sydney on 16 April 2023 – Norwood Oval	\$660.00	Gift	Accepted the gift

# Elected Member Attendance at Events

## July 2022–June 2023

	Volunteer Christmas Dinner 2022	Mayor's Christmas Dinner 2022	Football Ticket (10 games in total)	Football Pre-Match Functions	Football Half Time Hospitality
<b>Mayor Bria</b>	\$84.00	\$134.80	\$42.00	\$240.00	\$60.38
<b>Cr Callisto</b>	\$84.00	\$134.80	\$42.00	—	\$60.38
<b>Cr Clutterham**</b>	—	\$134.80	—	—	—
<b>Cr Dottore*</b>	—	—	\$42.00	—	\$60.38
<b>Cr Duke</b>	\$84.00	\$134.80	\$42.00	—	\$60.38
<b>Cr Granozio</b>	\$84.00	\$134.80	—	—	—
<b>Cr Holfeld**</b>	\$84.00	\$134.80	—	—	—
<b>Cr Knoblauch</b>	\$84.00	\$134.80	\$42.00	—	\$60.38
<b>Cr McFarlane**</b>	\$84.00	\$134.80	—	—	—
<b>Cr Mex</b>	\$84.00	\$134.80	\$14.00	—	\$19.13
<b>Cr Minney*</b>	—	—	\$42.00	—	\$60.38
<b>Cr Moore*</b>	—	—	—	—	—
<b>Cr Moorhouse</b>	\$84.00	\$134.80	\$42.00	—	\$60.38
<b>Cr Patterson*</b>	—	\$134.80	—	—	—
<b>Cr Piggott**</b>	—	\$134.80	—	—	—
<b>Cr Robinson**</b>	—	\$134.80	—	—	—
<b>Cr Sims</b>	\$84.00	\$134.80	\$42.00	—	\$60.38
<b>Cr Stock*</b>	—	—	\$42.00	—	\$60.38
<b>Cr Whittington</b>	—	—	—	—	—
<b>Total</b>	<b>\$840.00</b>	<b>\$1887.20</b>	<b>\$392.00</b>	<b>\$240.00</b>	<b>\$526.55</b>

— did not attend

\* July–November 2022

\*\* November 2022 – June 2023

Football ticket cost \$14.00

Football pre-match functions cost \$80 per person

Football refreshments at half time range between \$19 and \$25 per person.

# Freedom of Information Applications

*July 2022–June 2023*

Date Received	Details of Application	Determination
19 July 2022	All documents regarding the potential conversion of Salisbury Lane, Royston Park to public road.	Partial Release – Documents provided with exemptions in accordance with Schedule 1  Clauses 6 and 7 of the FOI Act.
19 July 2022	A copy of documents that relate to the enforcement of conditions associated with Development Application 155-411-2018/21010934.	Documents Released
6 October 2022	CCTV footage of the ground floor of the Webbe Street Car Park on 25 September 2022 between 19.10pm and 20.50pm.	Footage Released
10 October 2022	A copy of dog registration records for a dog belonging to resident.	Partial Release – Documents provided with exemptions in accordance with Schedule 1 Clause 6 of the FOI Act.
12 October 2022	A stamped copy of the plans for Development Application 22011791.	Access granted via inspection of the documents
12 October 2022	Documents dated between 15 September 2022 & 20 September 2022 relating to cameras set up on George Street, Norwood.	No documents within the scope of the application.
19 October 2022	A copy of the request for legal advice and the legal advice presented verbally to Elected Members on 2 December 2019, in relation to the Chief Executive Officer's Performance Review Committee.	Partial 2 documents provided with some exemptions – Clause 6(1) Schedule 1 of the Freedom of Information Act.  2 documents not released due to exemptions - Clause 10 (1) of Schedule 1
11 November 2022	CCTV Footage of the Webbe Street Car Park on 12 March 2022	Footage Released
21 November 2022	A copy of the Traffic Impact Statement and copies of traffic studies regarding works in George Street Norwood. Copies/details of the consultation undertaken by the Council regarding George Street.	Application withdrawn
28 April 2023	A copy of the Acoustics Report regarding Development Application 155-449-2019	Released
21 June 2023	A copy of the documents regarding inspections undertaken at a private residence in Norwood by Council Staff.	Released
23 June 2023	CCTV Footage of the Webbe Street Car Park on 11 June 2023	Released

A full copy of the Council's Freedom of Information Statement can be obtained from the Council's website.

# Glossary

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Terms and Acronyms

<b>AASB</b>	Australian Accounting Standards Board
<b>Accrued Revenue/Expense</b>	Accrued revenue relates to items of revenue in which the Council has the right to receive but has yet to receive the payment. Conversely, accrued expenditure relates to expenses the Council has an obligation to pay, but is yet to make the payment.
<b>Asset</b>	A facility or part of a facility that is owned and controlled by the Council.
<b>Asset Sustainability Ratio</b>	Measures the extent to which the Council is renewing or replacing its existing physical assets.
<b>Budget</b>	Council's planned allocation of monetary resources for a financial year.
<b>Business Precinct</b>	The City of Norwood Payneham & St Peters is characterised by a number of mainstreet precincts including The Parade, Norwood; Magill Road; Payneham Road; and Glynde Corner.
<b>By-Law</b>	Regulations established by the Council pursuant to the <i>Local Government Act 1999</i> .
<b>CAP</b>	Council Assessment Panel
<b>Capital Expenditure</b>	Expenditure made by the Council which results in the creation or improvement of an asset.
<b>Capital Works</b>	Any work undertaken to establish, renew, expand and upgrade Council assets.
<b>CEO</b>	Chief Executive Officer
<b>CityPlan 2030: Shaping Our Future</b>	The Council's Strategic Management Plan which sets out the Vision and future strategic directions for the Council over a four year period.
<b>Civil Infrastructure Works Program</b>	The planned resealing of roads, replacement of footpaths, kerbing and watertable as described and scheduled in the Council's Asset Management Plan for Civil Infrastructure.
<b>Councillors</b>	The elected representatives of the Council.
<b>CPA</b>	Certified Practising Accountant
<b>DDA</b>	<i>Disability Discrimination Act 2005</i>
<b>Depreciation</b>	Reduction in the value of an asset over time.
<b>East Waste</b>	Eastern Waste Management Authority Incorporated is a regional subsidiary providing kerbside waste collection services to six member councils.
<b>EDM</b>	Electronic direct mail
<b>EHA</b>	Eastern Health Authority
<b>Elected Members</b>	The elected representatives of the Council.
<b>Engagements</b>	Measures the public shares, likes, comments and interactions of content posted on social media.
<b>Environmental Sustainability</b>	The management of resources (anything obtained from the natural environment to meet our needs, such as water, air, fossil fuels etc.) in our natural system to ensure that these are available in the long-term.
<b>Equity</b>	The residual interest in the assets of the Council after deductions of its liabilities. Total equity is also equal to net assets.

<b>ERA</b>	Eastern Region Alliance
<b>E-waste</b>	Electronic waste including televisions, computers and mobile phones.
<b>Expense</b>	An outgoing payment made by the Council.
<b>FOI</b>	Freedom of Information
<b>Governance</b>	The systems established by the Council to ensure compliance with legislative requirements.
<b>GST</b>	Goods and Services Tax
<b>Infrastructure</b>	The basic facilities required for the functioning of the community such as parks, roads, footpaths, drainage and waste systems.
<b>Infrastructure &amp; Asset Management Plans</b>	Developed in accordance with the <i>Local Government Act 1999</i> , strategies to guide management, inspection, maintenance and replacement of the Council's key assets.
<b>LGA</b>	Local Government Association of South Australia
<b>LGAWCS</b>	Local Government Association Workers Compensation Scheme
<b>Liabilities</b>	A financial debt or obligations owed by the Council.
<b>Link clicks</b>	The number of clicks on links to select destinations or experiences on the Council's website.
<b>Long-Term Financial Plan</b>	Sets out the financial projections for the Council's planned activities over a ten year timeframe.
<b>Net Assets</b>	The difference between total assets and total liabilities, which represents Council's net worth. Net assets are also equal to total equity.
<b>Net Financial Liabilities</b>	Total borrowings owed by the Council less cash held, loans made or other assets able to be readily collected.
<b>Net Financial Liabilities Ratio</b>	Measures the extent to which the net financial liabilities of the Council are met by its operating revenue.
<b>NRM Levy</b>	Natural Resources Management Levy
<b>Open Space</b>	Land or areas which have been reserved for the purposes of providing formal and informal sport and recreation activities, preserving natural environments, and providing green space. Essentially, this refers to parks, reserves and the River Torrens Linear Park.
<b>Operating Surplus/Deficit</b>	The difference between income earned and expenditure to provide ongoing services and programs.
<b>Operating Surplus Ratio</b>	Measures the Council's Operating Surplus/Deficit as a percentage of rates revenue.
<b>Organic Waste</b>	Unwanted household organic materials such as food scraps, lawn clippings, prunings, animal droppings, paper towels and tissues, which can be disposed through the Council's kerbside collection service (green lidded bin).
<b>Page impression</b>	Number of times a specific website or page has been viewed by users.



<b>Parade Separate Rate</b>	A separate rate charged to commercial property owners on The Parade, Norwood. The revenue collected may only be used for the purpose of promotion and enhancing business viability along The Parade precinct.
<b>Presiding Member</b>	A member of a panel or committee responsible for chairing meetings in accordance with Terms of Reference and legislative requirements. The Presiding Member has a deliberative vote on all matters considered by a committee or panel, and a casting vote in the event of a tied decision.
<b>Rate Cap</b>	The Council, subject to certain conditions, will grant a rebate of rates to the principal ratepayer of a residential assessment where there is a significant increase in the rates payable as a result of a rapid change in the property value.
<b>Rates</b>	Council rates are a property tax and the Council's primary source of income, which enables the delivery of services and facilities for the community.
<b>Regional Subsidiary</b>	Formed by two or more councils to provide specified service/s or to perform a function of the councils under the <i>Local Government Act 1999</i> (or another Act).
<b>Regulatory Services</b>	A business unit of the Council responsible primarily for the enforcement of Council By-Laws, parking and animal management.
<b>Representation Quota</b>	A ratio of the number of electors per Elected Member.
<b>Representation Review</b>	A representation review is a requirement of Section 12 of the <i>Local Government Act 1999</i> , and must be undertaken every eight years. The review examines the appropriate number of councillors for the Council; whether Council has wards or no wards; and if so, the appropriate ward boundary size, number of wards and appropriate number of councillors per ward; and whether the Mayor continues to be elected by the community or is appointed from within the elected members.
<b>Revenue</b>	The amount of money the Council receives from its activities, including from rates and services provided to the community.
<b>Service Centre</b>	The Council's customer service centre that handles requests, enquiries and payment from ratepayers and the general public.
<b>Supplementary Election</b>	A supplementary or bi-election is held whenever there is a vacancy in the Council.
<b>Sustainability</b>	Sustainability for our City is based on achieving economic, environmental, social and cultural growth without irreversibly exhausting the environmental systems which support that growth. In practice, this means integrated decision-making which generates mutually beneficial economic, social, cultural and environmental outcomes, wherever possible.
<b>Vision</b>	A Vision statement describes what we would like to be or what we intend to do, in broad terms. It provides a unifying statement of intent and an overarching framework, which guides strategic and operational planning and program implementation.
<b>Ward</b>	An area that provides a fair and equitable division of a municipal district. The City of Norwood Payneham & St Peters is comprised of six wards each represented by two Elected Members, with the exception of the Maylands/Trinity Ward which is represented by three.
<b>WHS</b>	Work Health and Safety
<b>Your NPSP</b>	The Council's bi-monthly eNewsletter which provides subscribers with updates about important Council projects, services, initiatives and events.

## Council Facilities

### The Council's Principal Office is located at:

Norwood Town Hall  
175 The Parade, Norwood

### Additional sites of operation include:

Council Works Depot  
Davis Street, Glynde

Norwood Library  
110 The Parade, Norwood

St Peters Library  
101 Payneham Road, St Peters

Payneham Library & Community Facilities Complex  
(Tirkandi)  
2 Turner Street, Felixstow

Payneham Community Centre  
374 Payneham Road, Payneham

Cultural Heritage Centre  
101 Payneham Road, St Peters

Norwood Swimming Centre  
Phillips Street, Kensington

Payneham Memorial Swimming Centre  
OG Road, Felixstow

### The Council also operates two unique entities:

St Peters Child Care Centre  
42–44 Henry Street, Stepney

Norwood Concert Hall  
175 The Parade, Norwood



## Additional Copies

The 2022–2023 Annual Report can be viewed online at [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)

Additional copies may also be obtained by:

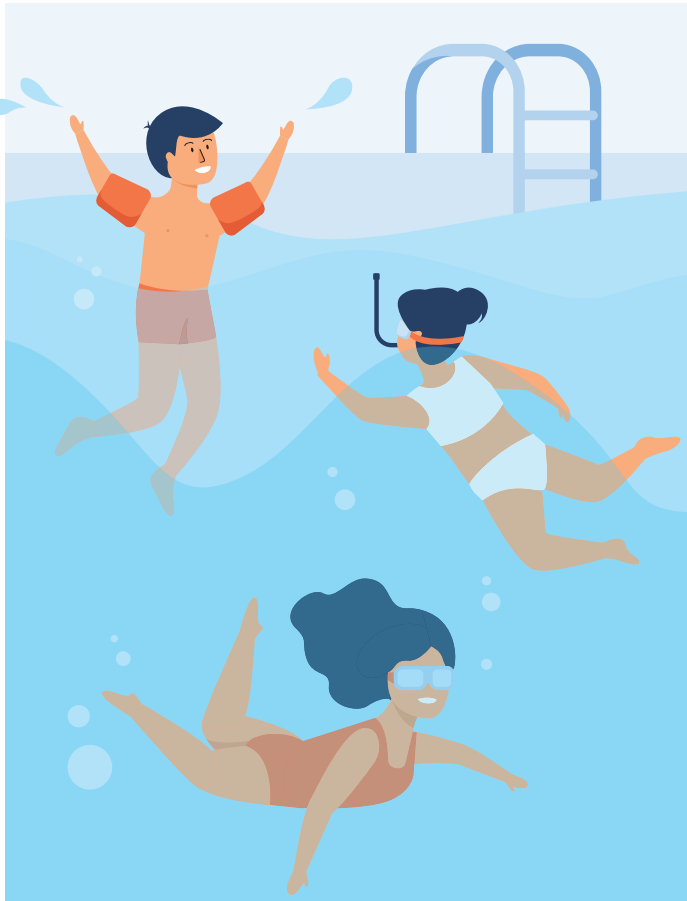
- visiting any of the Council's Libraries
- emailing [townhall@npsp.sa.gov.au](mailto:townhall@npsp.sa.gov.au)
- contacting the Council on (08) 8366 4555
- writing to the Council at PO Box 204, Kent Town SA 5074

**City of Norwood Payneham & St Peters**  
175 The Parade, Norwood SA 5067

**Telephone** 8366 4555  
**Email** [townhall@npsp.sa.gov.au](mailto:townhall@npsp.sa.gov.au)  
**Website** [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)  
**Socials**  /cityofnpsp  @cityofnpsp



*City of*  
**Norwood  
Payneham  
& St Peters**





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## Message from the Chairperson



EHA continues to provide exceptional service to the community of its Constituent Councils.

A new national Food Safety Standard is in place to assist food businesses in handling and processing food in a way to ensure it is safe to eat. In December 2022, Food Standards Australia New Zealand (FSANZ) added Standard 3.2.2A – Food Safety Management Tools into the Food Standards Code. The Standard is an extension of existing requirements and introduces three food safety management tools for food service, caterers and some retail businesses, a forward step towards a positive food safety culture.

These businesses will be required to implement either two or three new food safety management tools, depending on the risk posed by their food handling activities. Namely:

- mandatory food handler training,
- requirement to have a ‘food safety supervisor’, and
- requirement to ‘substantiate’ key food handling activities

Throughout the year, EHA has been actively communicating the new Standard to food businesses located within its Constituent Councils. Environmental Health Officers have also been assisting businesses where possible to help prepare and understand the expectations of these new standards before it becomes effective in December 2023.

EHA was able to continue to deliver the inspections of food premises, high risk manufactured water system, supported residential facilities, swimming pools high risk personal care and body art services and vaccination programs.

## *EHA completed 83 high school immunisation visits to deliver the annual School Immunisation Program*

EHA has continued to promote the benefits of vaccination to all members of community with strong promotional and marketing campaigns through all 5 Constituent Council areas. Immunisation services have remained in high demand with clinics booked months in advance, particularly through the busy influenza season with an additional 3,276 influenza vaccines being provided via EHA’s popular Workplace visits.

The School Immunisation Program was delivered in accordance with the SA Health Service Agreement. During 2022, EHA completed 83 high school immunisation visits to deliver the annual School Immunisation Program, with 12,423 vaccines being administered to both Year 8 and 10 students.

EHA continues to provide exceptional service to the community of its Constituent Councils.

Cr Peter Cornish  
Chairperson





TOWN OF WALKERVILLE

PROSPECT

10,458

Rateable Properties

22,741

Population of Council

WALKERVILLE

4,104

Rateable Properties

8,023

Population of Council

NPSP

20,183

Rateable Properties

38,001

Population of Council



City of  
Norwood  
Payneham  
& St Peters

CAMBELLTOWN

25,134

Rateable Properties

56,013

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

21,948

Rateable Properties

46,692

Population of Council



TOTAL

81,827

Rateable Properties

171,470

Population of Council

## Chief Executive Officer's Report



I recently read with interest an article in the Journal of Public Health (Oxford, England) by Australian academics titled “Environmental health in Australia: overlooked and underrated”.

I recently read with interest an article in the Journal of Public Health (Oxford, England) by Australian academics titled "Environmental health in Australia: overlooked and underrated". The Authors noted that Environmental health is the one discipline that has historically had the greatest impact on human health. To illustrate this, the World Health Organization is quoted in the paper as estimating that 15 of the extra 20 years of life that we now enjoy compared with a century ago can be attributed to environmental health interventions.

These environmental health interventions include the provision of vaccination, appropriate sewage disposal and safe food and drinking water, all areas that our environmental health profession have been and continue to be involved in. At a local level, most people would not be aware that their local council environmental health team monitors and inspects food premises, investigates food poisoning and legionella outbreaks, and vaccinate their babies and their children at school. They would not be aware that the team monitors the water quality of public pools and ensure there are appropriate standards in Supported Residential Facilities where some of our most vulnerable live.

Despite its extremely beneficial impact on human health, the environmental health profession remains largely invisible, potentially as a consequence of the preventative work that is undertaken. The vaccine preventable disease you didn't contract, the food poisoning you did not get or the legionella outbreak that didn't occur are not immediately apparent to those who benefit from these interventions.

This lack of visibility has manifested in fewer students undertaking environmental health degrees and a critical shortage of Environmental Health Officers. Environmental Health Australia recently conducted a workshop with Environmental Health Managers to consider these issues. It is hoped that initiatives that have a positive impact on the profile and availability of Environmental Health Officers flow from this workshop.

With the critical shortage of qualified environmental health professionals in mind, we can reflect on the fact that EHA is structured and sized to ensure that it maintains a critical mass of

## *Over the last year EHA has continued to deliver high-quality public health protection services to more than 160,000 members of the community*

professional specialised staff. EHA has the flexibility to apply resources where and when needed and maintain continuity of services to cover for staff illness, and staff turnover when replacement staff are in short supply.

Over the last year EHA has continued to deliver high-quality public health protection services to more than 170,000 members of the community who live within the footprint of our Constituent Councils. I am extremely proud to continue to have the opportunity to lead talented and dedicated staff who are committed to contributing to this high-quality service and delivering positive public health outcomes.

One of the most important aspects to a healthy community is access to safe and suitable food. Fundamental to this is the appropriate monitoring of standards in Food Businesses. During this financial year there were 1,447 food safety inspections conducted at 1,329 business located within our area. It was pleasing to note that the average non-compliances observed per routine inspection and the number of legal actions required both decreased. This translated to a 17% increase in the number of businesses receiving a Food Safety Star Rating of 3, 4 or 5 stars. An overall improvement in food businesses' willingness to comply with the food safety standards is a step towards a positive food safety culture. These improvements are a reflection of our officers' commitment and willingness to take time to educate food handlers and businesses, as well as follow-up on non-compliances with the standards.

Hoarding and squalor continues to be an issue within our community. The ongoing management of these matters are complex and time consuming. It is pleasing to see that the Local Government Association of South Australia is conducting surveys that it hopes will help improve the

way councils deal with the problem. Improvements in inter-agency collaboration in this area would be extremely welcome and of great value to the community.

Immunisation is the safest and most effective way of protecting children and adults from harmful infectious diseases. Significantly, it is estimated that vaccinations currently save up to three million lives worldwide each year. Our immunisation services continue to be incredibly popular with over 24,000 vaccinations given at public clinics, high schools, and worksites during the year. Our accessible public clinics are an important contributor to community herd immunity and disease reduction. Vaccinations at public clinics (8,490) increased by 15% this year with big numbers seen in the influenza season. Our vaccine coverage rates for the School Immunisation Program, where we delivered 12,423 vaccines, continue to be well above the state average. As well as servicing our Constituent Council areas, EHA continues to provide immunisation service to the City of Unley and Adelaide Hills Council. At these venues we have seen an even greater increase in patronage, which is a reflection of the excellent service our staff provide in the immunisation delivery space.

In conclusion, I would like to thank the EHA Board Members for their genuine interest in Public Health and their support for the important work we undertake on behalf of their respective communities. And to EHA's professional and committed staff, my thanks for providing the highest quality health protection service and making EHA such a wonderful organisation to lead.

Michael Livori  
Chief Executive Officer





# Governance

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EHA is a body corporate, governed by a Board of Management comprised of two members from each Constituent Council.



# Board of Management 2023

The Board met seven (7) times during the year to consider EHA's business. One (1) of the meetings was via Circular Resolution.

\*Board Member from Jul-Dec 2022 only (August & November meetings 2022)

\*\*Board Member from Feb 2023 to present (February - June meetings 2023)

City / Town	Member	Total Meetings Attended
City Of Burnside	Cr P Cornish	● ● ● ● ● ○ ○
	Cr J Davey*	● ○
	Cr J Turnbull* resigned in Mar 2023	○ ○
	Cr L Henschke** (as of May 2023)	● ○ ○ ○
City Of Norwood Payneham & St Peters	Cr S Whittington	● ● ● ● ● ● ○
	Cr G Knoblauch*	● ●
	Cr K Moorhouse**	● ● ● ● ●
Campbelltown City Council	Cr J Kennedy*	● ●
	Cr M Hammond	● ● ● ● ● ● ○
	Cr M Noble**	● ● ● ● ●

City / Town	Member	Total Meetings Attended
City Of Prospect	Cr K Barnett	● ● ● ● ● ● ●
	J Pearce*	● ●
	Cr T Nguyen**	● ● ● ● ○
Town Of Walkerville	Cr J Nenke	● ● ● ● ● ○ ○
	Cr N Coleman*	○ ○
	Cr J Allanson**	● ● ● ● ●

## Finance Audit Committee

Members of EHA’s Audit Committee include:

Madeleine Harding - Presiding Member

Paula Davies - Independent Member

Board Appointed Member Cr Peter Cornish

The Committee met on three occasions during the year.







# Immunisation

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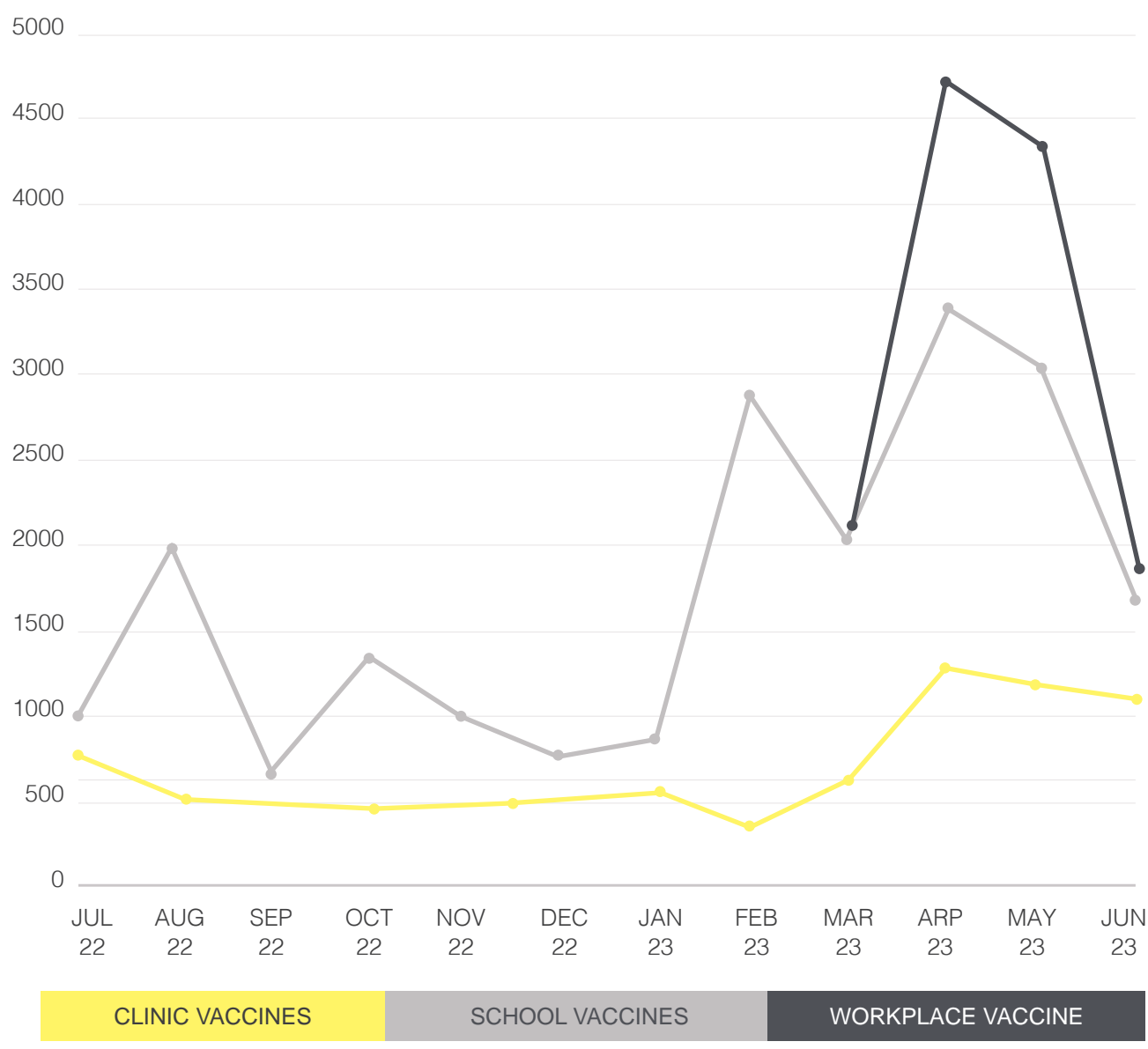
EHA provides a comprehensive, specialised, and convenient immunisation service by way of public immunisation clinics, school immunisation program and workplace immunisation programs to the residents of our Constituent Councils.



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.

A commitment to increasing immunisation coverage rates by providing access to convenient, family-friendly immunisation services is something EHA prides itself on and is a well-known provider within the five Constituent Councils.

Combined demand for all immunisation services over the last year.



EHA offers a 'catch-up' service to residents who have recently arrived in Australia or have overseas records which need to be uploaded to the Australian Immunisation Register (AIR). Over the past year we have assisted 117 families and children with assessing and updating their immunisation history. In 2020, the State Government introduced a 'no jab, no play' policy that inhibits children that are not fully vaccinated enrolment into childcare and preschool.

Many of these catch-up assessments were completed at our EHA clinics to bring them up to date with the National Immunisation Program (NIP).

# Public Immunisation Clinics

4,550 clients

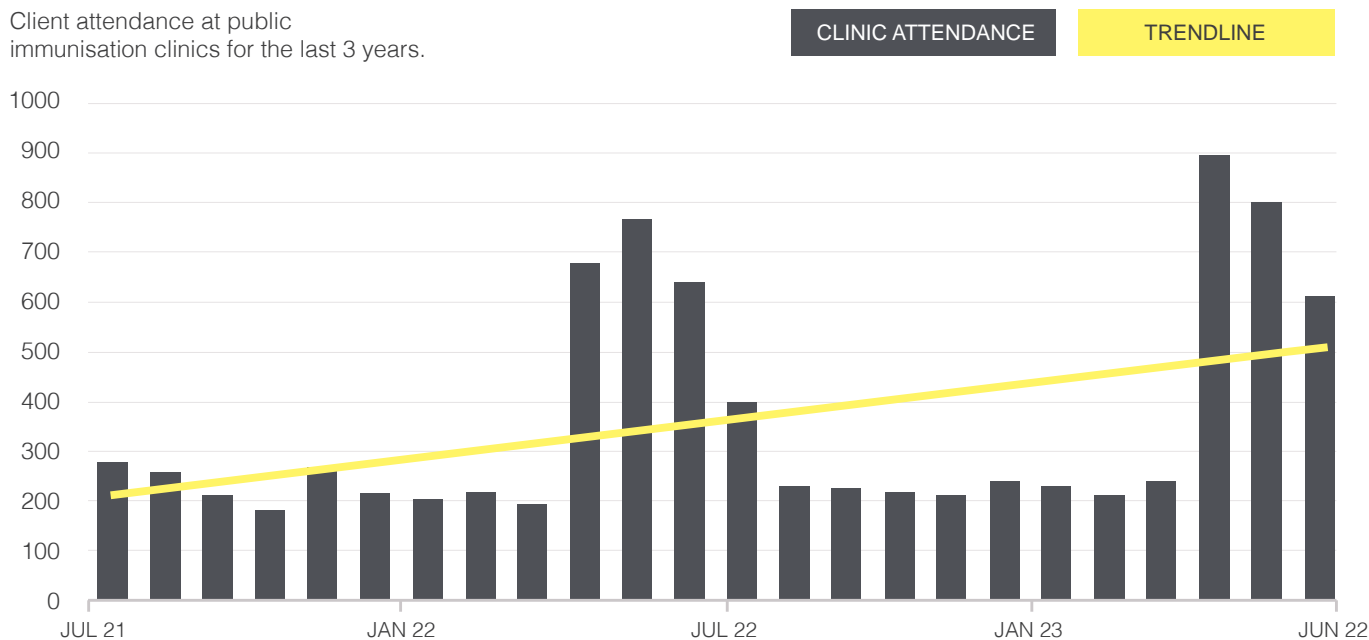
464 INCREASE (11%)  
from last year

were provided with

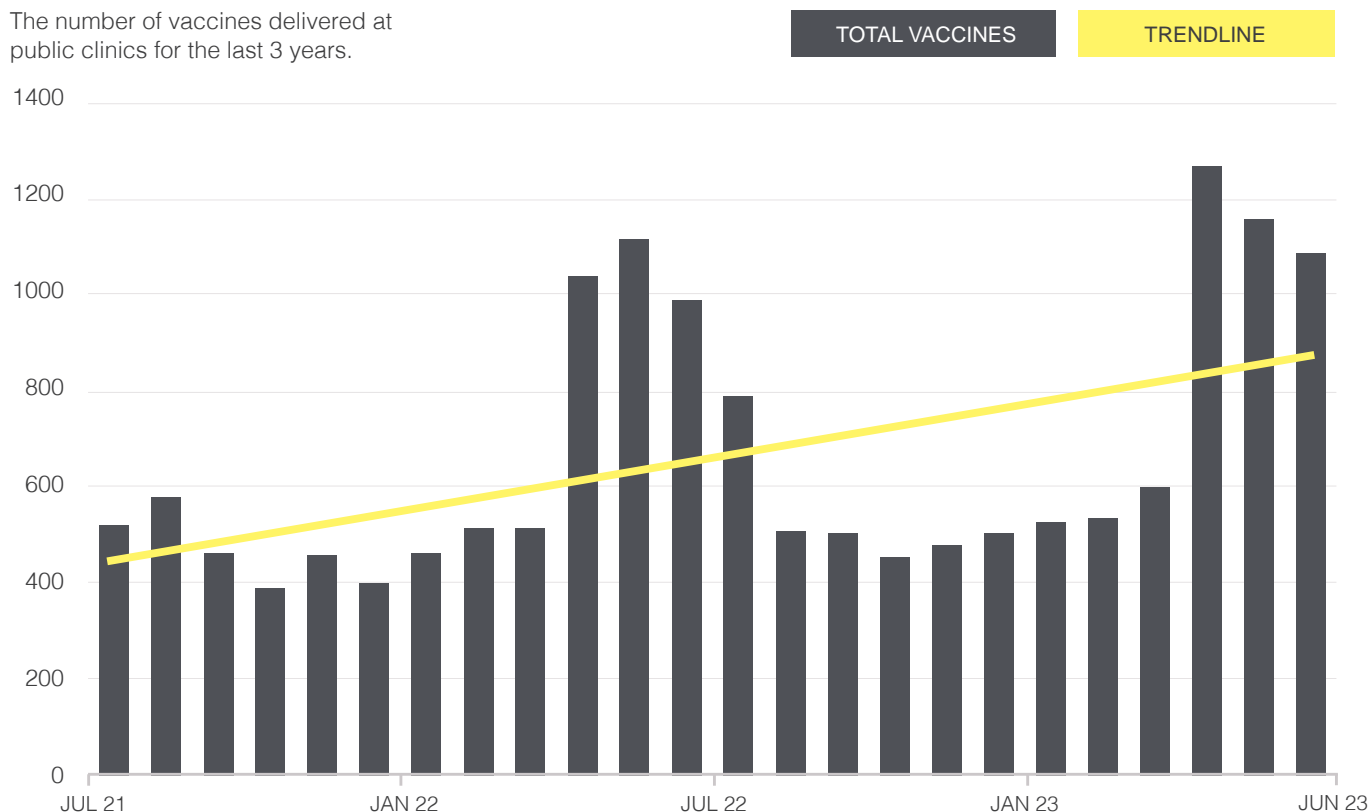
8,490 vaccinations

1,080 INCREASE (15%)  
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	1,036	32%	5%	53%	1%	1%	0%	8%
Campbelltown	1,000	5%	32%	58%	1%	2%	0%	2%
NPSP	1,003	6%	5%	83%	1%	1%	0%	3%
Prospect	333	3%	5%	55%	28%	5%	0%	5%
Walkerville	286	4%	2%	77%	4%	8%	0%	6%
Adelaide Hills	179	8%	4%	13%	0%	1%	69%	5%
Unley	441	7%	1%	30%	1%	1%	0%	60%
Other	272	10%	9%	40%	3%	2%	6%	31%
<b>Total Number of Clients</b>	<b>4,550</b>							

## School Immunisation Program 2022

During 2022, EHA continued its delivery of the School Immunisation Program (SIP). We attended a total of 83 year level visits within the SIP to deliver the a total of 12,423 vaccines to both Year 8 and 10 students.

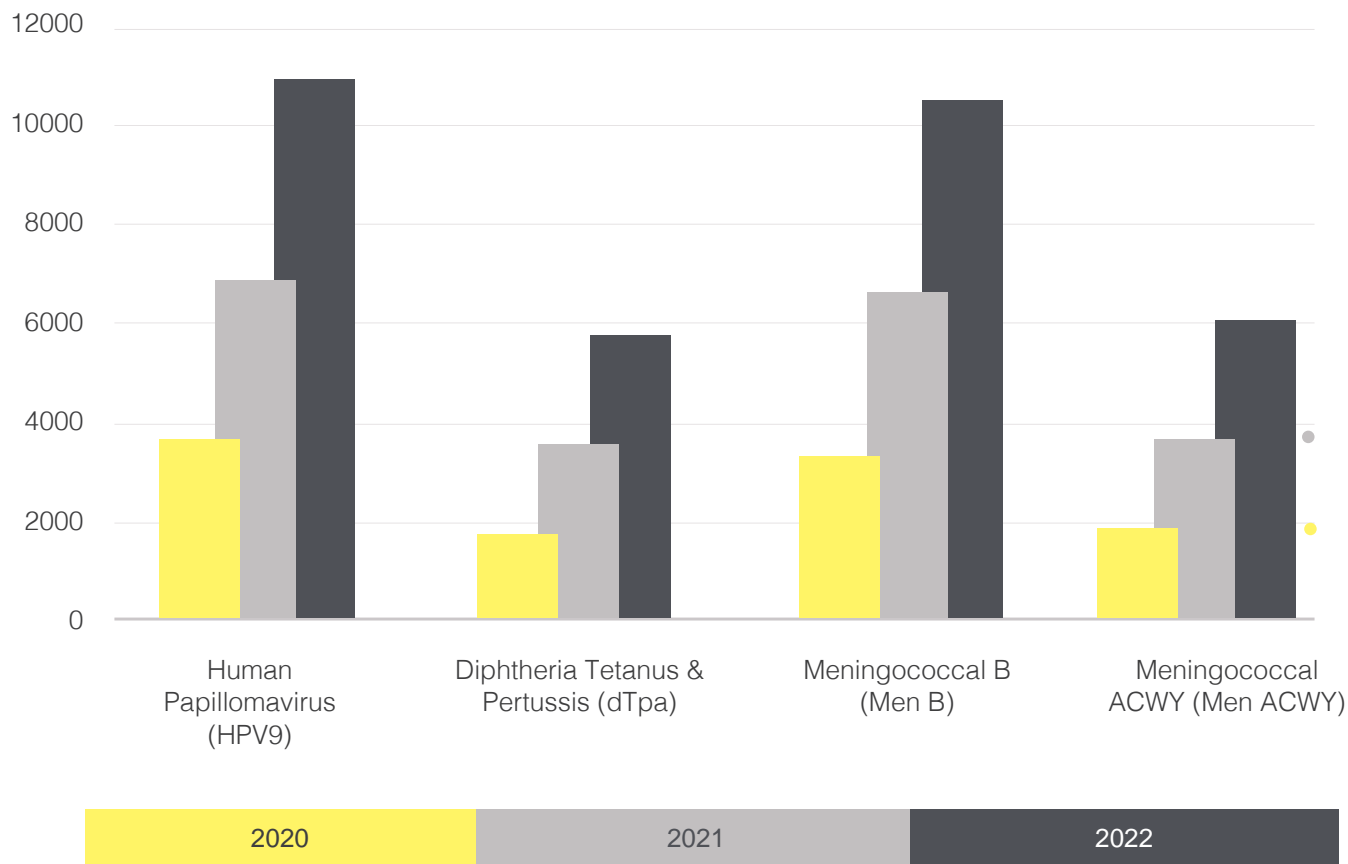
A 16% increase in vaccine numbers and a 24% increase in the school visits is a result of the inclusion of Adelaide Hills Council and City of Unley Council immunisation contracts that began in January 2022.

With the additional schools in these council areas, EHA visited a further 9 schools – two from the City of Unley Council area and seven from the Adelaide Hills Council area. The contracts with the City of Unley and Adelaide Hills Council are in place until the end of 2023. The City of Unley have recently extended their contract for an additional 2-years making their end date December 2025.

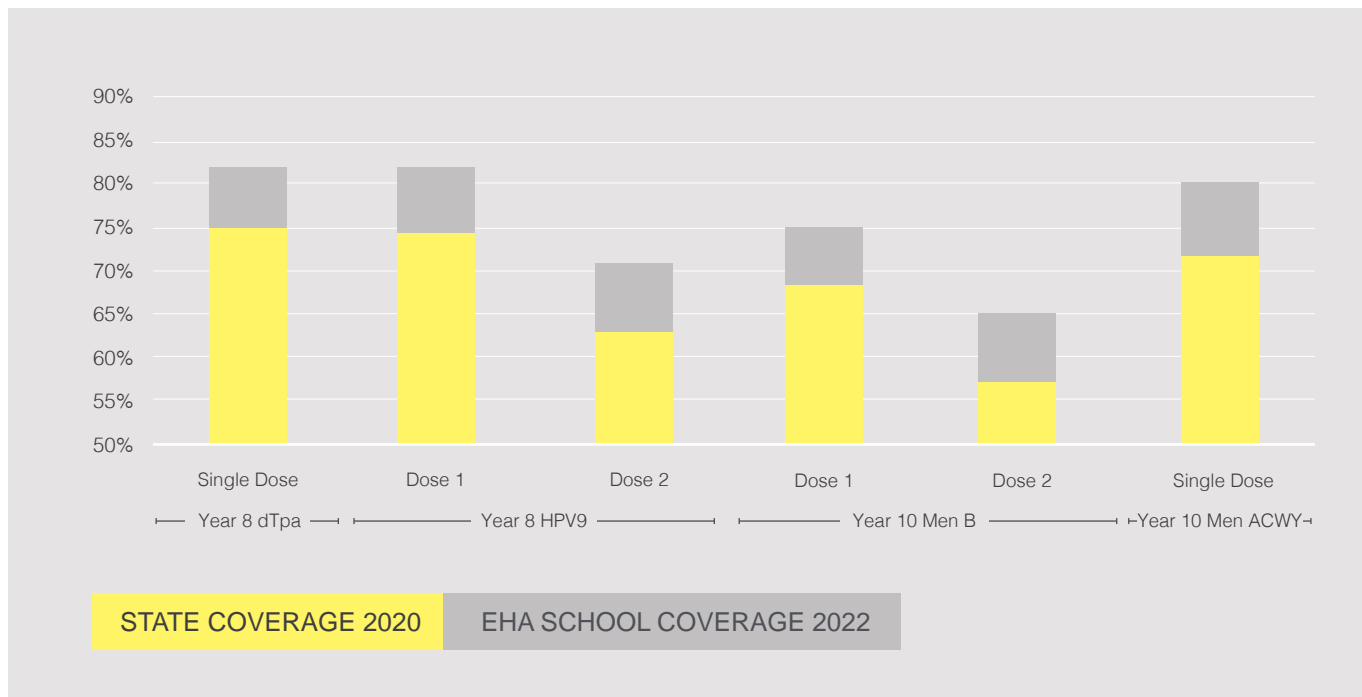
School Vaccinations for Calendar Year to Date – January to December 2022

Council	Human Papillomavirus (HPV9)	Diphtheria Tetanus and Pertussis (dTpa)	Meningococcal B (Men B)	Meningococcal ACYW (Men ACWY)	Total
Burnside	1,480	815	1,374	813	4,482
Campbelltown	326	227	442	199	1,194
NPSP	961	485	943	585	2,974
Prospect	221	118	155	88	582
Walkerville	137	73	129	77	416
Unley	294	161	287	175	917
Adelaide Hills	598	326	586	348	1,858
<b>Total</b>	<b>4,017</b>	<b>2,205</b>	<b>3,916</b>	<b>2,285</b>	<b>12,423</b>

Comparison of School Vaccines administered by EHA over a 3-year period.



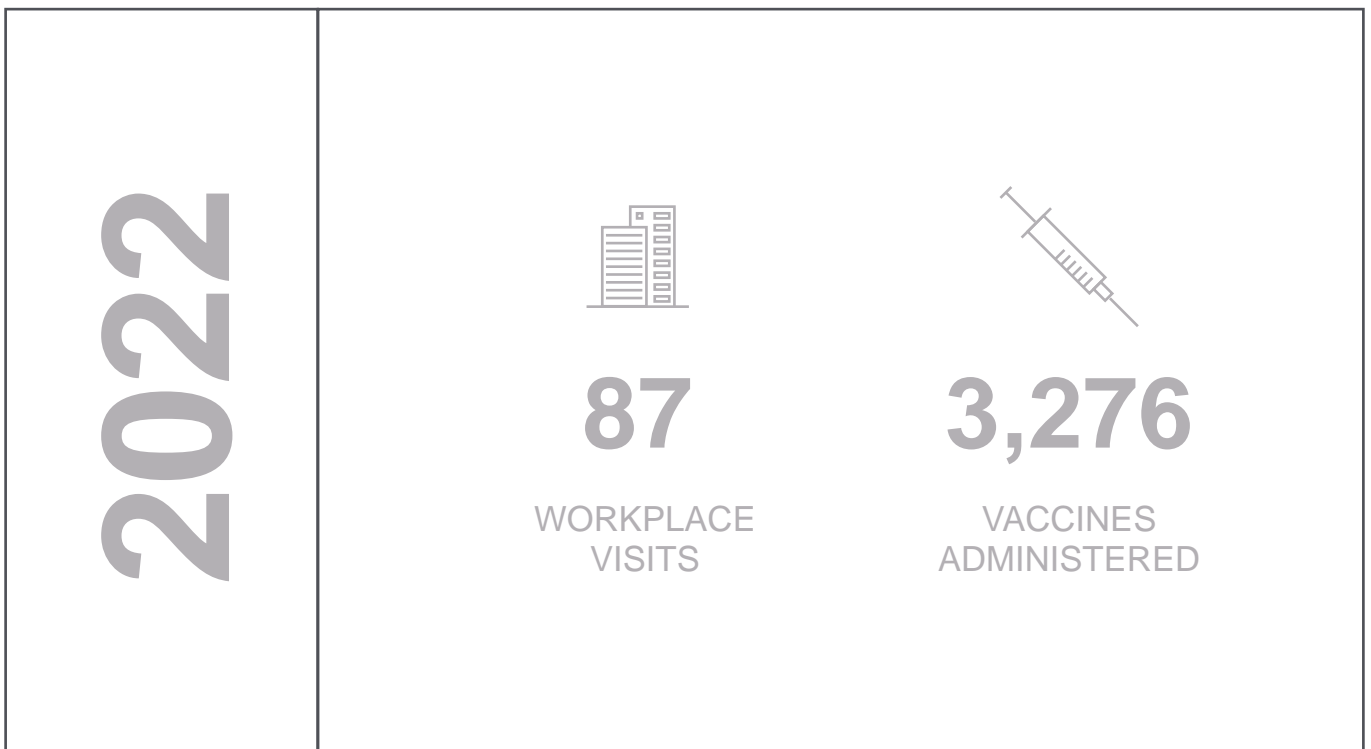
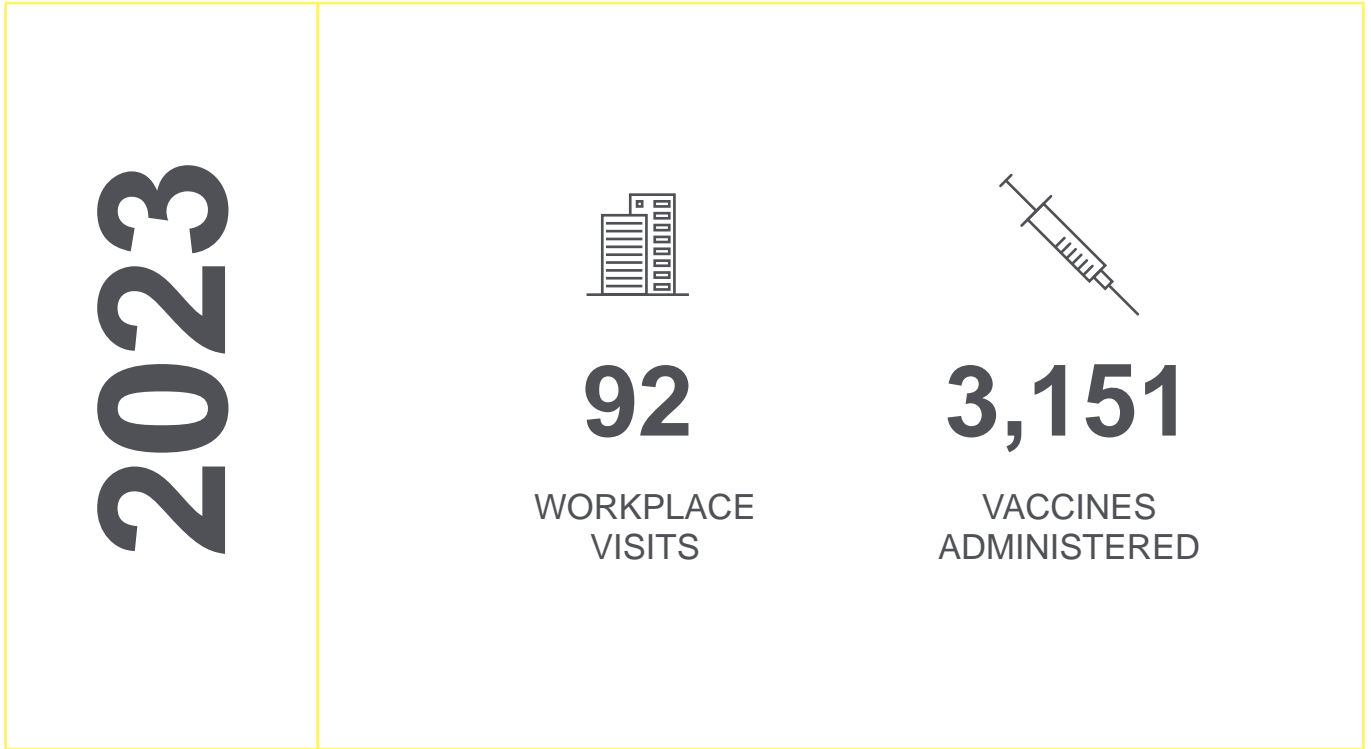
A graph illustrating EHA vaccine coverage rates compared with the SA State coverage rates across all vaccines administered.



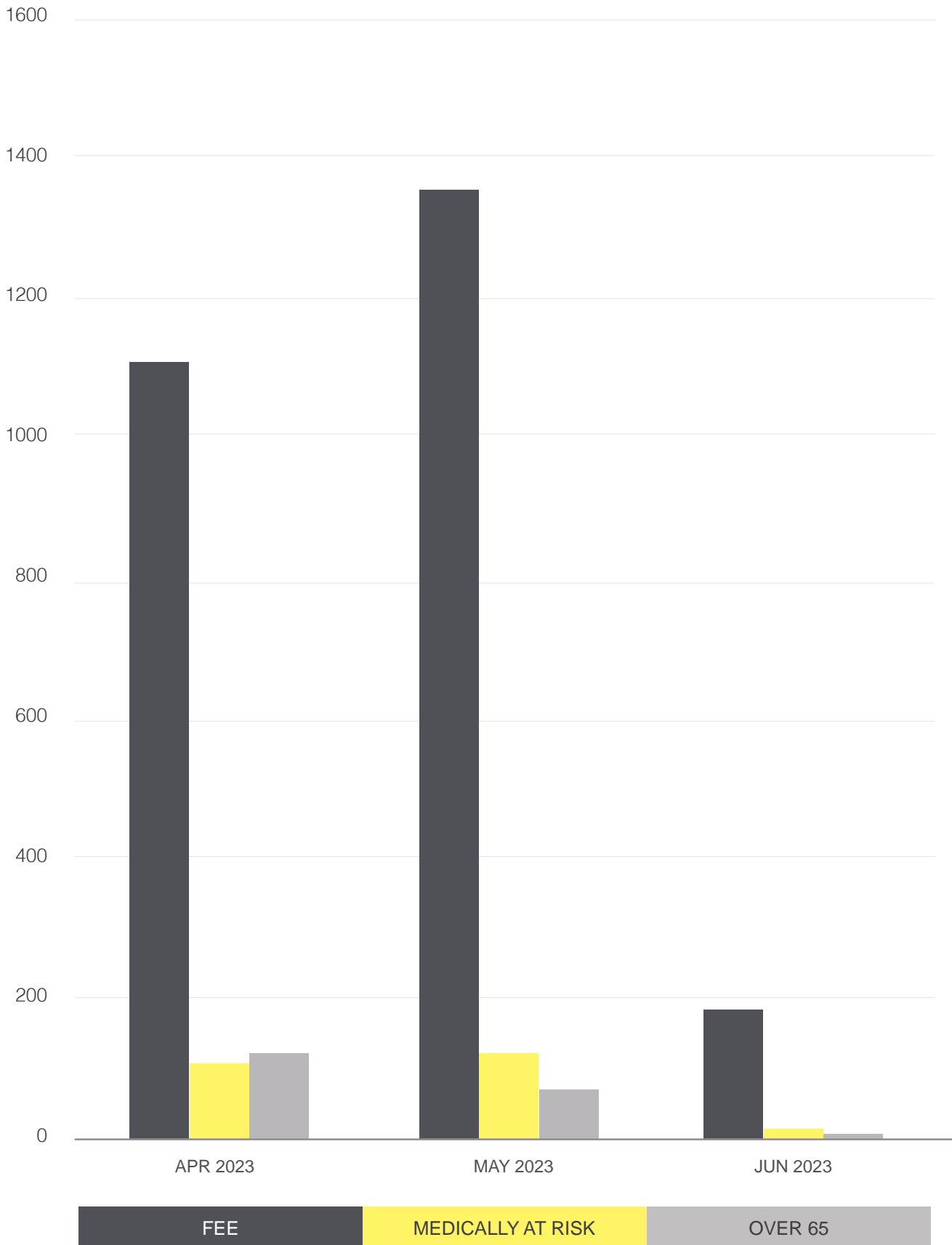
# Workplace Immunisation Program

EHA provides an efficient and competitive service for workplaces to protect their staff from the highly infectious influenza virus. EHA's workplace program enables private businesses, schools, childcare centres, and government departments have their staff vaccinated on site by

experienced nurses at a convenient time. During the period, April to June in 2023, a total of 92 workplace visits were conducted, with 3,151 influenza vaccines delivered.



Breakdown of influenza vaccines administered at workplaces during April-June 2023









# Public and Environmental Health

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Environmental Health is the branch of public health that focuses on the interrelationships between people and their environment, promotes human health and well-being, and fosters healthy and safe communities.

website: [NEHA Environmental health](#)



# Complaints and Referrals

Environmental Health Officer's investigate public health related complaints/referrals from the public or State Government agencies under the SA Public Health Act 2011.

Public health related complaints/referrals from the public or State Government

224

▲  
2020-21

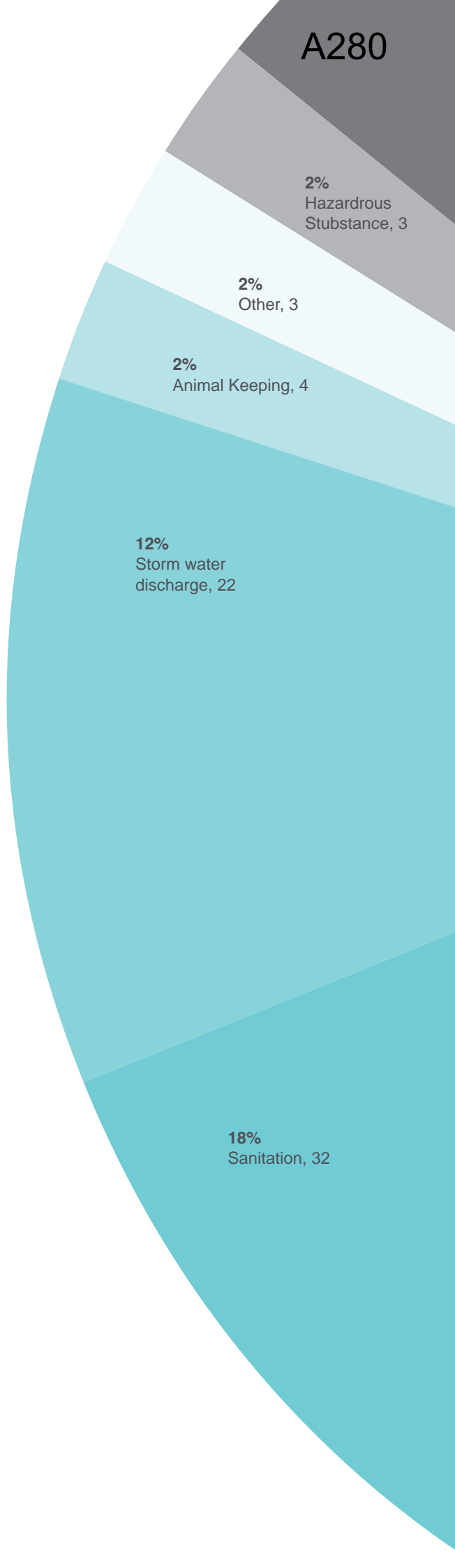
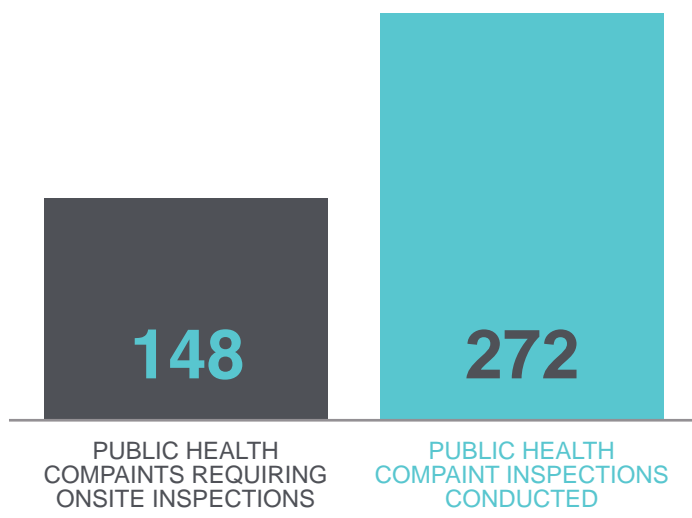
209

▼  
2021-22

181

▼  
2022-23

1.84 Inspections per complaint



11%  
Notifiable Diseases, 21

2%  
Air Quality, 3

51%  
Vector Control, 92

**Proportion of EHO activities  
administered under the  
*SA Public Health Act 2011*  
during 2022-23**



Vector Control

Rats/Mice



44

Mosquitoes



9

Pigeons



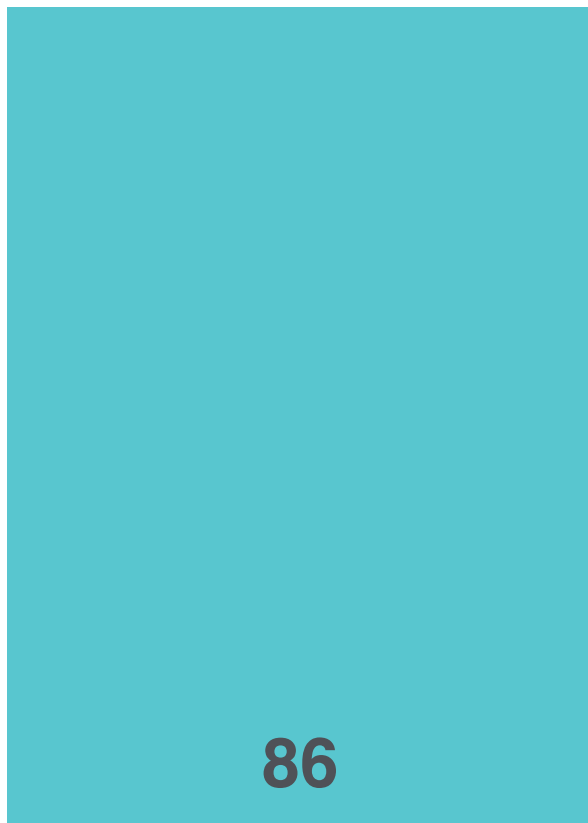
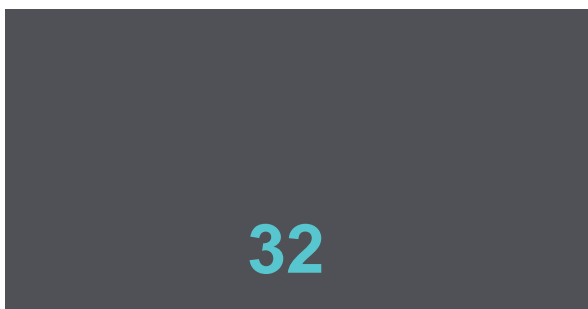
6

Squalor

Hoarding



2.69 Inspections per complaint



SANITATION COMPLAINTS RECEIVED

SANITATION COMPLAINT INSPECTIONS CONDUCTED

32

Sanitation complaints decrease from 36 investigations (2021-22)

21

Notifiable Diseases complaints investigated increased from 18 investigations received the previous year

22

Stormwater discharge complaints increase from 15 investigations received the previous year

**Notifiable Diseases**

	2021-22	2022-23
<i>Campylobacter</i>	261	309 ▲
<i>Salmonella</i>	43	56 ▲
<i>Legionellosis</i>	1	5 ▲
<i>Cryptosporidiosis</i>	5	9 ▲
Hepatitis A	0	1 ▲
Rotavirus	49	66 ▲
COVID-19	6,470	14,467 ▲

There was an increase in notifications in the number of notifiable diseases when compared to the previous year, particularly COVID-19. This increase may be attributed to the introduction of interstate and international travel and easing of social restrictions.

It is also worth noting that number of cases would have been influenced by vaccination rates in the community, circulation of new strains of COVID and the health seeking behaviours of the community.



# Monitoring and Surveillance

## Cooling Towers and Warm Water Systems (HRMWS)

12 Cooling Towers at 18 sites		4 Warm Water Systems at 8 sites	
Routine inspections	20	Routine inspections	9

**2**  
detections of *Legionella*

**2**  
from water samples taken from two separate HRMWS sites during routine inspections

**1**  
from internal water testing taken from a facility.

**3**  
*Legionella* Disease Notifications

**3**  
Desktop investigations and two requiring further onsite investigations

## 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.

**2**  
Two onsite wastewater applications for wastewater works were received.

**4**  
Four wastewater applications approved and two pending decisions.

**0**  
Complaints received.

## Public Swimming Pools and Spas

42 swimming pool and spa's at 27 sites

Routine inspections	55
Follow-up inspections	8
Complaint inspections	2

## Personal Care and Body Art (PCBA)

All 11 tattoo premises involving high risk skin penetration practice were assessed. One follow-up inspection was required.

No complaints were received and investigated at a beauty premises.

## Health Care and Community Services

### LICENSING

3

Licence renewal applications were received and approved.

3 facilities – 1 year

### MONITORING

5

Routine licensing audits were conducted across 3 facilities.

### COMPLAINTS

2

Complaint investigations were undertaken / ongoing.







# Food Safety

---

EHA administers the Food Act 2001 in conjunction with the Food Safety Standards to protect the public from food-borne illness and associated risks.

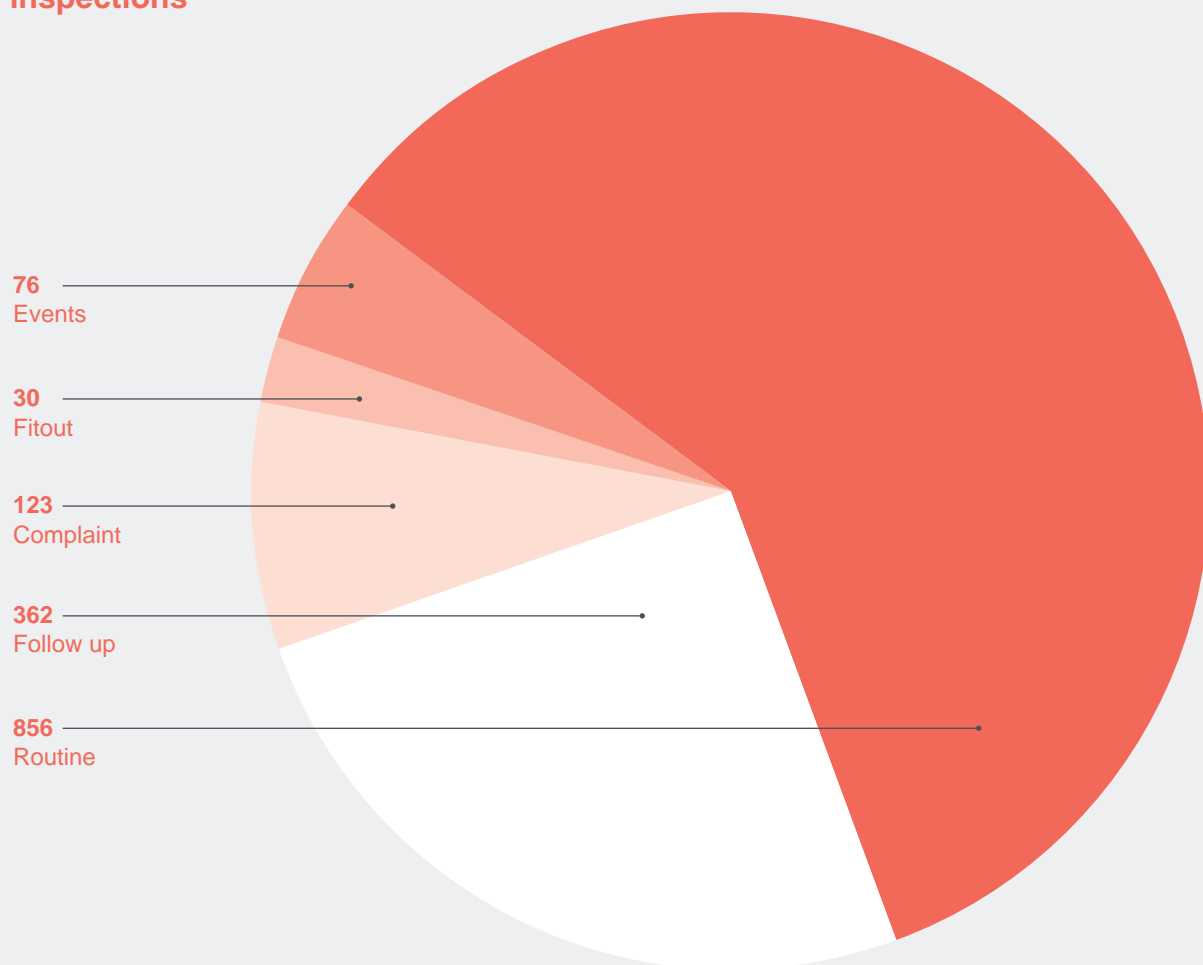


# Food Safety Inspections



Total Number of inspections 2022-23

1,447 food safety inspections



# Non compliances observed during routine food inspections in 2022-23

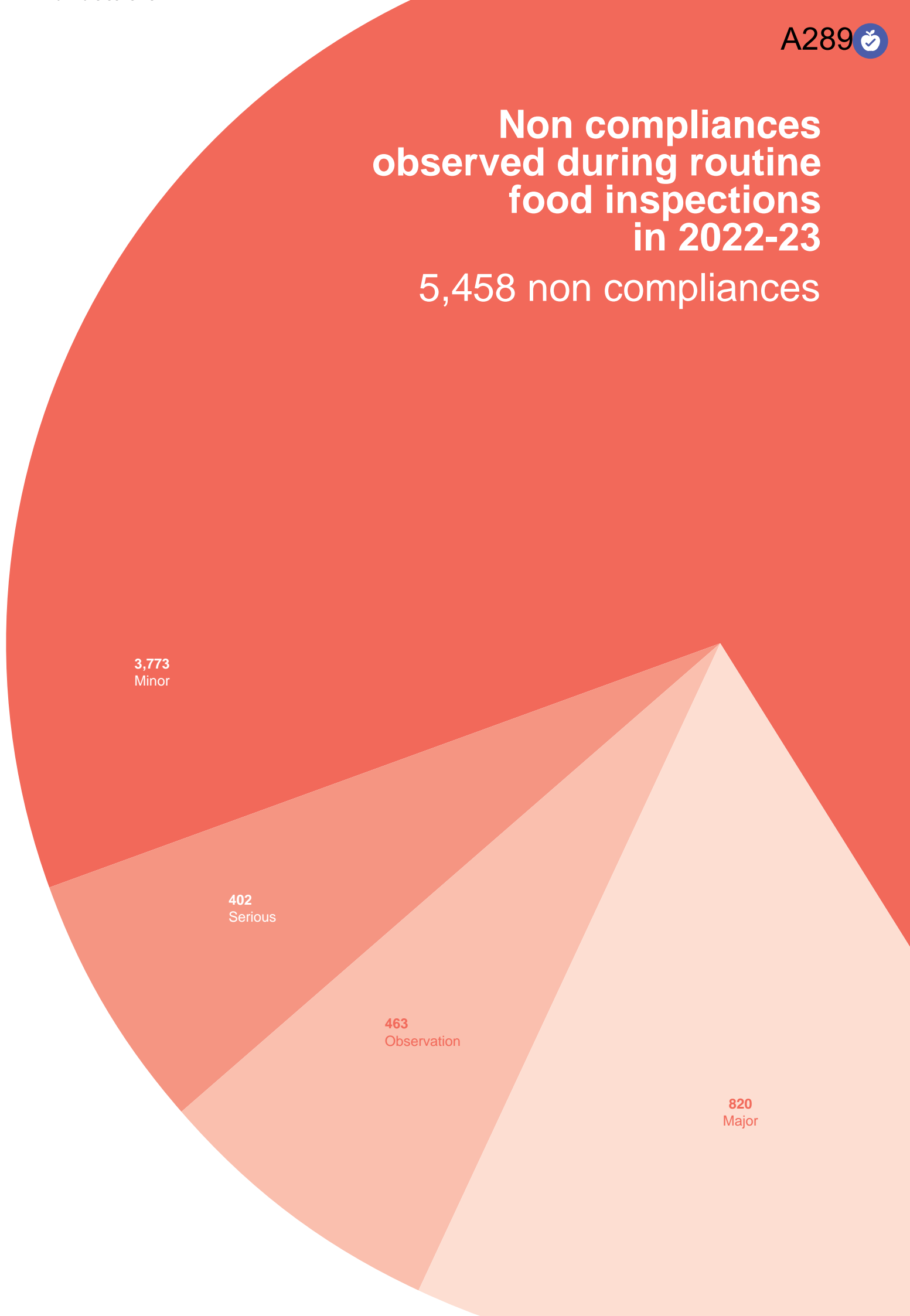
5,458 non compliances

3,773  
Minor

402  
Serious

463  
Observation

820  
Major



Participation of the SA Health Food Star Rating Scheme (FSRS) commenced on 1 July 2023.

A total of **535**

businesses are captured within the scheme.

**598 captured FSRS inspections**

★★★★★

**27%**

42% increase ↗

★★★★☆

**20%**

11% increase ↗

★★★★☆

**16%**

0% increase →

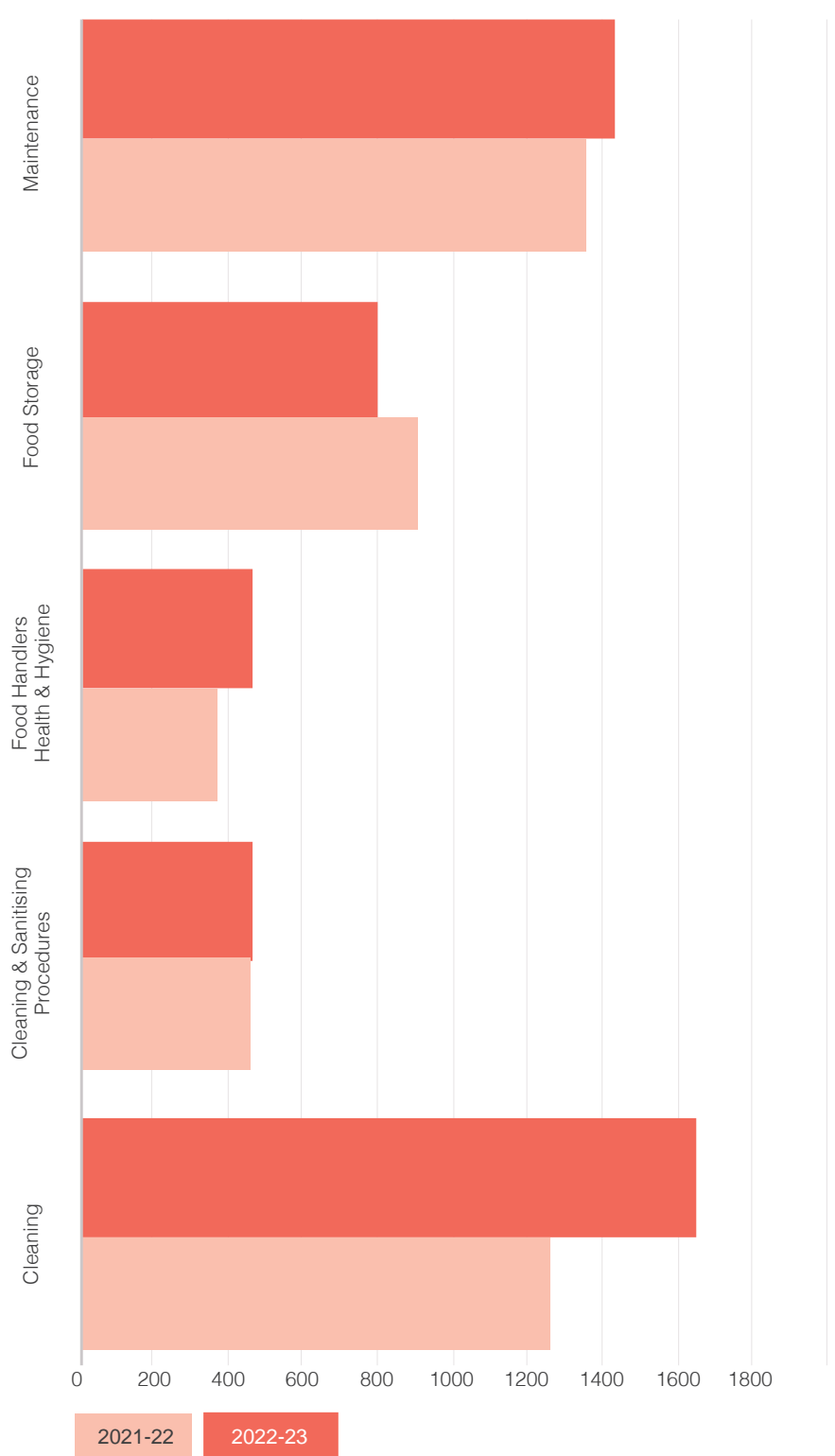
★★★★☆

**38%**

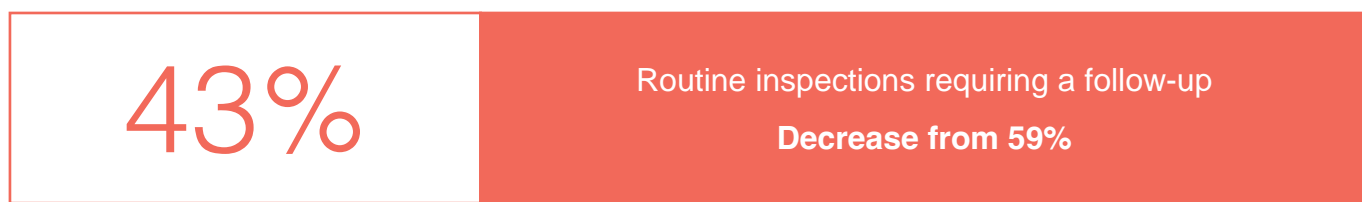
19% decrease ↘

# The average non-compliances observed per routine inspections decreased by **17%**.

Two year comparison of the types of food safety non-compliances observed during routine inspections during 2022-23.



# Food Safety Enforcement



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	10	2	0
Improvement Notices	32	5	0
Offences Expiated	4	3	0
Prohibition Orders	3	0	0

## Improvement Notices

37

Improvement Notices issued to 25 food businesses

25

Businesses issued with multiple Improvement Notices

2.92%

of routine inspections resulted in the issue of an Improvement Notice.

## Expiations

6

businesses were expiated under the *Food Act 2001*.

0.70%

of routine inspections resulted in the issue of an Expiation Notice.

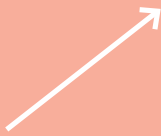
## Food Safety Audits

Scheduled food safety audits of food businesses serving food to vulnerable populations

**157** Scheduled Audits  
9.8% increase

**82**

8 increase  
Within EHA



**75**

6 increase  
outside of  
EHA's area



**4**

follow-up  
audits



## Food Safety Complaints

**112**

Food related complaints

**29%**

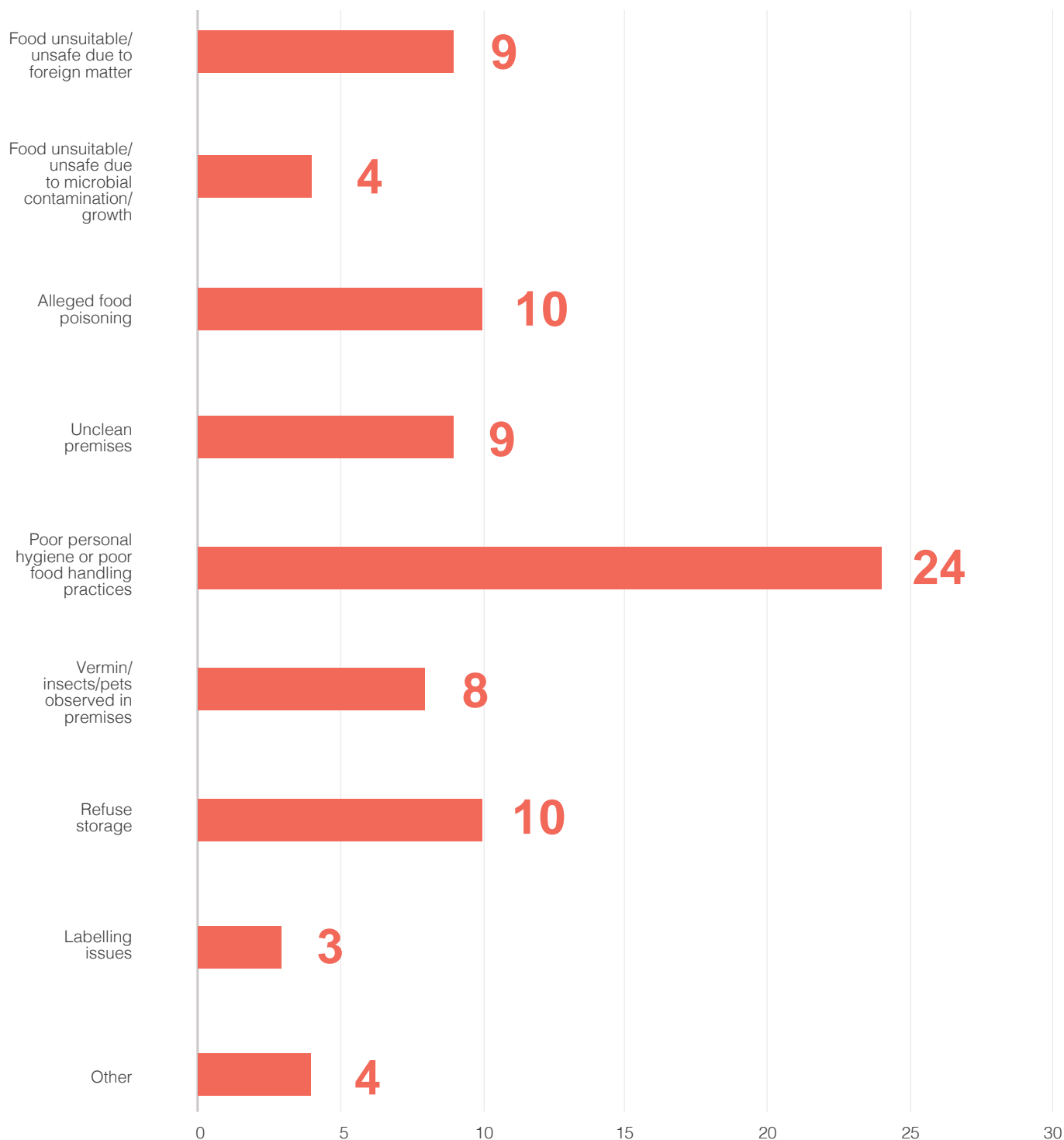
Alleged food poisoning.

**14%**

Unclean Premises

**19%**

Alleged food poisoning and poor personal hygiene and food handling practices.

**Types of Food Complaints received in 2023.**

Six food safety training sessions held.  
**75 participants attended.**



# Summary

Financial Statement  
for the year ending  
30 June 2023

	2022	2023
<b>INCOME</b>		
Council Contributions	1,828,263	1,828,000
Statutory charges	111,391	136,026
User charges	295,541	457,619
Grants, subsidies and contributions	226,108	230,170
Investment income	4,320	15,866
Other income	3,585	7,255
<b>TOTAL INCOME</b>	<b>2,469,208</b>	<b>2,674,936</b>
<b>EXPENSES</b>		
Employee Costs	1,750,609	1,881,592
Materials, contracts & other expenses	516,677	571,267
Depreciation, amortisation & impairment	168,844	159,013
Finance costs	44,752	37,681
<b>TOTAL EXPENSES</b>	<b>2,482,882</b>	<b>2,649,553</b>
<b>OPERATING SURPLUS (DEFICIT)</b>		
Asset disposal & fair value adjustments		
<b>NET SURPLUS/(DEFICIT)</b>	<b>(13,674)</b>	<b>25,383</b>
Other Comprehensive Income		
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>(13,674)</b>	<b>25,383</b>
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	640,883	644,769
Trade and Other Receivables	231,080	271,901
<b>TOTAL CURRENT ASSETS</b>	<b>871,963</b>	<b>916,670</b>
<b>NON-CURRENT ASSETS</b>		
Property, Plant & Equipment	1,214,249	1,104,793
<b>TOTAL NON-CURRENT ASSETS</b>	<b>1,214,249</b>	<b>1,104,793</b>
<b>TOTAL ASSETS</b>	<b>2,086,212</b>	<b>2,021,463</b>
<b>CURRENT LIABILITIES</b>		
Trade & Other Payables	133,225	121,916
Borrowings	140,794	111,865
Provisions	289,466	285,083
Liabilities relating to Non-current Assets held for Sale	563,485	518,864
<b>TOTAL CURRENT LIABILITIES</b>	<b>1,126,970</b>	<b>1,037,728</b>
<b>NON-CURRENT LIABILITIES</b>		
Borrowings	961,297	881,032
Provisions	9,860	44,614
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>971,157</b>	<b>925,646</b>
<b>TOTAL LIABILITIES</b>	<b>1,534,642</b>	<b>1,444,510</b>
<b>NET ASSETS</b>	<b>551,570</b>	<b>576,953</b>
<b>EQUITY</b>		
Accumulated Surplus	551,570	576,953
<b>TOTAL EQUITY</b>	<b>551,570</b>	<b>576,953</b>

**Eastern Health Authority**  
**General Purpose Financial Reports**  
**for the year ended 30 June 2023**

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**EASTERN HEALTH AUTHORITY****ANNUAL FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2023****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 2023 and the results of its operations and cash flows for the financial year.
- internal controls implemented by EHA provide a reasonable assurance that EHA's financial records are complete, accurate and reliable and were effective throughout the financial year.
- the financial statements accurately reflect EHA's accounting and other records.

Michael Livori  
**CHIEF EXECUTIVE OFFICER**

Cr Peter Cornish  
**CHAIRPERSON  
EHA BOARD OF MANAGEMENT**

Date: 30 August 2023

**Eastern Health Authority**  
**Statement of Comprehensive Income**  
**for the year ended 30 June 2023**

	Notes	2023 \$	2022 \$
<b>INCOME</b>			
Council Contributions	2	1,828,000	1,828,263
Statutory charges	2	136,026	111,391
User charges	2	457,619	295,541
Grants, subsidies and contributions - Operating	2	230,170	226,108
Investment income	2	15,866	4,320
Other income	2	7,255	3,585
<b>Total Income</b>		<b>2,674,936</b>	<b>2,469,208</b>
<b>EXPENSES</b>			
Employee costs	3	1,881,592	1,750,609
Materials, contracts & other expenses	3	571,267	516,677
Depreciation, amortisation & impairment	3	159,013	168,844
Finance costs	3	37,681	46,752
<b>Total Expenses</b>		<b>2,649,553</b>	<b>2,482,882</b>
<b>OPERATING SURPLUS / (DEFICIT)</b>		<b>25,383</b>	<b>(13,674)</b>
<b>Other Comprehensive Income</b>		-	-
<b>Total Other Comprehensive Income</b>		-	-
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>25,383</b>	<b>(13,674)</b>

This Statement is to be read in conjunction with the attached Notes.

**Eastern Health Authority**  
**Statement of Financial Position**  
**as at 30 June 2023**

		2023	2022
<b>ASSETS</b>	<b>Notes</b>	<b>\$</b>	<b>\$</b>
<b>Current Assets</b>			
Cash and cash equivalents	4	644,769	640,883
Trade & other receivables	4	271,901	231,080
<b>Total Current Assets</b>		<u>916,670</u>	<u>871,963</u>
<b>Non-current Assets</b>			
Property, plant & equipment	5	1,104,793	1,214,249
<b>Total Non-current Assets</b>		<u>1,104,793</u>	<u>1,214,249</u>
<b>Total Assets</b>		<u>2,021,463</u>	<u>2,086,212</u>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade & other payables	6	121,916	133,225
Borrowings	6	111,865	140,794
Provisions	6	285,083	289,466
<b>Total Current Liabilities</b>		<u>518,864</u>	<u>563,485</u>
<b>Non-current Liabilities</b>			
Borrowings	6	881,032	961,297
Provisions	6	44,614	9,860
<b>Total Non-current Liabilities</b>		<u>925,646</u>	<u>971,157</u>
<b>Total Liabilities</b>		<u>1,444,510</u>	<u>1,534,642</u>
<b>NET ASSETS</b>		<u>576,953</u>	<u>551,570</u>
<b>EQUITY</b>			
<b>TOTAL EQUITY</b>		<u>576,953</u>	<u>551,570</u>

This Statement is to be read in conjunction with the attached Notes.

**Eastern Health Authority**  
**Statement of Changes in Equity**  
**for the year ended 30 June 2023**

		Acc'd Surplus	TOTAL EQUITY
<b>2023</b>	<b>Notes</b>	<b>\$</b>	<b>\$</b>
Balance at end of previous reporting period		551,570	551,570
<b>Net Surplus / (Deficit) for Year</b>		25,383	25,383
<b>Balance at end of period</b>		<u>576,953</u>	<u>576,953</u>

<b>2022</b>	<b>Notes</b>	<b>\$</b>	<b>\$</b>
Balance at end of previous reporting period		565,244	565,244
<b>Net Surplus / (Deficit) for Year</b>		(13,674)	(13,674)
<b>Balance at end of period</b>		<u>551,570</u>	<u>551,570</u>

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 2023**

	Notes	2023 \$	2022 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<i>Receipts:</i>			
Council Contributions		1,828,000	1,828,263
Fees & other charges		136,026	111,391
User charges		418,158	227,946
Investment receipts		14,506	4,044
Grants utilised for operating purposes		230,170	226,108
Other revenues		7,633	3,585
<i>Payments:</i>			
Employee costs		(1,847,155)	(1,764,556)
Materials, contracts & other expenses		(586,184)	(536,431)
Finance payments		(38,517)	(48,367)
<b>Net Cash provided by (or used in) Operating Activities</b>		<u>162,637</u>	<u>51,983</u>
 <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<i>Payments:</i>			
Expenditure on renewal/replacement of assets		(49,557)	(82,379)
<b>Net Cash provided by (or used in) Investing Activities</b>		<u>(49,557)</u>	<u>(82,379)</u>
 <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<i>Payments:</i>			
Repayments of borrowings		(38,391)	(74,132)
Repayment of principal portion of lease liabilities		(70,803)	(37,485)
<b>Net Cash provided by (or used in) Financing Activities</b>		<u>(109,194)</u>	<u>(111,617)</u>
<b>Net Increase (Decrease) in cash held</b>		<u>3,886</u>	<u>(142,013)</u>
Cash & cash equivalents at beginning of period	7	<u>640,883</u>	<u>782,896</u>
<b>Cash &amp; cash equivalents at end of period</b>	7	<u>644,769</u>	<u>640,883</u>

This Statement is to be read in conjunction with the attached Notes



**Eastern Health Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2023**

**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 on a going concern basis using the historical cost convention in accordance with Australian Accounting Standards as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board, Interpretations and relevant South Australian legislation.

The financial report was authorised for issue by certificate under regulation 14 of the Local Government (Financial Management) Regulations 2011 dated (insert date).

**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 these Notes.

**1.4 Rounding**

All amounts in the financial statements have been rounded to the nearest dollar.

**2 The Local Government Reporting Entity**

EHA is incorporated under the SA Local Government Act 1999 and has its principal place of business at 101 Payneham Rd, St Peters SA. These consolidated financial statements include EHA's direct operations and all entities through which EHA controls resources to carry on its functions. In the process of reporting on EHA as a single unit, all transactions and balances between activity areas and controlled entities have been eliminated.

**3 Income recognition**

**3.1 Revenue**

EHA recognises revenue under AASB 1058 Income of Not-for-Profit Entities (AASB 1058) or AASB 15 Revenue from Contracts with Customers (AASB 15) when appropriate.

In cases where there is an 'enforceable' contract with a customer with 'sufficiently specific' performance obligations, the transaction is accounted for under AASB 15 where income is recognised when (or as) the performance obligations are satisfied (i.e. when it transfers control of a product or service to a customer). Revenue is measured based on the consideration to which EHA expects to be entitled in a contract with a customer.

In other cases, AASB 1058 applies when EHA enters into transactions where the consideration to acquire an asset is 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 the 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 2023**

**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 EHA'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**

Receivables for rates and annual charges are secured over the subject land, and bear interest at rates determined in accordance with the Local Government Act 1999. Other receivables are generally unsecured and do not bear interest.

All receivables are reviewed as at the reporting date and adequate allowance made for amounts the receipt of which is considered doubtful.

All financial instruments are recognised at fair value at the date of recognition, except for trade receivables from a contract with a customer, which are measured at the transaction price. A detailed statement of the accounting policies applied to financial instruments also form part of Note 8.

**6 Property, Plant & Equipment**

**6.1 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.

**6.2 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. No capitalisation threshold is applied to the acquisition of land or interests in land.

**6.4 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.

**6.5 Impairment**

Assets whose future economic benefits are not dependent on the ability to generate cash flows, and where the future economic benefits would be replaced if EHA were deprived thereof, are not subject to impairment testing.

Other assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount (which is the higher of the present value of future cash inflows or value in use).

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 2023**  
**Note 1 - Significant Accounting Policies**

## **7 Payables**

### **7.1 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.

### **7.2 Payments Received in Advance & Deposits**

Amounts (other than grants) received from external parties in advance of service delivery, and security deposits held against possible damage to EHA assets, are recognised as liabilities until the service is delivered or damage reinstated, or the amount is refunded as the case may be.

## **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". Interest free loans are initially recognised at fair value with any difference between fair value and proceeds recognised in the profit and loss. The loan is subsequently measured at amortised cost with interest being recognised using the effective interest rate method.

## **9 Provisions**

### **9.1 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:

EHA makes employer superannuation contributions in respect of its employees to the Hostplus Superannuation Scheme. The Scheme has two types of membership, each of which is funded differently. Details of the accounting policies applied and EHA's involvement with the schemes are reported in Note 11.

## **10 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.

### **EHA as a lessee**

EHA recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

**Eastern Health Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2023**

**Note 1 - Significant Accounting Policies**

i) Right-of-use assets

EHA recognises right-of-use assets at the commencement date of the lease. Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, lease payments made at or before the commencement date less any lease incentives received and the estimate of costs to be incurred to restore the leased asset.

Right of use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

ii) Lease liabilities

At the commencement date of the lease, 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, EHA 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 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 UIG Abstract 1031 "Accounting for the Goods & Services Tax"

- Receivables and Creditors include GST receivable and payable.
- Except in relation to input taxed activities, revenues and operating expenditures exclude GST receivable and payable.
- Non-current assets and capital expenditures include GST net of any recoupment.
- Amounts included in the Statement of Cash Flows are disclosed on a gross basis.

## **13 New 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 2022. 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.

Nil

**Eastern Health Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2023**

**Note 2 - INCOME**

		2023	2022
	Notes	\$	\$
<b>COUNCIL CONTRIBUTIONS</b>			
City of Burnside		494,233	448,572
Cambelltown City Council		453,186	478,298
City of Norwood, Payneham & St Peters		584,210	571,786
City of Prospect		214,740	225,897
Town of Walkerville		81,631	103,710
		<b>1,828,000</b>	<b>1,828,263</b>
<b>STATUTORY CHARGES</b>			
Inspection Fees: Food		107,990	91,848
Inspection Fees: Legionella		10,027	8,524
SRF Licences		1,630	2,145
Fines & expiation fees		16,379	8,874
		<b>136,026</b>	<b>111,391</b>
<b>USER CHARGES</b>			
Immunisation: Clinic Vaccines		86,207	68,441
Immunisation: Service Provision		152,625	69,000
Immunisation: Worksite Vaccines		96,177	73,044
Immunisation: Clinic Service Fee		1,640	1,050
Food Auditing		120,970	84,006
		<b>457,619</b>	<b>295,541</b>
<b>INVESTMENT INCOME</b>			
Interest on investments:			
Local Government Finance Authority		15,866	4,320
		<b>15,866</b>	<b>4,320</b>
<b>OTHER INCOME</b>			
Motor Vehicle Reimbursements		4,357	2,992
Sundry		2,898	593
		<b>7,255</b>	<b>3,585</b>
<b>GRANTS, SUBSIDIES, CONTRIBUTIONS</b>			
<i>Other grants, subsidies and contributions - Operating</i>			
Immunisation: School Programme		209,229	182,701
Immunisation: AIR		18,941	18,240
Immunisation: PHN Project		2,000	25,167
		<b>230,170</b>	<b>226,108</b>
		<b>230,170</b>	<b>226,108</b>
<b>Sources of grants</b>			
<i>Other</i>		230,170	226,108
		<b>230,170</b>	<b>226,108</b>

**Eastern Health Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2023**

**Note 3 - EXPENSE**

	Notes	2023 \$	2022 \$
<b>EMPLOYEE COSTS</b>			
Salaries and Wages		1,580,063	1,510,095
Employee leave expense		54,041	18,047
Superannuation - defined contribution plan contributions	11	172,557	144,032
Superannuation - defined benefit plan contributions	11	20,103	16,909
Workers' Compensation Insurance		20,160	16,451
Other - Agency staff and Consultant Medical Officer		34,668	45,075
<b>Total Operating Employee Costs</b>		<b>1,881,592</b>	<b>1,750,609</b>
<b>Total Number of Employees</b>		<b>18</b>	<b>18</b>
<i>(Full time equivalent at end of reporting period)</i>			
<b>MATERIALS, CONTRACTS &amp; OTHER EXPENSES</b>			
<u>Prescribed Expenses</u>			
Auditor's Remuneration			
- Auditing the financial reports		8,800	8,300
Bad and Doubtful Debts			4,251
Governance expenses		16,038	10,437
Lease Expenses - short term leases	10	26,942	15,783
Subtotal - Prescribed Expenses		<b>51,780</b>	<b>38,771</b>
<u>Other Materials, Contracts &amp; Expenses</u>			
Accounting		3,775	5,127
Contractors		28,290	23,154
Energy		7,182	8,868
Fringe benefits tax		14,480	14,272
Human resources		8,794	15,657
Income protection		31,047	25,692
Insurance		39,010	30,085
IT licencing & support		151,411	147,883
Legal Expenses		14,321	13,560
Motor vehicle expenses		25,465	19,895
Parts, accessories & consumables		105,347	94,211
Printing & stationery		24,387	17,660
Staff training		20,974	13,410
Sundry		22,759	22,327
Telephone		16,248	17,758
Work health & safety consultancy		5,997	8,347
Subtotal - Other Materials, Contracts & Expenses		<b>519,487</b>	<b>477,906</b>
		<b>571,267</b>	<b>516,677</b>

**Eastern Health Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2023**

**Note 3 - EXPENSE con't**

	<b>2023</b>	<b>2022</b>
<b>Notes</b>	<b>\$</b>	<b>\$</b>
<b>DEPRECIATION, AMORTISATION &amp; IMPAIRMENT</b>		
<b>Depreciation</b>		
Buildings & Other Structures	<b>27,394</b>	23,642
Office Equipment, Furniture & Fittings	<b>3,752</b>	14,247
Right of Use Assets	<b>127,867</b>	130,955
	<b><u>159,013</u></b>	<b><u>168,844</u></b>
<b>FINANCE COSTS</b>		
Interest on Loans	<b>(836)</b>	5,532
Interest on Leases	<b>38,517</b>	41,220
	<b><u>37,681</u></b>	<b><u>46,752</u></b>

**Eastern Health Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2023**

**Note 4 - CURRENT ASSETS**

	Notes	2023 \$	2022 \$
<b>CASH &amp; EQUIVALENT ASSETS</b>			
Cash on Hand and at Bank		199,093	159,713
Deposits at Call		445,676	481,170
		<u>644,769</u>	<u>640,883</u>
<b>TRADE &amp; OTHER RECEIVABLES</b>			
Accrued Revenues		1,729	369
Debtors - general		270,172	230,711
		<u>271,901</u>	<u>231,080</u>



**Eastern Health Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2023**

**Note 5 -PROPERTY, PLANT & EQUIPMENT (IPP&E)**

	2022				2023			
	\$				\$			
Fair Value Level	Fair Value	Cost	Acc' Dep'n	Carrying Amount	Fair Value	Cost	Acc' Dep'n	Carrying Amount
Buildings & Other Structures	-	472,846	(259,254)	213,592	-	<b>472,846</b>	<b>(286,648)</b>	<b>186,198</b>
Office Equipment, Furniture & Fittings	-	268,730	(250,229)	18,501	-	<b>281,287</b>	<b>(253,981)</b>	<b>27,306</b>
Right of Use Assets	-	1,325,000	(342,844)	982,156	-	<b>1,362,000</b>	<b>(470,711)</b>	<b>891,289</b>
<b>Total IPP&amp;E</b>	-	2,066,576	(852,327)	1,214,249	-	<b>2,116,133</b>	<b>(1,011,340)</b>	<b>1,104,793</b>
<b>Comparatives</b>	-	2,070,032	(769,318)	1,300,714	-	2,066,576	(852,327)	1,214,249

*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 2023**

**Note 5 - PROPERTY, PLANT & EQUIPMENT**

	2022	Carrying Amounts Movement During the Year							2023	
	\$	\$							\$	
	Carrying Amount	Additions		Disposals	Dep'n	Impair't	Transfers		Net Reval'n	Carrying Amount
	New / Upgrade	Renewals	In				Out			
Buildings & Other Structures	213,592	-	-	-	(27,394)	-	-	-	-	<b>186,198</b>
Office Equipment, Furniture & Fittings	18,501	-	12,557	-	(3,752)	-	-	-	-	<b>27,306</b>
Right of Use Assets	982,156	-	37,000	-	(127,867)	-	-	-	-	<b>891,289</b>
<b>Total IPP&amp;E</b>	<b>1,214,249</b>	-	<b>49,557</b>	-	<b>(159,013)</b>	-	-	-	-	<b>1,104,793</b>
<b>Comparatives</b>	<b>1,300,714</b>	-	<b>82,379</b>	-	<b>(168,844)</b>	-	-	-	-	<b>1,214,249</b>

*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 2023**

**Note 6 - LIABILITIES**

	Notes	2023		2022	
		Current	Non-current	Current	Non-current
<b>TRADE &amp; OTHER PAYABLES</b>					
Goods & Services		60,791	-	75,708	-
Accrued expenses - employee entitlements		58,987	-	54,921	-
Accrued expenses - other		-	-	836	-
GST Payable		2,138	-	1,760	-
		<b>121,916</b>	<b>-</b>	<b>133,225</b>	<b>-</b>
<b>BORROWINGS</b>					
Loans		-	-	38,391	-
Leases Liabilities	10	111,865	881,032	102,403	961,297
		<b>111,865</b>	<b>881,032</b>	<b>140,794</b>	<b>961,297</b>
<b>PROVISIONS</b>					
LSL Employee entitlements (including oncosts)		136,974	44,614	165,971	9,860
AL Employee entitlements (including oncosts)		148,109	-	123,495	-
		<b>285,083</b>	<b>44,614</b>	<b>289,466</b>	<b>9,860</b>
<i>Amounts included in provisions that are not expected to be settled within 12 months of reporting date.</i>		-	-	-	-

**Eastern Health Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2023**

**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:

	<b>Notes</b>	<b>2023</b>	2022
		<b>\$</b>	<b>\$</b>
Total cash & equivalent assets	4	<b>644,769</b>	640,883
Balances per Cash Flow Statement		<b><u>644,769</u></b>	<b><u>640,883</u></b>

**(b) Reconciliation of Change in Net Assets to Cash from Operating Activities**

Net Surplus (Deficit)		<b>25,383</b>	(13,674)
Non-cash items in Income Statement			
Depreciation, amortisation & impairment		<b>159,013</b>	168,844
Net increase (decrease) in unpaid employee benefits		<b>34,437</b>	(13,947)
		<b><u>218,833</u></b>	<u>141,223</u>
Add (Less): Changes in Net Current Assets			
Net (increase) decrease in receivables		<b>(40,443)</b>	(42,179)
Net increase (decrease) in trade & other payables		<b>(15,753)</b>	(47,061)
<b>Net Cash provided by (or used in) operations</b>		<b><u>162,637</u></b>	<b><u>51,983</u></b>

**(c) Financing Arrangements**

Unrestricted access was available at balance date to the following lines of credit:

Corporate Credit Cards	<b>5,000</b>	5,000
------------------------	--------------	-------

The bank overdraft facilities may be drawn at any time and may be terminated by the bank without notice.

**Eastern Health Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2023**

**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 of 4.3% (2022: 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 EHA is not materially exposed to any individual debtor, credit risk exposure is concentrated within the EHA's boundaries.

**Carrying amount:** approximates fair value (after deduction of any allowance).

**Receivables - other levels of government**

**Accounting Policy:** initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

**Terms & conditions:** Amounts due have been calculated in accordance with the terms and conditions of the respective programs following advice of approvals, and do not bear interest. All amounts are due by Departments and Agencies of State and Federal Governments.

**Carrying amount:** approximates fair value.

**Liabilities - Creditors and Accruals**

**Accounting Policy:** Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the EHA.

**Terms & conditions:** Liabilities are normally settled on 30 day terms.

**Carrying amount:** approximates fair value.

**Liabilities - Interest Bearing Borrowings**

**Accounting Policy:** initially recognised at fair value and subsequently at amortised cost, 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 2023**

**Note 8 - FINANCIAL INSTRUMENTS (con't)**

**Liquidity Analysis**

<b>2023</b>	Due < 1 year	Due > 1 year ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
<b>Financial Assets</b>	\$	\$	\$	\$	\$
Cash & Equivalents	644,769	-	-	644,769	644,769
Receivables	273,003	-	-	273,003	271,901
<b>Total</b>	<b>917,772</b>	<b>-</b>	<b>-</b>	<b>917,772</b>	<b>916,670</b>
<b>Financial Liabilities</b>					
Payables	96,432	-	-	96,432	62,929
Lease Liabilities	111,865	464,492	576,357	1,152,714	992,897
<b>Total</b>	<b>208,297</b>	<b>464,492</b>	<b>576,357</b>	<b>1,249,146</b>	<b>1,055,826</b>
<b>2022</b>	Due < 1 year	Due > 1 year; ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
<b>Financial Assets</b>	\$	\$	\$	\$	\$
Cash & Equivalents	640,883	-	-	640,883	640,883
Receivables	233,141	-	-	233,141	233,141
<b>Total</b>	<b>874,024</b>	<b>-</b>	<b>-</b>	<b>874,024</b>	<b>874,024</b>
<b>Financial Liabilities</b>					
Payables	77,861	-	-	77,861	77,861
Current Borrowings	38,391	-	-	38,391	38,391
Lease Liabilities	102,403	347,325	613,972	1,063,700	1,063,700
<b>Total</b>	<b>218,655</b>	<b>347,325</b>	<b>613,972</b>	<b>1,179,952</b>	<b>1,179,952</b>

The following interest rates were applicable to EHA's borrowings at balance date:

	30 June 2023		30 June 2022	
	Weighted Average Interest Rate	Carrying Value	Weighted Average Interest Rate	Carrying Value
	%	\$	%	\$
Fixed Interest Rates		-	4.75	122,523
		-		122,523

**Eastern Health Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2023**

**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 EHA.

**Risk Exposures:**

Credit Risk represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of EHA is the carrying amount, net of any impairment. All EHA investments are made with the SA Local Government Finance Authority and are guaranteed by the SA Government. Except as detailed in Note 4 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. EHA has a balance of both fixed and variable interest rate borrowings and investments. Cash flow fluctuations are managed holistically in seeking to minimise interest costs over the longer term in a risk averse manner.

**Eastern Health Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2023**

**Note 9 - UNIFORM PRESENTATION OF FINANCES**

The following is a high level summary of both operating and capital investment activities of EHA prepared on a simplified Uniform Presentation Framework basis, adjusted for timing differences associated with prepaid Federal assistance Grants required to be recognised as revenue on receipt in accordance with Australian Accounting Standards.

All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.

The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances.

	2023	2022
	\$	\$
<b>Income</b>		
<i>Council Contributions</i>	<b>1,828,000</b>	1,828,263
<i>Statutory charges</i>	<b>136,026</b>	111,391
<i>User charges</i>	<b>457,619</b>	295,541
<i>Grants, subsidies and contributions - Operating</i>	<b>230,170</b>	226,108
<i>Investment income</i>	<b>15,866</b>	4,320
<i>Other income</i>	<b>7,255</b>	3,585
	<b><u>2,674,936</u></b>	<u>2,469,208</u>
<b>Expenses</b>		
<i>Employee costs</i>	<b>(1,881,592)</b>	(1,750,609)
<i>Materials, contracts and other expenses</i>	<b>(571,267)</b>	(516,677)
<i>Depreciation, amortisation and impairment</i>	<b>(159,013)</b>	(168,844)
<i>Finance costs</i>	<b>(37,681)</b>	(46,752)
	<b><u>(2,649,553)</u></b>	<u>(2,482,882)</u>
<b>Operating Surplus / (Deficit)</b>	<b>25,383</b>	(13,674)
<b>Net Outlays on Existing Assets</b>		
Capital Expenditure on renewal and replacement of Existing Assets	<b>(49,557)</b>	(82,379)
Add back Depreciation, Amortisation and Impairment	<b>159,013</b>	168,844
	<b><u>109,456</u></b>	<u>86,465</u>
<b>Annual Net Impact to Financing Activities</b>	<b><u>134,839</u></b>	<u>72,791</u>



**Eastern Health Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2023**

**Note 10 - LEASES**

**EHA as a Lessee**

**Right of Use Assets**

*(include description of assets which are leased)*

Set out below are the carrying amounts (written down value) of right of use assets recognised within Property, Plant & Equipment and the movements during the period:

<b>Right of Use Assets (Carrying Value)</b>	<b>Building &amp; Other Structures</b>	<b>Motor Vehicles</b>	<b>Office Equipment</b>	<b>Total</b>
At 1 July 2022	912,000	70,156	-	982,156
Additions	-	37,000	-	37,000
Depreciation Charge	(96,000)	(31,867)	-	(127,867)
<b>At 30 June 2023</b>	<b>816,000</b>	<b>75,289</b>	<b>-</b>	<b>891,289</b>

Set out below are the carrying amounts of lease liabilities (including under interest bearing loans and borrowings) and the movements during the period:

	<b>2023</b>
Opening Balance 1 July 2022	1,063,670
Additions	37,000
Payments	(107,773)
<b>Closing Balance 30 June 2023</b>	<b>992,897</b>
<b>Current</b>	<b>111,865</b>
<b>Non Current</b>	<b>881,032</b>

The maturity analysis of lease liabilities is included in Note 8.

EHA and its associated entities (the group) had total cash outflows for leases of \$146,321.

**The following are amounts recognised on profit or loss:**

Depreciation expense right of use assets	127,867
Interest expense on lease liabilities	38,517
Expenses relating to short term leases	26,942
<b>Total amount recognised in profit and loss</b>	<b>193,326</b>

**Eastern Health Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2023**

**Note 11 – SUPERANNUATION**

EHA makes employer superannuation contributions in respect of its employees to Hostplus (formerly Local Government Superannuation Scheme and Statewide Super). There are two types of membership, each of which is funded differently. Permanent and contract employees of the South Australian Local Government sector with Salarylink benefits prior to 24 November 2009 have the option to contribute to the Accumulation section and/or Salarylink. All other employees (including casuals) have all contributions allocated to the Accumulation section.

**Accumulation only Members**

Accumulation only members receive both employer and employee contributions on a progressive basis. Employer contributions are based on a fixed percentage of ordinary time earnings in accordance with superannuation guarantee legislation (10.5% in 2022-23; 10% in 2021-22). No further liability accrues to 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 2021-22) 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 EHA.

**Eastern Health Authority**  
**Notes to and forming part of the Financial Statements**  
**for the year ended 30 June 2023**

**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 2023.

**Note 13 - EVENTS OCCURRING AFTER BALANCE DATE**

There are no events subsequent to 30 June 2023 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 2023**

**Note 14 - RELATED PARTY DISCLOSURES**

**KEY MANAGEMENT PERSONNEL**

The Key Management Personnel of EHA include the Chairperson, Board Members, CEO and certain prescribed officers under section 112 of the Local Government Act 1999. In all the Key Management personnel were paid the following total compensation:

	<b>2023</b>	2022
	<b>\$</b>	\$
Salaries, allowances & other short term benefits	<b>192,884</b>	190,215
<b>TOTAL</b>	<b>192,884</b>	190,215

Amounts received from Related Parties during the financial year:

	<b>2023</b>	2022
	<b>\$</b>	\$
City of Burnside	<b>494,233</b>	<b>448,572</b>
Cambelltown City Council	<b>453,186</b>	<b>478,298</b>
City of Norwood, Payneham & St Peters	<b>584,210</b>	<b>571,786</b>
City of Prospect	<b>214,740</b>	<b>225,897</b>
Town of Walkerville	<b>81,631</b>	<b>103,710</b>
<b>TOTAL</b>	<b>1,828,000</b>	1,828,263

Amounts paid to Related Parties during the financial year:

	<b>2023</b>	2022
	<b>\$</b>	\$
City of Norwood, Payneham & St Peters	<b>112,121</b>	<b>2,110,754</b>
<b>TOTAL</b>	<b>112,121</b>	2,110,754

**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 2023**

**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 2023, Bentleys SA Audit Partnership, Chartered Accountants, has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.

  
.....  
Michael Livori  
**CHIEF EXECUTIVE OFFICER**

  
.....  
Madeleine Harding  
**PRESIDING MEMBER  
AUDIT COMMITTEE**

Date: 23/8/23



**EASTERN HEALTH AUTHORITY**

**ANNUAL FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2023**

**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 2023, 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*.

A handwritten signature in blue ink, appearing to read 'Paul Di Iulio', is written over a horizontal line.

.....  
Paul Di Iulio  
**CHIEF EXECUTIVE OFFICER  
CAMPBELLTOWN CITY COUNCIL**

Date: 20.7.2023



**EASTERN HEALTH AUTHORITY**

**ANNUAL FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2023**

**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 2023, 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*.

A handwritten signature in black ink, appearing to read 'Chris Cowley', is positioned above a horizontal dotted line.

Chris Cowley  
**CHIEF EXECUTIVE OFFICER  
CITY OF BURNSIDE**

Date: 12/07/2023




EASTERN HEALTH AUTHORITY

**ANNUAL FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2023**

**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 2023, 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 Barone  
CHIEF EXECUTIVE OFFICER  
CITY OF NORWOOD PAYNEHAM & ST PETERS

Date: 11. 07. 2023.





EASTERN HEALTH AUTHORITY

**ANNUAL FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2023**

**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 2023, 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: 11/7/23

**EASTERN HEALTH AUTHORITY****ANNUAL FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2023****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 2023 and the results of its operations and cash flows for the financial year.
- internal controls implemented by EHA provide a reasonable assurance that EHA's financial records are complete, accurate and reliable and were effective throughout the financial year.
- the financial statements accurately reflect EHA's accounting and other records.

Michael Livori  
**CHIEF EXECUTIVE OFFICER**

Cr Peter Cornish  
**CHAIRPERSON  
EHA BOARD OF MANAGEMENT**

Date: 30 August 2023

**Bentleys SA Audit Partnership**

Level 5  
63 Pirie Street  
Adelaide SA 5000

GPO Box 939  
Adelaide SA 5001

ABN 43 877 091 903

T +61 8 8372 7900

F +61 8 8372 7999

admin@adel.bentleys.com.au  
bentleys.com.au

**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 2023, 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**

A handwritten signature in blue ink, appearing to read "David Francis", is written over a light blue circular stamp.

David Francis  
Partner

Dated at Adelaide this 22<sup>nd</sup> day of August 2023



# HIGHBURY LANDFILL AUTHORITY

## ANNUAL REPORT 2022 / 2023

### GOVERNANCE AND ADMINISTRATION

#### BOARD AND AUDIT COMMITTEE MEMBERS

##### BURNSIDE

**Mr. Chris Cowley**  
(Board Member)

##### NORWOOD, PAYNEHAM & ST PETERS

**Cr Grant Piggott**  
(Board Member)

##### WALKERVILLE

**Mr. James Kelly**  
(Board Member and Chair)

##### INDEPENDENT AND PRE-SIDING MEMBER AUDIT COMMITTEE

**Corinne Garrett**

Norwood Payneham and St Peters Council appointed Cr Grant Piggott to replace Cr John Minney 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 Board of HLA extend their appreciation for the years of service John has given to Local Government and especially in his role as a long standing Board Member and Chair of the Authority.

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 volume and quality continues to degrade and Ennovo was awarded a three year contract 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 13 years into the post



*Re-vegetated Landfill*

closure management period. The provision in the accounts is a net present value (NPV) calculation of the future cash outflows to manage the remaining 12 years.

An internal review of the provision calculation was undertaken this year by management and the cashflow assumptions were considered appropriate. The inflation rate was increased inline with the RBA projections and the interest rates revised to match future predicted Commonwealth bond rates. These revised rates in the provision calculation has had a material impact on the balance sheet.

#### SPECIAL POINTS OF INTEREST:

- The Risk Management Plan continued to be the measure of how the site was managed during the year.
- The board has noted that the HLA will need to provide carbon emission data to Member Councils to conform to the new accounting standards for carbon to be introduced in 26/27 financial year.
- Dean Newberry is the Authority's Auditor to the 24/25 financial year.



*Landfill gas remote boundary monitoring bore*

## ANNUAL REPORT 2022/2023

### CLOSURE & POST-CLOSURE MANAGEMENT

The site is maintained with annual spraying for noxious weeds and regular grass cutting and maintenance in accordance with the landfill closure plan. The Leachate pond is designed to collect leachate from the landfill gas collection infrastructure of pipes and wells in the winter months. This leachate then evaporates during the summer months. The EPA has access to monthly reports on landfill gas extraction and monitoring. These reports show compliance with the risk profile for the site.

Ennovo has been awarded a new 3 year contract to manage the landfill gas and the HLA Board has approved an upgrade to the Lo-Cal flare that will increase its life for a further 5-7 years.



Lo-Cal Flare

### FINANCIAL SUMMARY FOR THE YEAR ENDING 30 JUNE 2023

#### Income Statement as at 30 June 2023

#### Statement of Financial Position as at 30 June 2023

	<u>2023</u>	<u>2022</u>		<u>2023</u>	<u>2022</u>
	\$	\$		\$	\$
<b><u>INCOME</u></b>			<b><u>CURRENT ASSETS</u></b>		
Interest Received	378	199	Cash & Cash Equivalents	141,933	216,772
Sundry Income	20,328	20,454	Trade & Other Receivables	25,778	25,031
Highbury Landfill Provision	-	457,724	<b>Total Current Assets</b>	<b>167,711</b>	<b>241,803</b>
<b>TOTAL INCOME</b>	<b>20,706</b>	<b>478,377</b>			
			<b><u>NON-CURRENT ASSETS</u></b>		
<b><u>EXPENSES</u></b>			Infrastructure, Property, Plant	85,859	111,077
Materials, contracts & other expenses	3,300	3,000	<b>Total Non-Current Assets</b>	<b>85,859</b>	<b>111,077</b>
Depreciation, amortisation & impairment	25,218	25,218	<b><u>TOTAL ASSETS</u></b>	<b>253,570</b>	<b>352,880</b>
Finance Payments	4,503	5,514			
Highbury Closure Provision	328,520	0	<b><u>CURRENT LIABILITIES</u></b>		
<b>TOTAL EXPENSES</b>	<b>361,541</b>	<b>33,732</b>	Trade and Other Payables	36,138	111,385
<b>OPERATING SURPLUS/ (DEFICIT)</b>	<b>(340,835)</b>	<b>444,645</b>	Borrowings	28,597	27,554
			Provisions	345,202	204,952
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>(340,835)</b>	<b>448,827</b>	<b>Total Current Liabilities</b>	<b>409,937</b>	<b>343,891</b>
			<b><u>NON-CURRENT LIABILITIES</u></b>		
			Borrowings	76,317	104,913
			Provisions	2,146,621	2,142,546
			<b>Total Non-Current Liabilities</b>	<b>2,222,938</b>	<b>2,247,459</b>
			<b>TOTAL LIABILITIES</b>	<b>2,632,875</b>	<b>2,591,350</b>
			<b>NET ASSETS</b>	<b>(2,379,305)</b>	<b>(2,238,470)</b>
			<b><u>EQUITY</u></b>		
			Accumulated Deficit	(2,379,305)	(2,238,470)
			<b>TOTAL EQUITY</b>	<b>(2,379,305)</b>	<b>(2,238,470)</b>



Leachate Pond Highbury Landfill

**AERIAL MAP OF LANDFILL GAS MONITORING LOCATIONS FOR THE HIGHBURY LANDFILL TO MONITOR COMPLIANCE WITH THE RISK MANAGEMENT PLAN FOR THE SITE.**

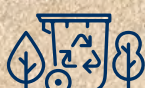
**LANDFILL GAS MANAGEMENT AT Highbury**

- The plan opposite shows the network of monitoring bores to assist in managing landfill gas on the site.
- Boundary gas extraction bores have been established on the southern and eastern boundaries of the site.
- Landfill gas monitoring bores were monitored monthly during the year
- Ennovo extract landfill gas from approximately 80 extraction bores located over the site and flare the landfill gas to reduce the carbon footprint.
- The landfill gas quality and quantity is declining and a modification to the existing flare will allow its continued operation for a further 6-7 years..
- The ongoing flaring of the landfill gas ensures that the gas is controlled from the site to comply with the risk management plan.
- The Landfill gas extraction infrastructure will also be upgrade in the 23/24 year to enhance the performance of the gas field.



# EastWaste

## ANNUAL REPORT 2022-2023







**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.**

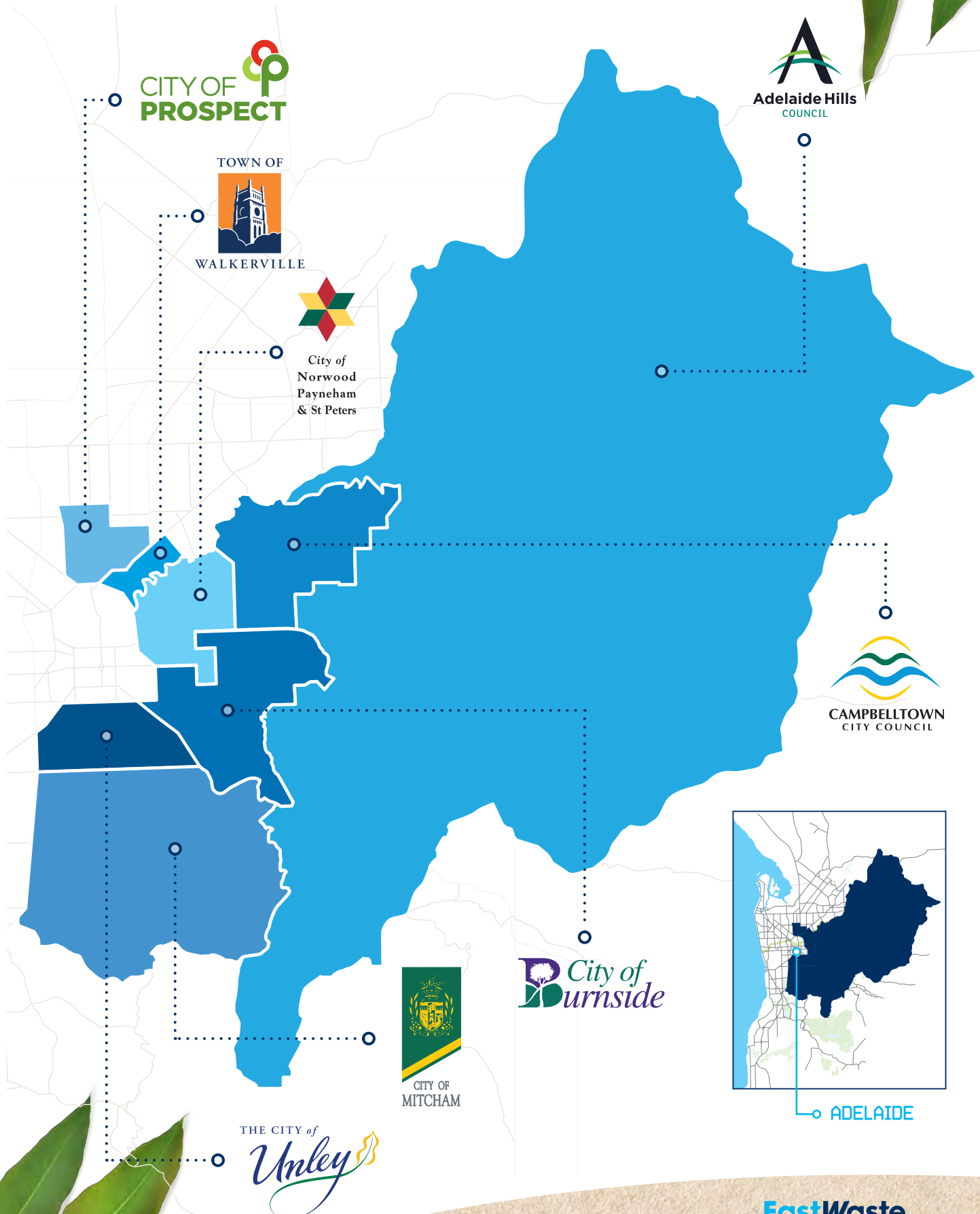
**EastWaste**

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# East Waste Service Area



# Chairperson's Report

**I am pleased to present my fourth Annual Report as the Chairperson of East Waste, covering the 2022/2023 financial year. This year has been marked by a number of key milestones as we continued to focus on our strategic vision “to be the leading waste logistics company in Australia through the delivery of innovative collection and resource management services to our Member Councils and their communities”.**

Welcoming the City of Unley as a new member Council in August 2022 was a significant achievement for East Waste and helps to highlight the value that East Waste brings to our member Councils and their Communities. The addition of our eighth (8) member council underlines our commitment to fostering collaboration and ensuring sustainable waste management solutions for our growing community of Member Councils. The ability for the collective East Waste team to effectively plan and remain adaptable resulted in the onboarding of the City of Unley being a seamless transition.

Our Audit and Risk Management Committee has continued to provide invaluable advice on risk management, financial stewardship, and

governance which have been pivotal to our sustained success. I would like to extend my appreciation to all Committee members for their ongoing support and advice.

East Waste's dedication to driving behavioural change and education in South Australia remains a cornerstone of our mission. We have established enduring partnerships with key organisations such as Green Industries and KESAB to champion change within the communities we serve. These partnerships enable us to provide accurate and timely information to our communities, facilitating a transition toward sustainable waste management practices outlined in our 2030 Strategic Plan.



# Chairperson's Report

In line with the local government elections we saw a notable transformation in our Board's composition.

This shift brought about fresh perspectives and diverse expertise during the 2022/2023 financial year. The new additions are poised to reinforce the Board's capacity to drive favourable outcomes for East Waste and our Member Councils.

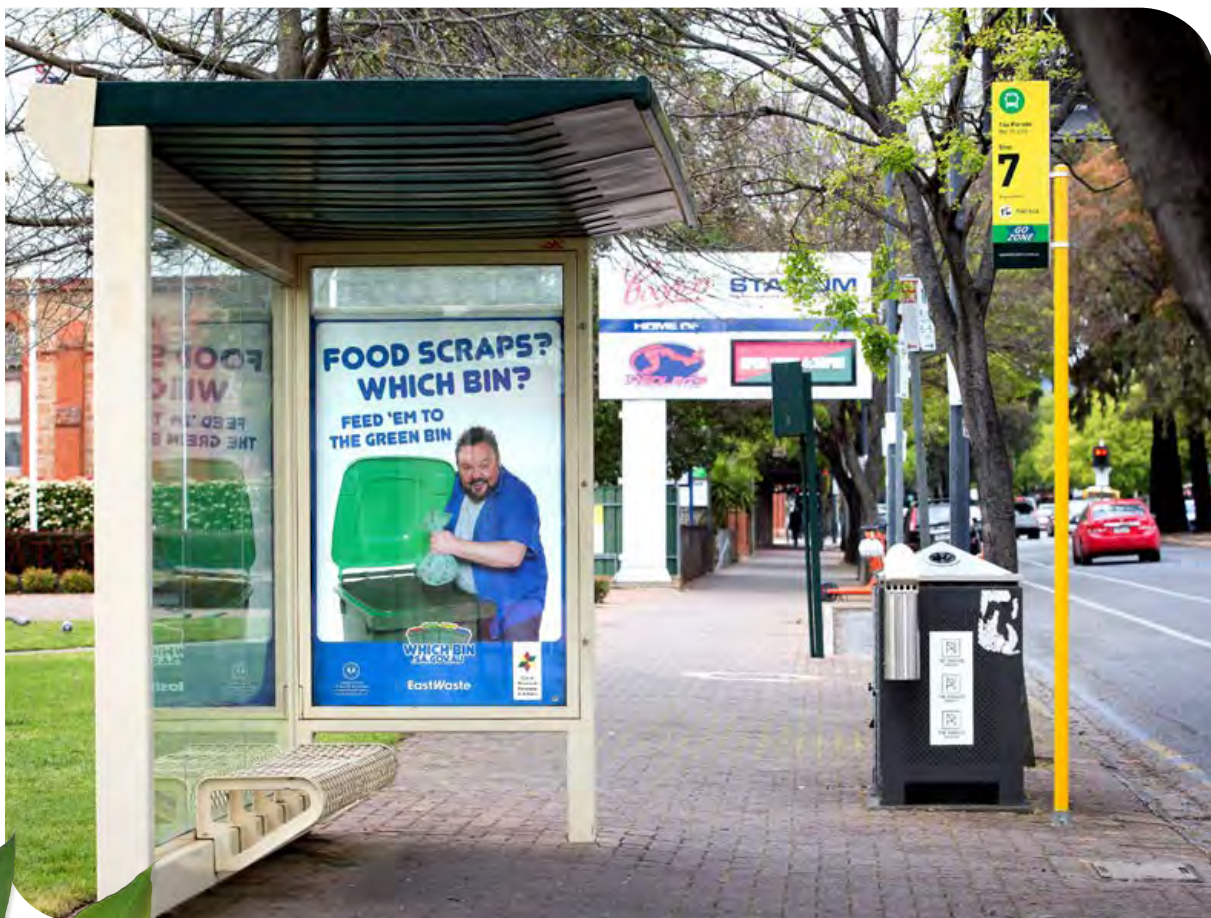
I would like to take this opportunity to extend my appreciation to both our current and departing Board members for their valuable contributions. Your dedication and insights have been instrumental in steering East Waste, and your continued support is pivotal as we continue to innovate and lead change in the industry.

Drawing upon my extensive experience in the waste industry, I am excited about the ever-changing landscape that lies ahead.

East Waste will continue to lead, evolve, and grow as we collectively address the challenges and opportunities that shape the future of waste management. I look forward to another year of progress and innovation as we work together to create a financially and environmentally sustainable future.



**Fraser Bell**  
Independent Chairperson





EastWaste

# In 2022-2023 East Waste...



**116,820** TOTAL TONNAGES COLLECTED



**9,800,000<sup>+</sup>** ANNUAL BIN COLLECTIONS



**21,904** HARD WASTE COLLECTIONS COMPLETED



**2,950** HARD WASTE TONNES CONVERTED TO FUEL



**58%** OF MATERIAL DIVERTED FROM LANDFILL



**50** COLLECTION VEHICLES



**8,421** BIN REPAIRS UNDERTAKEN BY THE MOBILE TEAM



**4,091** BIN DELIVERIES COMPLETED



**93,750** ENQUIRIES RECEIVED & RESOLVED



**12,189** MATTRESS'S COLLECTED AND RECYCLED



**6,185** ADDITIONAL BIN PERMITS APPROVED

# General Manager's Report

**This year has been a significant one for us, marked by a number of milestones and achievements. Our commitment to sustainability, innovation, and operational efficiency has ensured our success in delivering exceptional waste management services to our member Councils and their communities.**

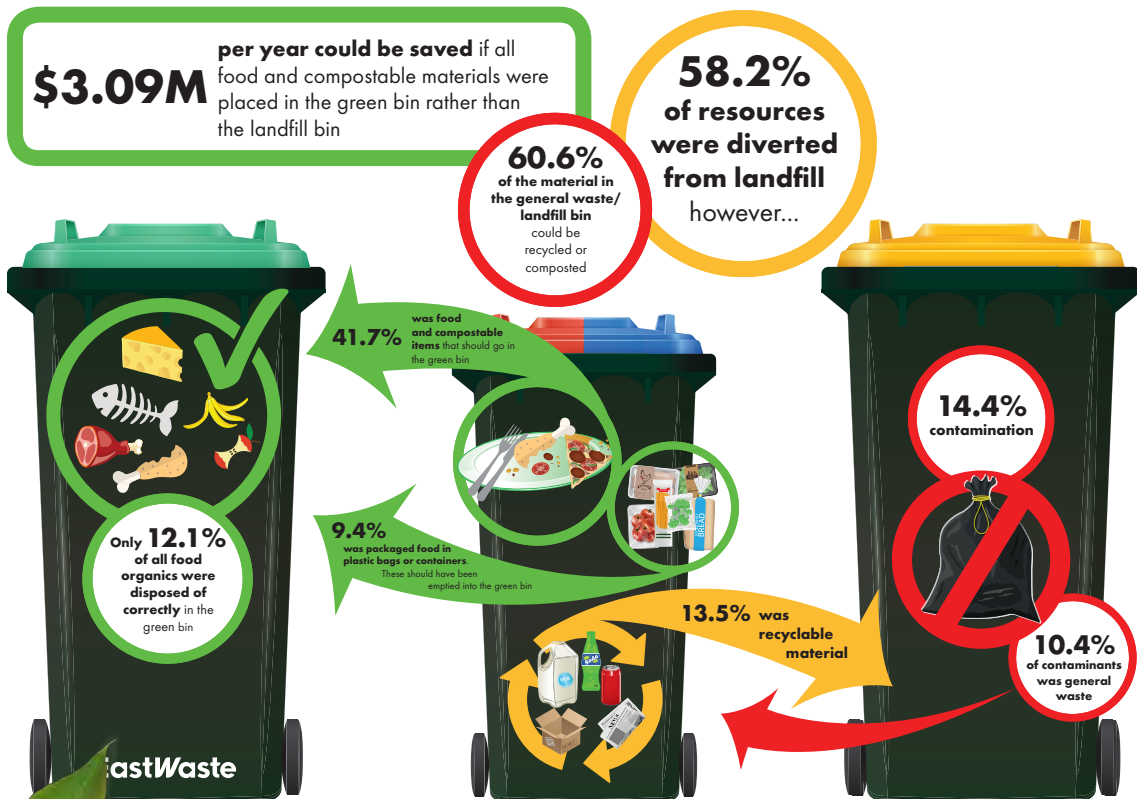
In August 2022, we were thrilled to welcome the City of Unley as a new Member Council. This is one of the most significant changes for East Waste in recent years, the new addition not only provided our existing Member Councils with reduced costs, it has also strengthened our regional network and opportunities for collective collaboration in waste management initiatives.

We look forward to working closely with the City of Unley who share our commitment to drive positive sustainability change.

During FY23, East Waste established crucial partnerships with two (2) leading recycling facilities being Central Adelaide Waste and Recycling Authority (CAWRA) and the Southern Region Waste Resource Authority (SRWRA). These strategic alliances have provided additional

recycling and circular economy flexibility whilst also enhancing our recycling capabilities and promoting sustainable waste practices. Our joint efforts continue to reduce the environmental impact of waste disposal and improve the circular economy within our region.

We continued our commitment to optimising waste segregation and recycling practices through comprehensive kerbside bin audits. These audits provided valuable insights into the composition of waste generated within our communities, enabling us to tailor educational campaigns and encourage responsible waste disposal habits. By promoting awareness and addressing contamination issues, we aim to continue to increase recycling rates, minimise costs and reduce waste/resources going to landfill.





# General Manager's Report

In our pursuit of our strategic goal associated with reducing organic waste being sent to landfills, we have started working with a number of our Member Councils to investigate weekly Food/Organics bin collections (FOGO trials). FOGO trials will commence in FY24 and will see some of our member Councils introducing fortnightly waste collections services and weekly food/organics collections. These trials will provide valuable information and we anticipate seeing an improvement in waste/ landfill diversion as a direct result.

None of our accomplishments would have been possible without the dedication and hard work of our exceptional team. Their unwavering commitment to excellence, innovation, and customer service has been the driving force behind our continued success. I extend my deepest gratitude to all East Waste staff, Board and Audit & Risk Committee members for their efforts and passion in making a positive impact

on the environment and the communities we serve. As we conclude the 2023 fiscal year, I am proud of the progress we have made towards our vision of being the leading waste logistics company in Australia.

We remain steadfast in our commitment to sustainability, continuous improvement, and fostering strong relationships with our member Councils and stakeholders.




**Rob Gregory**  
General Manager





# Kerbside Tonnages Collected



Member Council	Recyclables	Organics	Waste
Adelaide Hills Council	3,347	5,043	7,465
City of Burnside	3,816	7,704	7,021
Campbelltown City Council	4,024	8,000	9,932
City of Mitcham *	5,426	11,792	11,480
City of Norwood Payneham & St Peters	3,204	5,620	6,799
City of Prospect	1,695	3,393	3,878
City of Unley **	3,088	5,872	5,727
Town of Walkerville	658	1,214	1,436

\*City of Mitcham undertakes the collection of Landfill for its residents

\*\* City of Unley's collections commenced on 1 August, 2022 (11 months of collections).



# 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 eight directors – one director appointed by each of the Member Councils, and one independent person who acts as Chair. The Board appoints a General Manager who is responsible for implementing

the decisions made by the Board and running the day-to-day operations of East Waste. The Board held seven formal meetings over the 2022-2023 financial year. The table below details Board Member attendance.

BOARD MEMBER	MEETINGS
<b>Mr Fraser Bell</b> (Chair)	7/7
<b>Cr Linda Green</b> (Adelaide Hills Council) *ceased November 2022	3/4
<b>Mr Paul Di Iulio</b> (Campbelltown City Council)	2/7
<b>Mayor Heather Holmes-Ross</b> (City of Mitcham)	7/7
<b>Cr Mike Stock</b> (City of Norwood, Payneham & St Peters) *ceased November 2022	4/4
<b>Cr Rob Ashby</b> (Corporation of the Town of Walkerville) *ceased November 2022	2/4
<b>Cr Jenny Turnbull</b> (City of Burnside) *ceased November 2022	2/4
<b>Mr Sam Dilena</b> (City of Prospect) *commenced September 2022	6/6
<b>Mr Claude Malak</b> (City of Unley) *commenced September 2022	5/6
<b>Cr Claire Clutterham</b> (City of Norwood Payneham & St Peters) *commenced January 2023	3/3
<b>Cr Lucy Huxter</b> (Adelaide Hills Council) *commenced January 2023	2/3
<b>Mayor Melissa Jones</b> (Corporation of the Town of Walkerville) *commenced January 2023	2/3
<b>Cr Ted Jennings</b> (City of Burnside) *commenced January 2023	2/3

# East Waste Governance

DEPUTY DIRECTOR ATTENDANCE	MEETINGS
Mr Peter Tsokas (City of Unley)	1
Mr Peter Brice (Adelaide Hills Council)	1
Cr Victoria McFarlane (City of Norwood Payneham & St Peters)	2
Cr Jay Allanson (Corporation of the Town of Walkerville)	1
Mr Andrian Wiguna (Campbelltown City Council)	1

## Audit and Risk Management Committee

In accordance with the requirements of the Local Government Act 1999, East Waste has an established Audit and Risk Management Committee (the Audit Committee).

The principal objective of the Audit Committee is to ensure that the East Waste Board meets it

legislative and probity requirements as required by the Local Government Act 1999 and other relevant legislation, standards and codes.

The Audit Committee held six formal meetings over the 2022-2023 financial year. The table below details Audit Committee Member attendance.

AUDIT & RISK MANAGEMENT COMMITTEE MEMBER	MEETINGS
Mr Fraser Bell (Independent Board Chair)	6/6
Cr Linda Green (Independent Member) *ceased as Board Member and was appointed Independent Member in February 2023	5/6
Ms Emma Hinchey (Independent Member and Chair)	6/6
Ms Sandra Di Blasio (Independent Member)	6/6
Mr Paul Di Iulio (Board Member) *appointed to the Board in April 2023	0/2

The Audited Financial Statements for the year ending 30 June 2023 are provided on the following pages.

**EastWaste**  
FINANCIAL  
STATEMENTS  
**2022-2023**



# Financial Statements

## 2022-2023

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# Financial Statements

## 2022-2023

### CERTIFICATION OF FINANCIAL STATEMENTS

#### EASTERN WASTE MANAGEMENT AUTHORITY INC

Annual Financial Statements  
for the financial year ended 30 June 2023

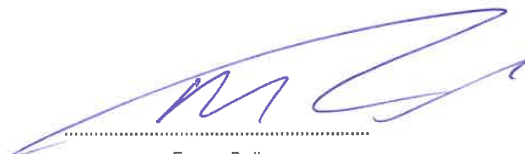
#### Certification of Financial Statements

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 2023 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: 21 SEPTEMBER 2023



# Financial Statements

## 2022-2023

A350

### STATEMENT OF COMPREHENSIVE INCOME for the year ended 30 June 2023

	Notes	2023 \$'000	2022 \$'000
<b>INCOME</b>			
User charges	2	21,188	16,579
Investment income	2	46	10
Grants, subsidies and contributions		-	81
Other	2	1,078	932
<b>Total Income</b>		<b>22,312</b>	17,602
<b>EXPENSES</b>			
Employee costs	3	7,476	6,386
Materials, contracts & other expenses	3	12,184	9,303
Finance costs	3	354	246
Depreciation & amortisation	3	2,108	2,043
<b>Total Expenses</b>		<b>22,122</b>	17,978
<b>OPERATING SURPLUS</b>		<b>190</b>	(376)
Asset disposal & fair value adjustments	4	143	7
<b>NET SURPLUS</b>		<b>333</b>	(369)
Other Comprehensive Income		-	-
<b>Total Other Comprehensive Income</b>		-	-
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>333</b>	(369)

This Statement is to be read in conjunction with the attached Notes.

# Financial Statements

## 2022-2023

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### STATEMENT OF FINANCIAL POSITION for the year ended 30 June 2023

	Notes	2023 \$'000	2022 \$'000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents	5	3,953	2,001
Trade & other receivables	5	746	935
Inventory		43	50
<b>Total Current Assets</b>		<b>4,742</b>	2,986
<b>Non-current Assets</b>			
Property, Plant & Equipment	6	9,510	8,542
<b>Total Non-current Assets</b>		<b>9,510</b>	8,542
<b>Total Assets</b>		<b>14,252</b>	11,528
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade & Other Payables	7	1,266	1,436
Provisions	7	871	778
Borrowings	7	2,306	1,940
<b>Total Current Liabilities</b>		<b>4,443</b>	4,154
<b>Non-current Liabilities</b>			
Borrowings	7	8,490	6,410
Provisions	7	136	114
<b>Total Non-current Liabilities</b>		<b>8,626</b>	6,524
<b>Total Liabilities</b>		<b>13,069</b>	10,678
<b>Net Assets</b>		<b>1,183</b>	850
<b>EQUITY</b>			
Accumulated Surplus		1,183	850
<b>Total Equity</b>		<b>1,183</b>	850

This Statement is to be read in conjunction with the attached Notes.



# Financial Statements

## 2022-2023

### STATEMENT OF CHANGES IN EQUITY for the year ended 30 June 2023

	Accumulated Surplus \$'000	Total Equity \$'000
<b>Balance at start of period - 1 July 2022</b>	850	850
Net Surplus for Year	333	333
<b>Other Comprehensive Income</b>		
Contributed Equity	-	-
Distributions to Member Councils	-	-
<b>Balance at end of period - 30 June 2023</b>	<u>1,183</u>	<u>1,183</u>
<b>Balance at start of period - 1 July 2021</b>	1,219	1,219
Net Surplus for Year	(369)	(369)
<b>Other Comprehensive Income</b>		
Contributed Equity	-	-
Distributions to Member Councils	-	-
<b>Balance at end of period - 30 June 2022</b>	<u>850</u>	<u>850</u>

This Statement is to be read in conjunction with the attached Notes.

# Financial Statements

## 2022-2023

### STATEMENT OF CASH FLOWS for the year ended 30 June 2023

	Notes	2023 \$'000	2022 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Operating receipts		22,455	17,400
Investment receipts		46	9
Employee costs		(7,361)	(6,245)
Materials, contracts & other expenses		(12,397)	(9,613)
Finance payments		(304)	(258)
<b>Net cash provided by operating activities</b>	8	<b>2,439</b>	1,293
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Sale of replaced assets	4	145	86
Expenditure on renewal/replacement of assets	6	(587)	(2,305)
Expenditure on new/upgraded assets	6	(2,484)	(244)
<b>Net cash used in investing activities</b>		<b>(2,926)</b>	(2,463)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Proceeds from Borrowings		4,525	2,031
Repayments of Borrowings		(1,815)	(1,791)
Repayment of lease liabilities		(271)	(237)
<b>Net cash provided by (used in) financing activities</b>		<b>2,439</b>	3
<b>Net Increase (Decrease) in cash held</b>		<b>1,952</b>	(1,167)
Cash & cash equivalents at beginning of period	5	2,001	3,168
<b>Cash &amp; cash equivalents at end of period</b>	5	<b>3,953</b>	2,001

This Statement is to be read in conjunction with the attached Notes.

# Financial Statements

## 2022-2023

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### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2023

#### NOTE 1 - SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of the financial report are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

##### 1 Basis of Preparation

###### 1.1 Compliance with Australian equivalents to International Financial Reporting Standards

This general purpose financial report has been prepared in accordance with Australian Accounting Standards as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board, Interpretations and relevant South Australian legislation.

The financial report was authorised for issue by certificate under regulation 14 of the Local Government (Financial Management) Regulations 2011.

The Authority is a Local Government Authority Section 43 Regional Subsidiary under the control of the Adelaide Hills Council, City of Burnside, Campbelltown City Council, City of Mitcham, City of Norwood, Payneham & St Peters, City of Prospect, The City of Unley and the Corporation of the Town of Walkerville.

The eight Member Councils have an equity share and the Board comprises a Director from each Council and an Independent Chair appointed by the absolute majority of the Member Councils.

###### 1.2 Historical Cost Convention

Except where stated below, these financial statements have been prepared in accordance with the historical cost convention.

###### 1.3 Critical Accounting Estimates

The preparation of financial statements in conformity with Australian Accounting Standards which requires the use of certain critical accounting estimates, and requires management to exercise its judgement in applying the Authority's accounting policies.

The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of this Note.

###### 1.4 Rounding

All amounts in the financial statements have been rounded to the nearest thousand dollars (\$'000).

##### 2 The Local Government Reporting Entity

Eastern Waste Management Authority Inc. operates as a regional subsidiary and is incorporated under the *SA Local Government Act 1999*. Its principal place of business is at 1 Temple Court Ottoway.

##### 3 Income Recognition

The Authority recognises revenue under AASB 1058 Income of Not-for-Profit Entities (AASB 1058) or AASB 15 Revenue from Contracts with Customers (AASB 15) when appropriate. In cases where there is an 'enforceable' contract with a customer with 'sufficient specific' performance obligations, the transaction is accounted for under AASB 15 where income is recognised when (or as) the performance obligations are satisfied.

Revenue is measured based on the consideration to which the Authority expects to be entitled in a contract with a customer. In other cases, AASB 1058 applies when a not-for-profit (NFP)

# Financial Statements

## 2022-2023

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2023

#### NOTE 1 - SIGNIFICANT ACCOUNTING POLICIES (Cont.)

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.

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

## 2022-2023

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### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2023

#### 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.





Waste it?  
You can  
compost it.

- Seafood, Meat and Bones (Cooked & Raw)
- Tea Bags and Coffee Grounds
- Egg and Oyster Shells
- Dairy Products (Cheese & Yoghurt)
- Weeds
- Garden Clippings
- Lawn Clippings
- Flowers
- Pet Waste
- NO Plastic Bags or any plastic
- NO Hoses, Irrigation Pipe or Garden Tools
- NO Bricks, Rocks, Dirt or Building Materials

EastWaste

# Financial Statements

## 2022-2023

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### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2023

#### 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 (10.5% in 2022/23; 10% in 2021/22). 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 2021/22) 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.

# Financial Statements

## 2022-2023

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2023

#### NOTE 1 - SIGNIFICANT ACCOUNTING POLICIES (Cont.)

Borrowings are carried at their principal amounts which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period to which it relates and is recorded as part of 'Payables'.

##### 9 Comparative Information

Comparative information has been reclassified to be consistent with the current year disclosure of equivalent information in accordance with Australian Accounting Standards.

##### 10 Critical Accounting Estimates and Judgements

The Board evaluate estimates and judgements incorporated into the financial report based on historical knowledge and best available current information.

Estimates assume a reasonable expectation of future events and based on current trends and economic data, obtained both externally and within the Authority.

##### 11 New Accounting Standards

The Authority did not apply any new accounting standards during the financial year. There are no new accounting standards, interpretations or amendments which are expected to have a material impact on the accounting policies of the Authority for future periods.

##### 12 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.

# Financial Statements

## 2022-2023

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2023

#### NOTE 2 - INCOME

	Notes	2023 \$'000	2022 \$'000
<b>USER CHARGES</b>			
Waste Collection Income		15,607	12,662
Waste Processing Income		5,326	3,677
Administration		255	240
Member Council Waste Collection Rebate		-	-
		<b>21,188</b>	<b>16,579</b>
<b>INVESTMENT INCOME</b>			
Interest on investments			
Local Government Finance Authority		46	10
		<b>46</b>	<b>10</b>
<b>OTHER INCOME</b>			
Bin Supply		382	409
Replacement Bins		681	474
Sundry		15	49
		<b>1,078</b>	<b>932</b>
<b>NOTE 3 - EXPENSES</b>			
<b>EMPLOYEE COSTS</b>			
Salaries and Wages		5,615	5,115
Employee leave expense		114	93
Superannuation		508	443
Wages Casual Agency		1,017	500
Workers' Compensation Insurance		128	148
Other		94	87
<b>Total Employee Costs</b>		<b>7,476</b>	<b>6,386</b>
<i>Number of FTE Employees as at reporting date</i>		<b>63</b>	<b>61</b>

# Financial Statements

## 2022-2023

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2023

#### NOTE 3 - EXPENSES (Cont.)

	Notes	2023 \$'000	2022 \$'000
<b>MATERIALS, CONTRACTS &amp; OTHER EXPENSES</b>			
Auditor's Remuneration		11	9
Board Expenses		41	23
Waste Processing Costs		5,354	3,676
Electricity		10	4
Fuel, Gas & Oil		2,041	1,529
Legal Expenses		23	91
Maintenance		2,828	2,323
Parts, Accessories & Consumables		11	17
Printing, Stationery & Postage		33	41
Professional Services		552	487
Registration & Insurance - Trucks		462	299
Sundry		818	804
		<b>12,184</b>	<b>9,303</b>
<b>FINANCE COSTS</b>			
Interest on Loans		338	224
Interest on Leases		16	22
		<b>354</b>	<b>246</b>
<b>DEPRECIATION &amp; AMORTISATION</b>			
Buildings & Other Structures	6	81	54
Plant, Machinery & Equipment	6	1,768	1,733
Right-of-use assets	6	259	256
		<b>2,108</b>	<b>2,043</b>

# Financial Statements

## 2022-2023

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2023

#### NOTE 4 - ASSET DISPOSALS

Notes	2023 \$'000	2022 \$'000
Proceeds from disposal	145	86
Less: Carrying amount of assets sold	(2)	(79)
<b>Gain (Loss) on disposal</b>	<b>143</b>	<b>7</b>

#### NOTE 5 - CURRENT ASSETS

##### CASH & CASH EQUIVALENTS

Cash on Hand and at Bank	3,724	1,818
Deposits at Call	229	183
	<b>3,953</b>	<b>2,001</b>

##### TRADE & OTHER RECEIVABLES

Debtors - general	718	901
Accrued Income	28	34
	<b>746</b>	<b>935</b>

# Financial Statements

## 2022-2023

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2023

#### NOTE 6 - PROPERTY, PLANT & EQUIPMENT

	Notes	2023 \$'000	2022 \$'000
Buildings & Other Structures - At Cost		617	569
Accumulated Depreciation		(212)	(146)
		<b>405</b>	<b>423</b>
Plant, Machinery & Equipment - At Cost		19,747	18,929
Accumulated Depreciation		(10,966)	(11,386)
		<b>8,781</b>	<b>7,543</b>
Right-of-use-assets		1,346	1,339
Accumulated Depreciation		(1,022)	(763)
		<b>324</b>	<b>576</b>
<b>Total Property, Plant &amp; Equipment</b>		<b>9,510</b>	<b>8,542</b>

	2022 \$'000						2023 \$'000	
	Carrying Value	Additions		Disposal - Cost	Disposal - Accumulated Depreciation	Depreciation	Adjustment	Carrying Value
		New/ Upgrade	Renewal					
Buildings & Other Structures	423	65	-	(17)	15	(81)	-	405
Plant, Machinery & Equipment	7,543	2,419	587	(2,188)	2,188	(1,768)	-	8,781
Right-of-use-asset	576	-	-	-	-	(259)	7	324
	<b>8,542</b>	<b>2,484</b>	<b>587</b>	<b>(2,205)</b>	<b>2,203</b>	<b>(2,108)</b>	<b>7</b>	<b>9,510</b>
2022 (\$'000)	8,098	244	2,304	(1,049)	970	(2,043)	18	8,542

# Financial Statements

## 2022-2023

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2023

#### NOTE 7 - LIABILITIES

	2023		2022	
	\$'000		\$'000	
	Current	Non-current	Current	Non-current
<b>TRADE &amp; OTHER PAYABLES</b>				
Goods & Services	1,111	-	1,047	-
Payments received in advance	80	-	80	-
Accrued expenses - other	75	-	80	-
	<b>1,266</b>	<b>-</b>	<b>1,436</b>	<b>-</b>
<b>BORROWINGS</b>				
Loans	2,017	8,413	1,673	6,050
Lease Liabilities	289	77	267	360
	<b>2,306</b>	<b>8,490</b>	<b>1,940</b>	<b>6,410</b>
<b>PROVISIONS</b>				
Annual Leave	447	-	388	-
Rostered-Day-Off (RDO)	65	-	25	-
Long Service Leave	359	136	365	114
	<b>871</b>	<b>136</b>	<b>778</b>	<b>114</b>





# Financial Statements

## 2022-2023

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### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2023

#### NOTE 8 - CASH FLOW RECONCILIATION

	2023 \$'000	2022 \$'000
Total cash & equivalent assets	3,953	2,001
Balances per Cash Flow Statement	<u>3,953</u>	<u>2,001</u>
<b>(a) Reconciliation of Change in Net Assets to Cash Flows from Operating Activities</b>		
Net Surplus (Deficit)	333	(369)
<b>Non-cash items in Statement of Comprehensive Income</b>		
Depreciation	2,108	2,043
Net increase (decrease) in employee benefits	113	119
Net increase (decrease) accrued expenses	234	(12)
(Gain) / Loss on Disposal	(143)	(7)
Lease liability adjustment	7	(18)
	<u>2,652</u>	<u>1,756</u>
Add (Less): Changes in Net Current Assets		
Net (increase) decrease in receivables	189	(235)
Net increase (decrease) in trade & other payables	(404)	(242)
Net increase (decrease) in other provisions	2	14
<b>Net Cash provided by (or used in) operations</b>	<u>2,439</u>	<u>1,293</u>
<b>(b) Financing Arrangements</b>		
Corporate Credit Cards	15	15
Cash Advance Debenture Facility - LGFA	1,000	1,000

# Financial Statements

## 2022-2023

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2023

#### NOTE 9 - FINANCIAL INSTRUMENTS

##### Recognised Financial Instruments

###### Bank, Deposits at Call, Short Term Deposits

**Accounting Policy:** Initially recognised at fair value and subsequently measured at amortised cost.

**Terms & conditions:** Deposits on Call do not have a maturity period and have an average interest rates of 4.3% (2022: 1.05%).

**Carrying amount:** approximates fair value due to the short term to maturity.

###### Receivables - Waste Collection Fees & Associated Charges

**Accounting Policy:** Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

**Carrying amount:** approximates fair value (after deduction of any allowance).

###### Liabilities - Creditors and Accruals

**Accounting Policy:** Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Authority.

**Terms & conditions:** Liabilities are normally settled on 30 day terms.

**Carrying amount:** approximates fair value.

###### Liabilities - Interest bearing borrowings

**Accounting Policy:** initially recognised at fair value and subsequently at amortised cost. Interest is charged as an expense using the effective interest rate.

**Terms & conditions:** secured over future revenues and Member Councils, borrowings are repayable on fixed interest terms. Rates between 1.7% - 5.65% (2022: 1.7% - 5.35%).

###### Liabilities - Leases

**Accounting Policy:** accounted for in accordance with AASB 16 as stated in Note 11.

##### Net Fair Value

All carrying values approximate fair value for all recognised financial instruments. There is no recognised market for the financial assets of the Authority.

##### Risk Exposures

**Credit Risk** represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Authority is the carrying amount, net of any provision for doubtful debts. All investments are made with the SA Local Government Finance Authority and Bank SA. There is no material exposure to any individual debtor.

**Market Risk** is the risk that fair values of financial assets will fluctuate as a result of changes in market prices. All of the Authority's financial assets are denominated in Australian dollars and are not traded on any market, and hence neither market risk nor currency risk apply.

**Liquidity Risk** is the risk that the Authority will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Policy (LGA Information Paper 15), liabilities have a range of maturity dates based on cash inflows. The Authority also has available a range of bank overdraft and short-term draw down facilities that it can access.

# Financial Statements

## 2022-2023

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2023

#### 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

2023	≤ 1 year	Maturity		Non-Interest Bearing	Total
		> 1 year ≤ 5 years	> 5 years		
	\$'000	\$'000	\$'000	\$'000	\$'000
<i>Financial Assets</i>					
Cash & Equivalents	3,953	-	-	-	3,953
Receivables	-	-	-	718	718
<b>Total</b>	<b>3,953</b>	<b>-</b>	<b>-</b>	<b>718</b>	<b>4,671</b>
<i>Financial Liabilities</i>					
Payables	-	-	-	1,111	1,111
Borrowings	2,017	6,998	1,781	-	10,796
<b>Total</b>	<b>2,017</b>	<b>6,998</b>	<b>1,781</b>	<b>1,111</b>	<b>11,907</b>

2022	≤ 1 year	Maturity		Non-Interest Bearing	Total
		> 1 year ≤ 5 years	> 5 years		
	\$'000	\$'000	\$'000	\$'000	\$'000
<i>Financial Assets</i>					
Cash & Equivalents	2,001	-	-	-	2,001
Receivables	-	-	-	901	901
<b>Total</b>	<b>2,001</b>	<b>-</b>	<b>-</b>	<b>901</b>	<b>2,902</b>
<i>Financial Liabilities</i>					
Payables	-	-	-	1,047	1,047
Borrowings	1,940	4,972	1,438	-	8,350
<b>Total</b>	<b>1,940</b>	<b>4,972</b>	<b>1,438</b>	<b>1,047</b>	<b>9,397</b>

# Financial Statements

## 2022-2023

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2023

#### NOTE 10 - CAPITAL EXPENDITURE COMMITMENTS

The Authority has capital expenditure commitments totalling an estimated \$2.082 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
<b>At 1 July 2022</b>	576	576
Additions of right-of-use-assets	-	-
Depreciation Charge	(259)	(259)
Adjustments to right-of-use-assets	7	7
<b>At 30 June 2023</b>	<b>324</b>	<b>324</b>

Set out below are the carrying amounts of lease liabilities and the movements during the period:

	\$'000
<b>At 1 July 2022</b>	627
Additions	-
Accretion of interest	16
Payments	(269)
Adjustments to lease liability	7
<b>At 30 June 2023</b>	<b>365</b>
<b>Current</b>	<b>289</b>
<b>Non-Current</b>	<b>76</b>

#### NOTE 12 - POST BALANCE DATE EVENTS

There were no events after reporting date that occurred that require to be reported.

# Financial Statements

## 2022-2023

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2023

#### NOTE 13 - RELATED PARTY TRANSACTIONS

The Key Management Personnel include the Chair of the Board, Chief Executive and other prescribed officers as defined under Section 112 of the *Local Government Act 1999*. In all, 5 persons were paid the following total compensation:

	2023 \$'000	2022 \$'000
Salaries, allowances & other short term benefits	599	483
<b>TOTAL</b>	<b>599</b>	<b>483</b>

#### 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	3,591	81	Provision of kerbside waste collection and hard waste collection services
City of Burnside	3,491	97	Provision of kerbside waste collection and hard waste collection services
City of Mitcham	3,401	166	Provision of kerbside waste collection and hard waste collection services
City of Norwood, Payneham & St Peters	3,233	80	Provision of kerbside waste collection and hard waste collection services
City of Prospect	1,590	100	Provision of kerbside waste collection and hard waste collection services
City of Unley	3,082	104	Provision of kerbside waste collection and hard waste collection services
Corporation of the City of Campbelltown	2,894	27	Provision of kerbside waste collection and hard waste collection services
Corporation of the Town of Walkerville	600	21	Provision of kerbside waste collection and hard waste collection services

The Related Parties disclosed above are equity owners of the Authority and are referred to as Member Councils. Member Councils have equal representation on the Board of the Authority and accordingly have significant influence on the financial and operating decisions of the Authority. No one Member Council individually has control of those policies.

# Financial Statements

## 2022-2023

### CERTIFICATION OF AUDITOR INDEPENDENCE



**Bentleys SA Audit Partnership**

Level 5  
63 Pirie Street  
Adelaide SA 5000

GPO Box 939  
Adelaide SA 5001

ABN 43 877 091 903

T +61 8 8372 7900  
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bentleys.com.au

#### 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 2023, 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 30<sup>th</sup> August 2023**



A member of Bentleys, a network of independent advisory and accounting firms located throughout Australia, New Zealand and China that trade as Bentleys. All members of the Bentleys Network are affiliated only, are separate legal entities and not in partnership. Liability limited by a scheme approved under Professional Standards Legislation. A member of Allinial Global – an association of independent accounting and consulting firms.



# Financial Statements

## 2022-2023

### INDEPENDENT AUDITOR'S REPORT



#### Bentleys SA Audit Partnership

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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 2023, 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 2023, 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

## 2022-2023

### 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 FRANCIS  
PARTNER

Dated at Adelaide this 22nd day of September 2023

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



1 Temple Court  
Ottoway SA 5013



PO Box 26  
Mansfield Park SA 5012



08 8347 5111



east@eastwaste.com



EastWasteSA



@East\_Waste

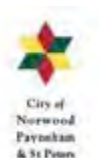


East Waste - Eastern Waste  
Management Authority



[eastwaste.com.au](http://eastwaste.com.au)

# ANNUAL REPORT 2022-23



## ERA WATER ANNUAL REPORT 2022-23

### 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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## INDEPENDENT CHAIRPERSON'S REPORT

The 2022-23 financial year was a year of consolidation in ERA Water's third full year of operation. 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).

During the course of the year the Board sought external advice to identify evidence-based options to improve the scheme's performance, enhance water security and continue to provide benefits to the community. These options also included the potential for additional connections to new customers and leveraging off the updated Adelaide Plains Water Allocation Plan that now enables water allocation transfers to occur with other entities that access water from within the same fractured rock aquifer.

Taking a sustainable and long term approach to the range of options identified from this advice, the Board prioritised a number of projects to be pursued over the next few years which were reflected in the draft budget for 2023-2024. This draft budget was presented to Constituent Councils in April and May 2023, along with long-term 10 year modelling that highlighted the benefits of investing in these projects and in ERA Water. We are very thankful that the Constituent Councils approved this budget and are grateful for their continued support. We recognise the benefits that come with such a strong and collaborative relationship.

While the financial and operational stability of ERA Water remains a priority, it is also important to recognise the environmental and social dividends that the ERA Water scheme brings. To this end, in 2022-23, an additional 180ML were added to our water balance. Importantly, as at 30 June 2023, ERA Water had a water balance of over 705ML (or 282 Olympic sized swimming pools) that can be used for irrigating community spaces to keep them green, cool, useable and appealing.

The Board and I will continue to regularly monitor and work hard to improve the strategic, financial, operational and environmental performance of ERA Water.

I take this opportunity to thank the Board, in particular the outgoing members, former Walkerville Councillor MaryLou Bishop and former Norwood, Payneham & St Peters Councillor John Minney, for their commitment and contribution to ERA Water. It is also opportune for me to thank Mr Terry Sutcliffe for his dedication to the role of Acting General Manager between January 2022 and March 2023. Terry worked closely with the Board and other stakeholders over that time to oversee a number of changes that benefited the strategic, operational and governance performance of ERA Water.

JEFF TATE

ERA WATER INDEPENDENT CHAIRPERSON

## GENERAL MANAGER'S REPORT

The 2022-2023 Financial Year has been focused on ensuring that ERA Water remains on a solid and sustainable foundation for the years ahead.

In order to improve financial sustainability, the Constituent Councils, and subsequently the Board, approved an initial capital injection for the 2022-2023 financial year. This provided greater certainty in meeting our debt repayment responsibilities and enabled options to be explored that could enhance the operations of the scheme and its performance.

The 2022-23 period completed the first full year of the ERA Water Strategic Plan 2022-25. To address one of the priority actions in the plan, in September 2022 the Board commissioned an external review, undertaken by WGA, that included a range of options and associated business cases. The review outcomes have now been used by the Board to prioritise projects in 2023-24 and beyond.

The ERA Water Managed Aquifer Recharge (MAR) scheme provides a sustainable source of irrigation water that reduces demand on potable water supplies, including the River Murray, and provides stored recycled water for use during drought conditions. This ensures that public spaces remain green, usable and of high amenity and biodiversity. This in turn has benefits in reducing heat island effects in comparison to dry reserve areas, especially 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 ERA Water MAR scheme continued to grow in 2022-23. The volume of water harvested and injected into the aquifer increased, whereas the volume of extraction was lower than last year, largely due to a late start and early finish to the 2022-23 irrigation season. The volume of water injected to the aquifer increased by around 20% (from 274.5ML to 344.5ML). There has also been a significant increase in the water balance – the accumulated reserve of water held in the aquifer - from 525.3ML to 705.3ML. This 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 regulatory environment continues to change with the introduction of the Adelaide Plains Water Allocation Plan. While this plan identifies risks, it also presents opportunities for ERA Water, as has been outlined in this report.

Overall, 2022-23 was a year of consolidation and creating a platform for further maturity of ERA Water's MAR scheme and business performance. I thank the outgoing Acting General Manager, Terry Sutcliffe, for his professional stewardship of ERA Water in his 14 months in the role and look forward to working with the Board into the future to continue delivering outcomes for ERA Water and its stakeholders.

ANDREW AITKEN  
ERA WATER GENERAL MANAGER

## ABOUT ERA WATER

ERA Water Regional Subsidiary (ERA Water) is a regional subsidiary of the Constituent Councils established on 21 July 2015 under Section 43 of the *Local Government Act 1999*. Its Charter provides for the supply of 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 & Desalination Plan and the Adelaide and Mount Lofty Ranges Natural Resources Management Board (now Green Adelaide Landscape Board).

ERA Water's current prime function is to manage a water recycling scheme that captures, treats and delivers stormwater for irrigation purposes to the Constituent Councils and other customers. By doing so, it makes a significant contribution to the protection of Adelaide's environment and reduces the reliance of Adelaide upon water from the 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 - 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 13 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 and associated biodiversity 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.

The Charter sets the Objects and Purposes of ERA Water to:

- implement, oversee and manage the Project
- develop, implement, oversee and manage practical solutions to provide water supply diversity within and outside the Region
- supply water to the Constituent Councils and other persons for irrigation purposes within and outside the Region except that priority shall be given to the supply of water for irrigation within the Region
- manage and oversee the distribution of water captured as part of the Project
- provide strategic direction for the Project
- fund, lease or own physical infrastructure required to undertake the Project
- meet all legislative requirements for the Subsidiary
- be responsible for the ongoing maintenance, replacement and other capital requirements of all physical infrastructure owned by the Subsidiary
- utilise proven water management planning principles and technologies
- manage, operate and control the necessary infrastructure for the Project
- maximise economic, environmental and social benefits to the community by developing and implementing innovative water management principles and techniques
- identify, develop and implement water recycling and supply opportunities for the Constituent Councils
- provide technical and other expert services and advice to the Constituent Councils in the area of water management and recycling including identifying emerging issues and opportunities
- represent the Constituent Councils and liaise with State government regarding the implementation or alteration of legislation in relation to water and licensing
- be financially self-sufficient as far as possible.

## GOVERNANCE

### BOARD OF MANAGEMENT

ERA Water is governed by a Board of Management comprising an Independent Chairperson and a representative from each Constituent Council. The Board held six (6) ordinary meetings and three (3) special meetings during the 2022-23 financial year. Please note that during the financial year, following the November 2022 Local Government elections, Cr Grant Piggott replaced Cr John Minney as the Board Member representing the City of Norwood, Payneham & St Peters and Cr Anthony Vanstone replaced Cr MaryLou Bishop as the Board Member representing the Corporation of the Town of Walkerville. The Chairperson and Board Member attendance for all meetings at which time they each held office are outlined below.

#### Member

Independent Chairperson	Mr Jeff Tate	9 of 9 meetings
City of Burnside	Mr Chris Cowley (CEO)	9 of 9 meetings
City of Norwood, Payneham and St Peters	Cr John Minney	4 of 4 meetings
Corporation of the Town of Walkerville	Cr MaryLou Bishop	4 of 4 meetings
City of Norwood, Payneham and St Peters	Cr Grant Piggott	5 of 5 meetings
Corporation of the Town of Walkerville	Cr Anthony Vanstone	5 of 5 meetings

Regular Meetings of the Board were held on the following dates:

21 July 2022

15 September 2022

3 November 2022

25 January 2023

23 March 2023

18 May 2023

Special Meetings of the Board were held on the following dates:

5 September 2022

22 February 2023

28 June 2023

## CONFIDENTIALITY

During the 2022-23 financial year, the Board considered reports of a confidential nature for six (6) separate agenda items at five (5) of its meetings where it was necessary to exclude the public from discussion. The table below identifies the grounds on which the Board made this determination.

### **Local Government Act 1999**

<b>Section</b>	<b>Description</b>	<b>No. times used</b>
90(3)(b)	information the disclosure of which— (i) could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and (ii) would, on balance, be contrary to the public interest;	1
90(3)(k)	tenders for the supply of goods, the provision of services or the carrying out of works;	
90(3)(d)	commercial information of a confidential nature (not being a trade secret) the disclosure of which— (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and (ii) would, on balance, be contrary to the public interest;	1
90(3)(k)	tenders for the supply of goods, the provision of services or the carrying out of works;	
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);	2
90(3)(d)	commercial information of a confidential nature (not being a trade secret) the disclosure of which— (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and (ii) would, on balance, be contrary to the public interest;	2

## FREEDOM OF INFORMATION

No requests were received under the *Freedom of Information Act 1991* during the 2022-23 financial year.

## STAFFING STRUCTURE

Terry Sutcliffe was appointed by the Board as Acting General Manager on 31 January 2021, and following his resignation, appointed Andrew Aitken as General Manager on 20 March 2023.

No additional staff were employed during the year.

## SUPPORT FROM CONSTITUENT COUNCILS

The Town of Walkerville continued to provide ERA Water with Board and Audit Committee secretarial and executive support functions and services throughout the 2022-23 financial year.

The City of Burnside contributed the premises, and some administrative support, to conduct Audit Committee meetings.

The City of Norwood, Payneham & St Peters provided office accommodation as well as some IT and financial/bookkeeping support.

## FINANCIAL MATTERS

### 2022-23 BUDGET and DRAFT LONG TERM FINANCIAL PLAN

The 2022-23 Budget was approved by the Constituent Councils, and subsequently approved by the Board, in accordance with the procedures and requirements under the ERA Water Charter. Earlier in the year, the Board workshopped a revised Draft Long Term Financial Plan and included some of its modelling in Draft FY 2023-24 Budget briefings to the Council Members, and some Audit and Risk Committee Members, of Constituent Councils.

The audited General Purpose Financial Statements form an attachment to the Annual Report.

## AUDIT COMMITTEE

The ERA Water Audit Committee held three (3) meetings in the 2022-23 financial year. The work of the Committee over the past financial year has included:

- reviewing ERA Water's year to date management accounts and preliminary end of financial year financial statements
- reviewing and updating the Audit Committee Terms of Reference that was subsequently adopted by the Board in July 2022
- reviewing 2022-23 budget reviews
- reviewing the draft 2023-24 Budget
- providing recommendations on relevant policy, governance and finance related matters
- reviewing the risk register.

Regular Meetings of the Audit Committee were held on the following dates:

7 September 2022

16 November 2022

21 June 2023

Please note that during the financial year, Sandra Di Blasio replaced Brigitte O'Neil as the Independent Committee Member and Cr Harvey Jones replaced Cr Grant Piggott as Committee Member. Meeting attendance by the Independent Chairperson and Committee Members was as follows:

**Member**

Independent Chairperson (Corporation of the Town of Walkerville nominee)	Mr Michael Parkinson	3 of 3 meetings
Independent Committee Member (City of Norwood, Payneham & St Peters nominee – to November 2022)	Ms Brigitte O’Neil	1 of 2 meetings
Committee Member (City of Burnside nominee – to November 2022)	Cr Grant Piggott	1 of 2 meetings
Independent Committee Member (City of Norwood, Payneham & St Peters nominee – post November 2022)	Ms Sandra Di Blasio	1 of 1 meeting
Committee Member (City of Burnside nominee – post November 2022)	Cr Harvey Jones	1 of 1 meeting

**FINANCIAL STATEMENTS**

The Audited Financial Statements for the year ending the 30 June 2023 are provided as an attachment to the Annual Report and show an Operating Deficit of \$658,658 (2021-22 \$642,529) and Total Council Equity of \$4,851,192 (2021-22 \$4,909,850).

Total income was \$961,455 (2021-22 \$747,963) and total expenses \$1,620,113 (2021-22 \$1,390,492).

**FINANCIAL MANAGEMENT SUPPORT**

BRM Advisory continued to provide financial 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 that related to licence compliance reporting.

At the end of the financial year 344.5ML 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 164.5ML had been extracted from the aquifer for distribution to the Constituent Councils and third parties for irrigation.

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 705.3ML of water has now been 'banked' as the scheme's water balance. The water balance can be drawn down in drought years when extraction is likely to exceed injection.

Above average rainfall conditions assisted harvesting and injection capacity. 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 included a pipe repair where a coupler required replacement, general pump and control system repairs and some initial cleaning of wetland biofilters. 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	2022/23
Ext. (ML)	0.0	3.9	19.1	83.6	186.3	218.1	164.5
Inj. (ML)	0.0	5.6	97.3	237.9	203.0	274.5	344.5
Water Balance (ML)	0.0	1.6	79.8	234.0	250.8	525.3	705.3

*\*21/22 WB excludes Extraction volume - per DEW*

## REGULATORY FRAMEWORK

ERA Water operates within a regulated framework that require licences from the Environment Protection Agency (EPA) and from the Essential Services Commission South Australia (ESCOSA), an Authorisation from the Department for Environment and Water (DEW) and Permits from the Green Adelaide Landscape Board.

The EPA Licence is to discharge stormwater to underground aquifers. There are a number of conditions attached to the licence including specifying criteria for water quality that have to be monitored on a continuous basis and have to be met to enable water to be injected into the aquifer. It also requires ERA Water to have a Managed Aquifer Recharge Risk Management Monitoring Plan (MARRMMP) which details among other things the sampling and testing regime for water quality monitoring and reporting requirements regarding injection and extraction data as well as annual reporting requirements. The MARRMMP submitted for 2022-23 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.



**LEGEND**

■ Pump Station	▲ Bore	● Treatment Site
— ting NE Road Supply Main	— New Distribution Pipeline	





# ERA Water Regional Subsidiary

GENERAL PURPOSE FINANCIAL STATEMENTS  
for the year ended 30 June 2023

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*The Corporation of the Town of Walkerville  
The City of Norwood Payneham and St Peters  
The City of Burnside*

## ERA Water Regional Subsidiary

### General Purpose Financial Statements for the year ended 30 June 2023

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## ERA Water Regional Subsidiary


General Purpose Financial Statements  
for the year ended 30 June 2023

## Certification of Financial Statements

We have been authorised by ERA Water Regional Subsidiary to certify the financial statements in their final form.

## In our opinion:

- the accompanying financial statements comply with the *Local Government Act 1999*, *Local Government (Financial Management) Regulations 2011* and Australian Accounting Standards,
- the financial statements present a true and fair view of ERA Water Regional Subsidiary's financial position at 30 June 2023 and the results of its operations and cash flows for the financial year,
- internal controls implemented by ERA Water Regional Subsidiary provide a reasonable assurance that ERA Water Regional Subsidiary's financial records are complete, accurate and reliable and were effective throughout the financial year,
- the financial statements accurately reflect ERA Water Regional Subsidiary's accounting and other records.



Andrew Aitken  
General Manager



Jeff Tate  
Independent Chairperson

Date: 21 SEPTEMBER 2023

## ERA Water Regional Subsidiary

Statement of Comprehensive Income  
for the year ended 30 June 2023

\$	Notes	2023	2022
<b>Income</b>			
User Charges	2a	883,232	731,967
Investment Income	2b	34,004	15,996
Other Income	2c	44,218	-
<b>Total Income</b>		<b>961,455</b>	<b>747,963</b>
<b>Expenses</b>			
Employee Costs	3a	117,121	103,544
Materials, Contracts & Other Expenses	3b	589,309	489,142
Depreciation, Amortisation & Impairment	3c	470,210	468,775
Finance Costs	3d	443,473	329,031
<b>Total Expenses</b>		<b>1,620,113</b>	<b>1,390,492</b>
<b>Operating Surplus / (Deficit)</b>		<b>(658,658)</b>	<b>(642,529)</b>
Amounts Received Specifically for New or Upgraded Assets		-	-
<b>Net Surplus / (Deficit)</b>		<b>(658,658)</b>	<b>(642,529)</b>
<b>Total Comprehensive Income</b>		<b>(658,658)</b>	<b>(642,529)</b>

## ERA Water Regional Subsidiary

## Statement of Financial Position

for the year ended 30 June 2023

\$	Notes	2023	2022
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and Cash Equivalents	4a	4,284	175,282
Trade & Other Receivables	4b	82,525	59,649
Prepayments		1,662	8,227
<b>Subtotal</b>		<b>88,471</b>	<b>243,158</b>
<b>Total Current Assets</b>		<b>88,471</b>	<b>243,158</b>
<b>Non-Current Assets</b>			
Other Non-Current Assets	5	19,686,494	20,141,187
<b>Total Non-Current Assets</b>		<b>19,686,494</b>	<b>20,141,187</b>
<b>TOTAL ASSETS</b>		<b>19,774,965</b>	<b>20,384,345</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade & Other Payables	6a	205,191	173,918
Provisions	6c	2,501	577
<b>Subtotal</b>		<b>207,692</b>	<b>174,495</b>
<b>Total Current Liabilities</b>		<b>207,692</b>	<b>174,495</b>
<b>Non-Current Liabilities</b>			
Borrowings	6b	14,716,081	15,300,000
<b>Total Non-Current Liabilities</b>		<b>14,716,081</b>	<b>15,300,000</b>
<b>TOTAL LIABILITIES</b>		<b>14,923,773</b>	<b>15,474,495</b>
<b>Net Assets</b>		<b>4,851,192</b>	<b>4,909,850</b>
<b>EQUITY</b>			
Accumulated Surplus		4,251,192	4,909,850
Capital Contributed - Constituent Councils		600,000	-
<b>Total Council Equity</b>		<b>4,851,192</b>	<b>4,909,850</b>

## ERA Water Regional Subsidiary

Statement of Changes in Equity  
for the year ended 30 June 2023

\$	Notes	Accumulated Surplus	Asset Revaluation Reserve	Capital Contributed	Total Equity
<b>2023</b>					
<b>Balance at the end of previous reporting period</b>		4,909,850	-	-	4,909,850
<b>Restated Opening Balance</b>		4,909,850	-	-	4,909,850
<b>Contributed / (Reduction) in Equity</b>		-	-	600,000	600,000
<b>a. Net Surplus / (Deficit) for Year</b>		(658,658)	-	-	(658,658)
<b>b. Other Comprehensive Income</b>		-	-	-	-
<b>Other Comprehensive Income</b>		-	-	-	-
<b>Total Comprehensive Income</b>		(658,658)	-	-	(658,658)
<b>c. Transfers between Reserves</b>		-	-	-	-
<b>Balance at the end of period</b>		4,251,192	-	600,000	4,851,192

\$	Notes	Accumulated Surplus	Asset Revaluation Reserve	Capital Contributed	Total Equity
<b>2022</b>					
<b>Balance at the end of previous reporting period</b>		5,552,379	-	-	5,552,379
<b>Restated Opening Balance</b>		5,552,379	-	-	5,552,379
<b>a. Net Surplus / (Deficit) for Year</b>		(642,529)	-	-	(642,529)
<b>b. Other Comprehensive Income</b>		-	-	-	-
<b>Other Comprehensive Income</b>		-	-	-	-
<b>Total Comprehensive Income</b>		(642,529)	-	-	(642,529)
<b>c. Transfers between Reserves</b>		-	-	-	-
<b>Balance at the end of period</b>		4,909,850	-	-	4,909,850

## ERA Water Regional Subsidiary

## Statement of Cash Flows

for the year ended 30 June 2023

\$	Notes	2023	2022
<b>Cash Flows from Operating Activities</b>			
<b>Receipts</b>			
User Charges		860,379	712,070
Investment Receipts		33,983	14,571
Reimbursements		-	2,225
Other Receipts		44,217	-
<b>Payments</b>			
Payments to Employees		(115,197)	(106,242)
Payments for Materials, Contracts & Other Expenses		(586,987)	(431,324)
Finance Payments		(407,957)	(329,031)
<b>Net Cash provided by (or used in) Operating Activities</b>		<b>(171,562)</b>	<b>(137,731)</b>
<b>Cash Flows from Investing Activities</b>			
<b>Receipts</b>			
Amounts Received Specifically for New/Upgraded Assets			
<b>Payments</b>			
Expenditure on New/Upgraded Assets		(15,517)	(44,691)
<b>Net Cash provided by (or used in) Investing Activities</b>	7	<b>(15,517)</b>	<b>(44,691)</b>
<b>Cash Flows from Financing Activities</b>			
<b>Receipts</b>			
Proceeds from Borrowings		-	251,498
Contributions from Constituent Councils		600,000	-
<b>Payments</b>			
Repayments of Borrowings		(583,919)	-
<b>Net Cash provided by (or used in) Financing Activities</b>		<b>16,081</b>	<b>251,498</b>
<b>Net Increase (Decrease) in Cash Held</b>		<b>(170,998)</b>	<b>69,077</b>
plus: <b>Cash &amp; Cash Equivalents at beginning of period</b>	7	175,282	106,205
<b>Cash &amp; Cash Equivalents at end of period</b>	7	<b>4,284</b>	<b>175,282</b>
<b>Total Cash, Cash Equivalents &amp; Investments</b>		<b>4,284</b>	<b>175,282</b>

## ERA Water Regional Subsidiary

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2023

## Contents of the Notes accompanying the Financial Statements

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## ERA Water Regional Subsidiary

### Notes to and forming part of the Financial Statements for the year ended 30 June 2023

#### Note 1. Summary of Significant Accounting Policies

ERA Water is a Local Government Authority Section 43 Regional Subsidiary under the control of the Corporation of the Town of Walkerville, the City of Norwood, Payneham & St Peters and the City of Burnside. The principal accounting policies adopted by ERA Water Regional Subsidiary (ERA Water) in the preparation of these financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

#### 1 Basis of Preparation

##### 1.1 Compliance with Australian Accounting Standards

This general purpose financial report has been prepared in accordance with Australian Accounting Standards as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board, Interpretations and relevant South Australian legislation.

The financial report was authorised for issue by certificate under regulation 14 of the *Local Government (Financial Management) Regulations 2011*.

##### 1.2 Going Concern Basis

The Authority has an operating loss for FY2023 and the 10-year Long Term Financial Plan indicates that its operations are financially unsustainable without the support of its Constituent Councils.

The board of management notes that the Authority has borrowings that it will continue to manage. The Authority has a statutory guarantee from its Constituent Councils to meet all of its financial obligations and accordingly has prepared their financials on a going concern basis.

##### 1.3 Historical Cost Convention

Except as stated below, these financial statements have been prepared in accordance with the historical cost convention.

##### 1.4 Critical Accounting Estimates

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates, and requires management to exercise its judgement in applying ERA Water's accounting policies.

The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of these Notes.

##### 1.5 Economic Dependency

Per Section 5.2 of the Authority's Charter, there may be a requirement for additional financial contributions to be made by Constituent Councils if there is insufficient working capital available to meet ERA Water's financial obligations into the future. The Authority may be reliant on this additional financial support being provided to enable it to continue to operate on a going concern basis.

##### 1.6 Rounding

All amounts in the financial statements have been rounded to the nearest Dollar.

#### 2 The Local Government Reporting Entity

ERA Water is incorporated under the South Australian *Local Government Act 1999* and has its principal place of business at 175 The Parade, Norwood SA 5067.

#### 3 Income Recognition

Income is measured at the fair value of the consideration received or receivable. Income is recognised when ERA Water obtains control over the assets comprising the income, or when the amount due constitutes an enforceable debt, whichever first occurs.

Where grants, contributions and donations recognised as incomes during the reporting period were obtained on the condition that they be expended in a particular manner or used over a particular period, and those conditions were undischarged as at the reporting date, the amounts subject to those undischarged conditions are disclosed in these notes.

#### 4 Cash, Cash Equivalents and other Financial Instruments

Cash Assets include all amounts readily convertible to cash on hand at ERA Water's option with an insignificant risk of changes in value with a maturity of three months or less from the date of acquisition.

All receivables are reviewed as at the reporting date and adequate allowance made for amounts the receipt of which is considered doubtful.

All financial instruments are recognised at fair value at the date of recognition. A detailed statement of the accounting policies applied to financial instruments forms part of Note 8.

## ERA Water Regional Subsidiary

### Notes to and forming part of the Financial Statements for the year ended 30 June 2023

#### Note 1. Summary of Significant Accounting Policies (continued)

##### 5 Infrastructure, Property, Plant & Equipment

###### 5.1 Initial Recognition

All assets are initially recognised at cost. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition.

All non-current assets purchased or constructed are capitalised as the expenditure is incurred and depreciated as soon as the asset is held "ready for use". Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects' fees and engineering design fees and all other costs incurred. The cost of non-current assets constructed by ERA Water includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overhead.

###### 5.2 Materiality

Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by Council for each type of asset. In determining (and in annually reviewing) such thresholds, regard is had to the nature of the asset and its estimated service life. No capitalisation threshold is applied to the acquisition of land or interests in land.

###### 5.3 Depreciation of Non-Current Assets

Other than land, all infrastructure, property, plant and equipment assets recognised are systematically depreciated over their useful lives on a straight-line basis which, in the opinion of ERA Water, best reflects the consumption of the service potential embodied in those assets.

###### 5.4 Impairment

Assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount (which is the higher of the present value of future cash inflows or value in use).

###### 5.5 Borrowing Costs

Borrowing costs in relation to qualifying assets (net of offsetting investment revenue) have been capitalised in accordance with AASB 123. The amounts of borrowing costs recognised as an expense or as part of the carrying amount of qualifying assets are disclosed in Note 3, and the amount (if any) of interest revenue offset against borrowing costs in Note 2.

##### 5.6 Connection Costs

In previous reporting periods, expenditure relating to direct connections to a number of reserves was expensed on the basis that the infrastructure for the most part sits on customer land. Despite connection infrastructure sitting on customer land, ERA Water has certain responsibilities in relation to the future upkeep, maintenance and renewal of connection infrastructure. Accordingly, there is an argument that costs which were expensed in previous reporting periods should have been capitalised.

During FY2024, ERA Water will undertake a review of previously expensed connection costs to determine if they meet the definition of an asset and to consider whether or not they should be retrospectively capitalised.

##### 6 Payables

###### 6.1 Goods & Services

Creditors are amounts due to external parties for the supply of goods and services and are recognised as liabilities when the goods and services are received. Creditors are normally paid 30 days after the month of invoice. No interest is payable on these amounts.

###### 6.2 Payments Received in Advance & Deposits

Amounts other than grants received from external parties in advance of service delivery, and security deposits held against possible damage to ERA Water assets, are recognised as liabilities until the service is delivered or damage reinstated, or the amount is refunded as the case may be.

##### 7 Borrowings

Borrowings are carried at their principal amounts which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period to which it relates and is recorded as part of "Payables".

In line with AASB 101, the disclosure of all CAD facility loan balances in the current financial year and comparative figures were reclassified from current liabilities to non-current liabilities as there is no expectation these facilities will be repaid in the next 12 months.

##### 9 Employee Benefits

###### 9.1 Salaries, Wages & Compensated Absences

Liabilities for employees' entitlements to salaries, wages and compensated absences expected to be paid or settled within 12 months of reporting date are accrued at nominal amounts (including payroll based oncosts) measured in accordance with AASB 119.

## ERA Water Regional Subsidiary

### Notes to and forming part of the Financial Statements for the year ended 30 June 2023

#### Note 1. Summary of Significant Accounting Policies (continued)

Liabilities for employee benefits not expected to be paid or settled within 12 months are measured as the present value of the estimated future cash outflows (including payroll based oncosts) to be made in respect of services provided by employees up to the reporting date. Present values are calculated using government guaranteed securities rates with similar maturity terms.

#### 10 Provisions for Reinstatement, Restoration and Rehabilitation

Close down and restoration costs include the dismantling and demolition of infrastructure and the removal of residual materials and remediation and rehabilitation of disturbed areas. Significant uncertainty exists in the estimation of the future restoration and/or closure costs and accordingly, no provisions for such costs have been made at this time.

#### 11 Construction Contracts

Construction works undertaken by ERA Water for third parties are generally on an agency basis where the third party reimburses ERA Water for actual costs incurred, and usually do not extend beyond the reporting period. As there is no profit component, such works are treated as 100% completed. Reimbursements not received are recognised as receivables and reimbursements received in advance are recognised as "payments received in advance".

#### 12 GST Implications

In accordance with UIG Abstract 1031 "Accounting for the Goods & Services Tax"

- Receivables and Creditors include GST receivable and payable.
- Except in relation to input taxed activities, revenues and operating expenditures exclude GST receivable and payable.
- Non-current assets and capital expenditures include GST net of any recoupment.
- Amounts included in the Statement of Cash Flows are disclosed on a gross basis.

#### 13 New accounting standards and UIG interpretations

In the current year, ERA Water reviewed all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are relevant to its operations and effective for the current reporting period and have found none requiring adoption. ERA Water has not applied any Australian Accounting Standards and Interpretations that have been issued but are not yet effective.

The following list identifies all the new and amended Australian Accounting Standards, and Interpretation, that were issued but not yet effective at the time of compiling these illustrative statements that could be applicable to Local Government entities.

Effective for NFP annual reporting periods beginning on or after 1 January 2025

- AASB 2014-10 Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (amended by AASB 2015-10, AASB 2017-5 and AASB 2021-7)

#### 14 Comparative Figures

To ensure comparability with the current reporting period's figures, some comparative period line items and amounts may have been reclassified or individually reported for the first time within these financial statements and/or the notes.

#### 15 Disclaimer

Nothing contained within these statements may be taken to be an admission of any liability to any person under any circumstance.

## ERA Water Regional Subsidiary

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2023

## Note 2. Income

\$	Notes	2023	2022
<b>(a). User Charges</b>			
Water Sales including annual supply charges		883,232	731,967
<b>Total User Charges</b>		<b>883,232</b>	<b>731,967</b>
<b>(b). Investment Income</b>			
Interest Income		202	77
LGFA distribution		33,802	15,919
<b>Total Investment Income</b>		<b>34,004</b>	<b>15,996</b>
<b>(c). Other Income</b>			
Insurance Claim		44,219	-
<b>Total Other Income</b>		<b>44,219</b>	<b>-</b>
<b>Note 3. Expenses</b>			
<b>(a). Employee Costs</b>			
Salaries and Wages		103,069	93,574
Movement in Leave Provision		1,924	(654)
Superannuation		12,128	10,624
<b>Total Operating Employee Costs</b>		<b>117,121</b>	<b>103,544</b>
<b>(b). Materials, Contracts and Other Expenses</b>			
Auditor's Remuneration			
- Auditing the Financial Reports		6,825	6,363
Electricity		143,871	102,981
Insurance		51,730	40,524
Maintenance and Repairs		197,088	224,885
Professional Services		136,044	72,546
Other		53,751	41,843
<b>Total Materials, Contracts and Other Expenses</b>		<b>589,309</b>	<b>489,142</b>
<b>(c). Depreciation, Amortisation and Impairment</b>			
Depreciation		470,210	468,775
<b>Total Depreciation, Amortisation and Impairment</b>		<b>470,210</b>	<b>468,775</b>
<b>(d). Finance Costs</b>			
Interest Expense		443,473	329,031
<b>Total Finance Costs</b>		<b>443,473</b>	<b>329,031</b>

## ERA Water Regional Subsidiary

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2023

\$	Notes	2023	2022
<b>Note 4. Current Assets</b>			
<b>(a). Cash &amp; Cash Equivalents</b>			
Cash at Bank		2,341	145,129
Local Government Finance Authority		1,943	30,153
<b>Total Cash &amp; Cash Equivalents</b>		<b>4,284</b>	<b>175,282</b>
<b>(b). Trade &amp; Other Receivables</b>			
Trade debtors		41,485	43,116
GST Receivable		41,040	16,533
<b>Subtotal</b>		<b>82,525</b>	<b>59,649</b>
<b>Total Trade &amp; Other Receivables</b>		<b>82,525</b>	<b>59,649</b>

## ERA Water Regional Subsidiary

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2023

## Note 5. Non-Current Assets

\$	Asset Movements during the Reporting Period							
	as at 30/6/2022			Asset Additions		as at 30/6/2023		
	Cost	Acc. Dep'n	Written Down Value	New / Upgrade	Depreciation	Cost	Acc. Dep'n	Written Down Value
Civil Assets	13,352,019	774,739	12,577,280	15,517	220,408	13,367,536	995,147	12,372,389
Electronic Assets	1,316,245	155,438	1,160,807	-	43,378	1,316,245	198,816	1,117,429
Instrumentation & Control Assets	304,960	59,282	245,678	-	20,331	304,960	79,613	225,347
Mechanical Assets	2,275,090	405,651	1,869,439	-	113,755	2,275,090	519,406	1,755,684
Sunk Construction Costs	4,346,233	222,486	4,123,748	-	62,089	4,346,233	284,575	4,061,658
Information Technology	1,454	705	748	-	291	1,454	996	458
Water Treatment Equipment	199,170	35,683	163,487	-	9,958	199,170	45,641	153,529
<b>Total Infrastructure, Property, Plant &amp; Equipment</b>	<b>21,795,171</b>	<b>1,653,984</b>	<b>20,141,187</b>	<b>15,517</b>	<b>470,210</b>	<b>21,810,688</b>	<b>2,124,194</b>	<b>19,686,494</b>
<b>Comparatives</b>	<b>21,758,509</b>	<b>1,185,209</b>	<b>20,573,300</b>	<b>36,662</b>	<b>468,775</b>	<b>21,795,171</b>	<b>1,653,984</b>	<b>20,141,187</b>

## ERA Water Regional Subsidiary

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2023

## Note 6. Liabilities

\$	Notes	2023 Current	2023 Non Current	2022 Current	2022 Non Current
<b>(a). Trade and Other Payables</b>					
Trade and Other Payables		32,123	-	78,137	-
Accrued Expenses - Finance Costs		123,178	-	87,662	-
Accrued Expenses - Other		18,662	-	6,325	-
Accrued Expenses - Employment liabilities		31,228	-	1,794	-
<b>Total Trade and Other Payables</b>		<b>205,190</b>	<b>-</b>	<b>173,918</b>	<b>-</b>
<b>(b). Borrowings</b>					
Loans		-	14,716,081	-	15,300,000
<b>Total Borrowings</b>		<b>-</b>	<b>14,716,081</b>	<b>-</b>	<b>15,300,000</b>

**Unrestricted access was available at balance date to the following lines of credit:**

	2023	2022
LGFA Cash Advance Debenture Facility	14,716,081	15,300,000
Undrawn balance	583,919	-

ERA's Maturity Date on current CAD facilities held is as follows:

Deal	Settlement	End Date
ERA Water CA 2 Cash Advance	1,000,000	15/03/2033
ERA 3 CAD	2,300,000	17/06/2034
ERA CAD	12,000,000	15/12/2031

Note: ERA Water has agreed to a recapitalisation proposal which has resulted in an equity injection of \$600,000 from Constituent Councils to ensure that ERA Water has sufficient capital to meet its future liabilities, at least for a further 12 months.

**(c). Provisions**

Employee Entitlements	2,501	-	577	-
<b>Total Provisions</b>	<b>2,501</b>	<b>-</b>	<b>577</b>	<b>-</b>

## ERA Water Regional Subsidiary

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2023

## Note 7. Reconciliation to Statement of Cash Flows

\$	2023	2022
<b>(a). Reconciliation of Cash</b>		
Cash Assets comprise highly liquid investments with short periods to maturity subject to insignificant risk of changes of value. Cash at the end of the reporting period as shown in the Statement of Cash Flows is reconciled to the related items in the Balance Sheet as follows:		
Total Cash & Equivalent Assets	4,284	175,282
<b>Balances per Statement of Cash Flows</b>	<b>4,284</b>	<b>175,282</b>
<b>(b). Reconciliation of Change in Net Assets to Cash from Investing Activities</b>		
<b>Net Surplus/(Deficit)</b>	<b>(658,658)</b>	<b>(642,529)</b>
Non-Cash Items in Income Statements		
Depreciation, Amortisation & Impairment	470,210	468,775
Net increase (decrease) in unpaid employee benefits	1,924	(653)
Non Cash Asset acquisitions	-	8,026
	<b>(186,523)</b>	<b>(166,381)</b>
<b>Add (Less): Changes in Net Current Assets</b>		
Net (Increase)/Decrease in Receivables	(22,876)	5,848
Net (Increase)/Decrease in Other Current Assets	6,565	(352)
Net Increase/(Decrease) in Trade & Other Payables	31,273	23,154
<b>Net Cash provided by (or used in) operations</b>	<b>(171,562)</b>	<b>(137,731)</b>



## ERA Water Regional Subsidiary

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2023

## Note 8. Financial Instruments

## Recognised Financial instruments

## Bank, Deposits at Call, Short Term Deposits

**Accounting Policy:**

Initially recognised at fair value and subsequently measured at amortised cost; interest is recognised when earned.

**Rates:**

All deposits are at call earning rates of between 1.05% and 4.30% as at 30 June 2023 (1.05% as at 30 June 2022).

**Carrying Amount:**

Approximates fair value due to the short term to maturity.

## Receivables

**Accounting Policy:**

Initially recognised at fair value and subsequently measured at amortised cost.

**Terms & Conditions:**

Unsecured, and do not bear interest. At the balance date, ERA Water is not materially exposed to any individual debtor.

**Carrying Amount:**

Approximates fair value (after deduction of any allowance).

## Liabilities - Creditors and Accruals

**Accounting Policy:**

Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to ERA Water.

**Terms & Conditions:**

Liabilities are normally settled on 30 day terms.

**Carrying Amount:**

Approximates fair value.

## Liabilities - Interest Bearing Borrowings

**Accounting Policy**

Initially recognised at fair value and subsequently at amortised cost using the effective interest rate.

**Terms and conditions**

Interest is charged at a range of both fixed and variable rates ranging from 1.66% to 6.05% as at 30 June 2023 (1.66% to 2.8% as at 30 June 2022)

**Carrying Amount:**

Approximates fair value.

## ERA Water Regional Subsidiary

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2023

## Note 8. Financial Instruments

	Due < 1 year	Due > 1 year & ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
\$					
<b>2023</b>					
<b>Financial Assets</b>					
Cash & Equivalents	4,284	-	-	4,284	4,284
Receivables	82,525	-	-	82,525	82,525
<b>Total Financial Assets</b>	<b>86,809</b>	<b>-</b>	<b>-</b>	<b>86,809</b>	<b>86,809</b>
<b>Financial Liabilities</b>					
Trade and other payables	205,191	-	-	205,191	205,191
Non-Current Borrowings	-	-	14,716,081	14,716,081	14,716,081
<b>Total Financial Liabilities</b>	<b>205,191</b>	<b>-</b>	<b>14,716,081</b>	<b>14,921,272</b>	<b>14,921,272</b>
\$					

	Due < 1 year	Due > 1 year & ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
<b>2022</b>					
<b>Financial Assets</b>					
Cash & Equivalents	175,282	-	-	175,282	175,282
Receivables	59,649	-	-	59,649	59,649
<b>Total Financial Assets</b>	<b>234,931</b>	<b>-</b>	<b>-</b>	<b>234,931</b>	<b>234,931</b>
<b>Financial Liabilities</b>					
Payables	172,124	-	-	172,124	172,124
Non-Current Borrowings	-	-	15,300,000	15,300,000	15,300,000
<b>Total Financial Liabilities</b>	<b>172,124</b>	<b>-</b>	<b>15,300,000</b>	<b>15,472,124</b>	<b>15,472,124</b>

The following interest rates were applicable to Council's Borrowings at balance date:

	30 June 2023		30 June 2022	
	Weighted Avg Interest Rate	Carrying Value	Weighted Avg Interest Rate	Carrying Value
Other Variable Rates	3.49%	14,716,081	2.46%	15,300,000
		<b>14,716,081</b>		<b>15,300,000</b>

**Financial Liabilities**

Financial liabilities do not include employee benefits such as wages payable, superannuation payable, or income tax withheld.

**Net Fair Value**

All carrying values approximate fair value for all recognised financial instruments. There is no recognised market for the financial assets of the ERA Water.

**Risk Exposures**

**Credit Risk** represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of ERA Water is the carrying amount, net of any allowance for doubtful debts. All ERA Water investments are made with the SA Local Government Finance Authority and are guaranteed by the SA Government.

**Market Risk** is the risk that fair values of financial assets will fluctuate as a result of changes in market prices. All of ERA Water's financial assets are denominated in Australian dollars and are not traded on any market, and hence neither market risk nor currency risk apply.

**Liquidity Risk** is the risk that ERA Water will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Management Policy (LGA Information Paper 15), liabilities have a range of maturity dates. ERA Water also has available a borrowing facility that it can access.

**Interest Rate Risk** is the risk that future cash flows will fluctuate because of changes in market interest rates. At the balance date, ERA Water has a combination of variable and fixed rate facilities of varying maturities.

## ERA Water Regional Subsidiary

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2023

## Note 9. Uniform Presentation of Finances

\$	2023	2022
The following is a high level summary of both operating and capital investment activities of ERA Water prepared on a simplified Uniform Presentation Framework basis. All Councils and Subsidiaries in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.		
<b>Income</b>		
User Charges	883,232	731,967
Investment Income	34,004	15,996
Other Income	44,219	-
	<u>961,455</u>	<u>747,963</u>
<b>Expenses</b>		
Employee Costs	117,121	103,544
Materials, Contracts & Other Expenses	589,309	489,142
Depreciation, Amortisation & Impairment	470,210	468,775
Finance Costs	443,473	329,031
	<u>1,620,113</u>	<u>1,390,492</u>
<b>Operating Surplus / (Deficit)</b>	<b>(658,658)</b>	<b>(642,529)</b>
<i>less Net Outlays on Existing Assets</i>		
Capital Expenditure on Renewal and Replacement of Existing Assets	-	-
Add back Depreciation, Amortisation and Impairment	470,210	468,775
Proceeds from Sale of Replaced Assets	-	-
<b>Subtotal</b>	<b>470,210</b>	<b>468,775</b>
<i>less Net Outlays on New and Upgraded Assets</i>		
Capital Expenditure on New and Upgraded Assets	(15,517)	(44,691)
Amounts Received Specifically for New and Upgraded Assets	-	-
Proceeds from Sale of Surplus Assets	-	-
<b>Subtotal</b>	<b>(15,517)</b>	<b>44,691</b>
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(203,965)</b>	<b>(218,445)</b>

## Note 10. Contingencies &amp; Assets/Liabilities Not Recognised in the Balance Sheet

The following assets and liabilities do not qualify for recognition in the Balance Sheet, but knowledge is considered relevant to the users of the financial report in making and evaluating decisions about the allocation of scarce resources.

**POTENTIAL INSURANCE LOSSES**

ERA Water insures against known insurable risks using a range of insurance policies, each of which is subject to deductible "insurance excesses", the amount of which varies according to the class of insurance. ERA Water is not aware of any such insurance claims at the reporting date. Other potential claims not reported to ERA Water may have existed at reporting date.

**PIPE REMEDIATION OR DAMAGE**

ERA Water owns a network of pressurised underground pipes which could result in damage to public or private infrastructure in the event of failure. Further more, there may be long term remediation liabilities attached to some of ERA Water's pipeline assets. The cost of these potential liabilities cannot be reliably estimated and have not been included in these financial statements.

## Note 11. Events after the Balance Sheet Date

Events that occur after the reporting date of 30 June 2023, up to and including the date when the financial statements are "authorised for issue" have been taken into account in preparing these statements.

ERA Water has adopted the date of receipt of the Auditors' Report as the appropriate "authorised for issue" date relating to these General Purpose Financial Statements.

Accordingly, the authorised for issue date is [insert date].

ERA Water is unaware of any material or significant "non adjusting events" that should be disclosed.

## ERA Water Regional Subsidiary

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2023

### Note 12. Expenditure Commitments

#### Capital Commitments

No known capital commitments exist at the balance date.

#### Other Expenditure Commitments

ERA Water has contracts in place with 3rd party contractors for business as usual operations and maintenance services.

### Note 13. Related Party Transactions

#### Key Management Personnel

##### Transactions with Key Management Personnel

At the Balance Date, the Key Management Personnel of the Authority include Andrew Aitken (current Acting General Manager), Terry Sutcliffe (former Acting General Manager) and the members of the ERA Water Board including:

- Jeff Tate (Chairperson)
- Mark Piggott (Councillor - City of Norwood, Payneham and St Peters)
- Anthony Vanstone (Councillor - Corporation of the Town of Walkerville)
- Chris Cowley (CEO - City of Burnside)

General Manager(s)

-Terry Sutcliffe

-Andrew Aitken (Current)

In all, six persons were paid a total of \$125,891.50 of remuneration for services provided to ERA Water.

Key Management Personal Remuneration	2023	2022
Salaries, allowances & other short term benefits	\$ 125,891.50	\$ 115,554
Post- employment benefits	\$ -	\$ -
Long-term benefits	\$ -	\$ -
Termination benefits	\$ -	\$ -
TOTAL	\$ 125,891.50	\$ 115,554

##### Transactions with related parties:

The related parties disclosed below are equity owners of the Authority and are referred to as Constituent Councils. Constituent Councils have representation on the Board of the Authority and accordingly have significant influence on the financial and operating decisions of the Authority. No single Constituent Council individually has control of ERA Water.

##### Amounts received from related parties:

Town of Walkerville provided ERA Water with Board and Audit Committee secretarial support and a location to hold ERA Water board meetings.

City of Norwood Payneham & St Peters provided furnished office accommodation for ERA Water General Manager for the whole of the financial year and funded part of the cost of bookkeeping and financial management support provided to ERA Water by a third party.

There are no invoices that remain payable by related parties outside of ordinary trading terms.

Related Party	Sale of Water	Outstanding from Related Parties	Description of Services Provided
Town of Walkerville	\$ 44,740.30	\$ 2,265.60	Water Sales
City of Norwood, Payneham and St Peters	\$ 114,334.08	\$ 5,380.90	Water Sales
City of Burnside	\$ 289,321.98	\$ 6,513.60	Water Sales
TOTAL	\$ 448,396.36	\$ 14,160.10	



ERA WATER REGIONAL SUBSIDIARY

**GENERAL PURPOSE FINANCIAL STATEMENTS  
FOR THE YEAR ENDING 30 JUNE 2023**

**CERTIFICATION OF AUDITOR INDEPENDENCE**

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of ERA Water Regional Subsidiary for the year ended 30 June 2023, the Subsidiary's Auditor, Dean & Newbery Pty Ltd, has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.

Michael Parkinson  
ERA Water Audit Committee Chairperson

Date: 16 Aug 2023

Andrew Aitken  
ERA Water General Manager

Date: 16 AUGUST 2023

**HEAD OFFICE**214 Melbourne Street  
North Adelaide SA 5006PO Box 755  
North Adelaide SA 5006T: (08) 8267 4777  
www.deannewbery.com.auDean Newbery  
ABN: 48 007 865 081**Auditor's Independence Declaration under Section 22 of the Local Government  
(Financial Management) Regulations 2011 to the Eastern Region Alliance  
Water Regional Subsidiary**

I confirm that, for the audit of the financial statements of the Eastern Region Alliance Water Regional Subsidiary for the year ended 30 June 2023, I have maintained my independence in accordance with the requirements of APES 110 – Code of Ethics for Professional Accountants (including Independence Standards), Part 4A, published by the Accounting Professional and Ethical Standards Board, in accordance with the *Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22 (5) *Local Government (Financial Management) Regulations 2011*.

**JIM KEOGH  
DIRECTOR**

Signed on the 7<sup>th</sup> day of September 2023,  
at 214 Melbourne Street, North Adelaide, South Australia 5006

**ERA WATER REGIONAL SUBSIDIARY**

**GENERAL PURPOSE FINANCIAL STATEMENTS  
FOR THE YEAR ENDING 30 JUNE 2023**

**CERTIFICATION OF AUDITOR INDEPENDENCE**

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of ERA Water Regional Subsidiary for the year ended 30 June 2023, the Subsidiary's Auditor, Dean & Newbery Pty Ltd, 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: 15 August 2023

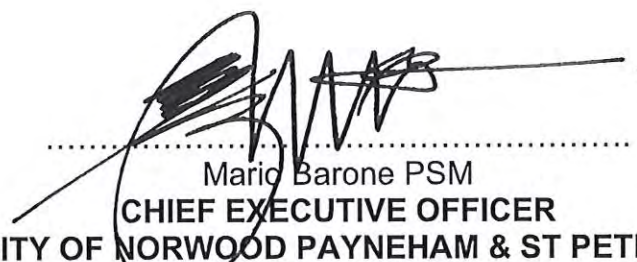
**ERA WATER REGIONAL SUBSIDIARY**

**GENERAL PURPOSE FINANCIAL STATEMENTS  
FOR THE YEAR ENDING 30 JUNE 2023**

**CERTIFICATION OF AUDITOR INDEPENDENCE**

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This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.



.....  
Mario Barone PSM  
**CHIEF EXECUTIVE OFFICER**  
**CITY OF NORWOOD PAYNEHAM & ST PETERS**

Date: 15. 08. 2023.



**ERA WATER REGIONAL SUBSIDIARY**

**GENERAL PURPOSE FINANCIAL STATEMENTS  
FOR THE YEAR ENDING 30 JUNE 2023**

**CERTIFICATION OF AUDITOR INDEPENDENCE**

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of ERA Water Regional Subsidiary for the year ended 30 June 2023, the Subsidiary's Auditor, Dean & Newbery Pty Ltd, 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  
TOWN OF WALKERVILLE**

Date: 15/08/2023

**3. CLOSURE**