



# Annual Report

## 2019–2020

Social Equity

Cultural Vitality

Economic Prosperity

Environmental Sustainability



City of  
Norwood  
Payneham  
& St Peters

# Welcome

The City of Norwood Payneham & St Peters 2019–2020 Annual Report provides a comprehensive account of the Council's performance, achievements, challenges and financial management, from 1 July 2019 to 30 June 2020.

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*.

## Kurna Acknowledgement

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

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

## We value your comments

For more information about the 2019–2020 Annual Report, please contact the Council via email: [townhall@npsp.sa.gov.au](mailto:townhall@npsp.sa.gov.au) or mail: General Manager, Governance & Community Affairs, City of Norwood Payneham & St Peters, PO Box 204, Kent Town SA 5071.

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

## Thinking of the environment

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



## 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 2019–2020 is on pages 6–29.
- Information about the Council and our organisation can be found on pages 31–115.

- Our performance outcomes for the 2019–2020 financial year and information on how we are meeting each of our strategic outcomes is on pages 116–177.
- To view our 2019–2020 financial indicators and audited financial statements, please see pages 198–245.

A glossary of terms and acronyms used throughout the report is on pages 246–251.

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



Norwood Town Hall, The Parade, Norwood

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# 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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## 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 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 Council*

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 a unique character.

The Council owns and operates the St Peters Child Care Centre, 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.

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. 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 star's six points represent the three former council 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' unique sense of place is shaped by its cultural diversity, strong community spirit, rich heritage and cosmopolitan lifestyle. It enjoys a reputation as one of Adelaide's most desirable places to live, work, study and visit.

We are a proudly diverse City and celebrate the many cultures represented in our community. In recent years, the community has grown with an influx of new citizens from China, Malaysia, India and South Korea, many of whom are students. More than a quarter of our City's residents speak a language other than English at home, with the top three being Italian, Mandarin and Greek and almost a third of residents were born overseas\*.

Over the last 20 years, the City has evolved into a destination known for its cosmopolitan lifestyle and cultural influences, as well as a thriving business and retail sector, food manufacturing, innovation and creativity.

A hub for new and emerging industries, co-working spaces and creative destinations, the proximity to Adelaide's central business district makes the City an ideal location of choice for businesses of all shapes and sizes.

A significant number of small to medium businesses are concentrated within the retail precincts of The Parade, Magill Road, Payneham Road and Glynde Corner. Professional, manufacturing and light industry precincts are also significant contributors to the state and local economies.

The Council continues to provide services and infrastructure for people at all stages of life and abilities to meet the needs of an ageing population.

Although the socio-economic profile of the City is higher than the Adelaide and South Australian profiles, there are also pockets of disadvantage.

Evolving lifestyles and community priorities has led to an increase in the use of technology, working and studying hours, and passive recreation; all of which are contributing to more sedentary lifestyles. This, coupled with smaller allotment sizes for new houses, requires the Council to place greater importance on quality areas of public open space and infrastructure to support alternative modes of transport.

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

**4,103** children (0–11)      **16,828** adults (25–59)

**5,552** young people (12–24)      **8,879** older people (60+)

**30.2%** of the population born overseas

<b>Top 5 birthplaces of residents</b>	<b>64.7%</b> Australia	<b>4.8%</b> United Kingdom
	<b>4.3%</b> Italy	<b>2.6%</b> India
	<b>4.0%</b> China	

**7,000** local businesses

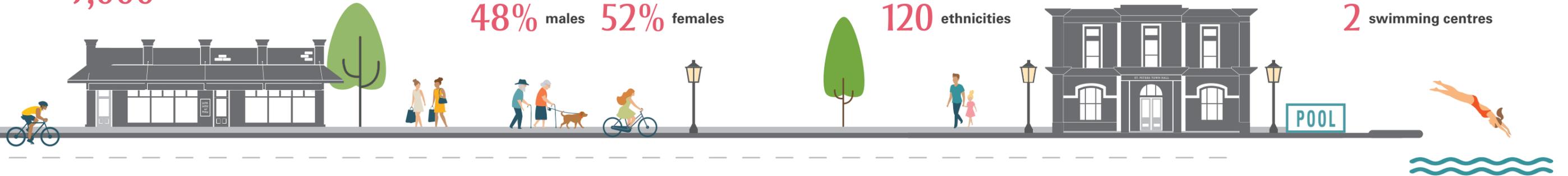
**48%** males      **52%** females

**120** ethnicities

**3** libraries

**16** schools

**2** swimming centres

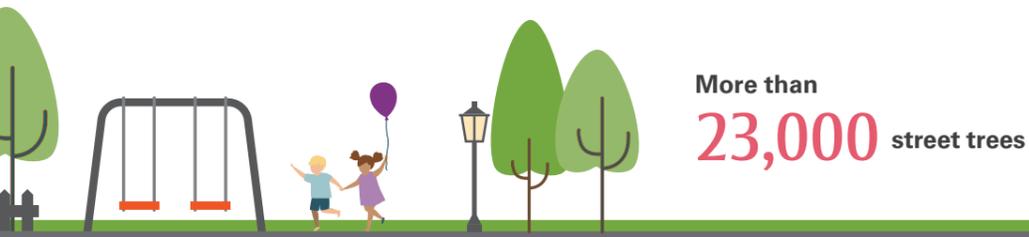


More than **23,000** street trees

**29** playgrounds

**72** parks and reserves

**180 ha** open space



## Just five minutes east of Adelaide's CBD

Located in South Australia, just five minutes east of Adelaide's CBD, the City of Norwood Payneham & St Peters covers 15km<sup>2</sup> and has a multicultural population of 37,056\*.

The Council area is bounded by six neighbouring councils and the River Torrens to the north and west.



\*Information collected in 2016 by Profile ID (<https://profile.id.com.au/npsp/language>).  
<sup>#</sup> Source: Australian Bureau of Statistics 2019 Estimated Resident Population

# 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 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



# CityPlan 2030: Shaping Our Future

## Mid Term Review



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

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*, 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’.”*

Mayor Robert Bria

*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.

Last updated in 2017, *CityPlan 2030* was developed in 2008 through an extensive visioning process with the community and identifies the broad strategic directions which the Council is working towards to create the desired future for the City of Norwood Payneham & St Peters community.

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

In 2019–2020 the Council commenced a mid term review of *CityPlan 2030* and as part of that process will be engaging with the broader community prior to finalising the Plan.

Due to the implications of the COVID-19 pandemic, the planned program of consultation was revised. The first stage of consultation involved a randomly targeted audience consisting of 1,500 residential and commercial ratepayers invited to participate in an online survey.

Comments received as part of the first stage of consultation are currently being used to prepare a draft updated *CityPlan 2030*.

It is anticipated that the draft strategy will be released for community consultation in September 2020 with the final draft submitted to the Council for endorsement in December 2020.

# Year In Review

## Performance Highlights

### Outcome 1: Social Equity

A connected, accessible and pedestrian-friendly community

Upgraded Post Office Lane, Norwood from a private laneway to a public road.

Page 141.

Hosted 359 Lifelong Learning opportunities attracting 8,481 registrations.

Page 130.

Facilitated ten community consultation and engagement opportunities relating to a range of strategies and major projects and initiatives including the draft Smart City Plan and Community Land Management Plans.

Page 142.

Achieved significant engagement and audience development through the Council's digital media platforms and channels.

Page 137.

Adopted the Regional Public Health & Wellbeing Plan.

Page 144.

Engaged with 12 young people through the YouthFM radio broadcasting program.

Page 143.

Provided visitation and companionship to 25 socially isolated residents through the Community Visitors Scheme.

Page 139.

Hosted the Zest for Life two-week program of events encouraging active and healthy lifestyles for older citizens.

Page 144.

Provided \$53,758 to 21 community groups through the Community Funding Program.

Page 142.

### Outcome 2: Cultural Vitality

A visually interesting, artistic and creative City

Significantly progressed construction of the Syd Jones Reserve Redevelopment.

Page 152.

Installed a new shade sail structure at Hutchinson Park playground.

Page 152.

Commenced redevelopment of six tennis courts at Payenham Oval.

Page 155.

Inaugurated 222 new citizens from almost 50 countries at four citizenship ceremonies.

Page 149.

Hosted a Nature Play Festival at the newly redeveloped Felixstow Reserve.

Page 149.

Hosted Jazz in the Park, an open-air live music event at Koster Park, attracting 1,200 people.

Page 148.

Hosted a suite of events under the Christmas in NPSP brand.

Page 148 & 155.

Hosted the Stage 4 Start of the 2020 Santos Tour Down Under and Norwood on Tour Street Party, on The Parade, Norwood.

Page 155.

Completed construction of Drage Reserve Playground, an all abilities and accessible play space in Felixstow.

Page 152.

	2019–2020	2018–2019	2017–2018
Value of completed infrastructure works. Page 124.	\$3.6m	\$2.8 m	\$3.75 m
Community Funding Program Grants. Page 142.	\$53,758	\$21,591	\$19,414
Lifelong Learning opportunities. Page 130.	359 (24 virtual)	510	543
Lifelong Learning participants. Page 130.	8,481* (799 virtual)	12,642	11,653

Fast Facts

Development approval was granted for:	2019–2020	2018–2019	2017–2018
Dwellings	917	284	341
Land divisions	69	83	94
Swimming pools	78	93	89
Regulated tree removal	24	38	27
Total value of new developments	\$240m	\$165m	\$249m

Fast Facts

\*A number of programs were cancelled due to the COVID-19 pandemic. See pages 108–115.

# Year In Review

## Performance Highlights

### Outcome 3: Economic Prosperity

A dynamic and thriving centre for business and services

The Council endorsed the Kent Town Economic Growth Strategy 2020–2025.

Page 163.

The Eastside Wine & Ale Trail was showcased at Cellar Door Fest 2020.

Page 160.

Four business growth workshops were delivered for and attended by 44 participants from businesses within the local area.

Page 162.

Held the third Eastside Business Awards, which saw 11 businesses celebrated across 12 categories.

Page 159.

Worked alongside local businesses to host a series of events, including A Day of Fashion.

Page 164.

The Council was the major sponsor of the Adelaide International Youth Film Festival.

Page 163.

Held the Raising the Bar Adelaide event at pubs and bars across the City, attracting 1,804 participants.

Page 164.

### Outcome 4: Environmental Sustainability

A leader in environmental sustainability

Completed Stage 1 construction of the Third Creek Stormwater Drainage Upgrade Project.

Page 172.

Received funding through Green Industries SA to support a food recycling project.

Page 170.

Co-funded LiDAR data collection to create the first metropolitan-wide tree canopy mapping.

Page 175.

Hosted an eight week Living Smart Course for 25 participants.

Page 170.

Endorsed a motion in relation to climate change.

Page 175.

Diverted 5,006 tonnes of green organic waste from landfill.

Page 169.

Diverted 3,468 tonnes of recycling waste from landfill.

Page 169.

Procured 73 tonnes of recyclable materials through the Circular Procurement Pilot Project.

Page 170.

	2019–2020	2018–2019	2017–2018
Number of Food Secrets bus tours	6*	10	11
Number of participants on Food Secrets bus tours	96*	160	176
Major events	7*	9	9
Attendances at major events**	36,000*	47,000	57,600

Fast Facts

\*A number of events were cancelled due to the COVID-19 pandemic. See page 114.  
 \*\* Major events included Raising the Bar Adelaide, Felixstow Reserve Nature Play Festival, Norwood Christmas Pageant, Twilight Carols, Movie on the Oval, Norwood on Tour and Jazz in the Park.

	2019–2020	2018–2019	2017–2018
Kerbside recycling waste diverted from landfill	3,468 t	3,332 t	3,269 t
Kerbside green organic waste diverted from landfill	5,006 t	4,526 t	4,386 t
General waste collected	7,076 t	6,389 t	6,917 t
Hard waste collections	480 t (3,753 collections)	479 t (3,802 collections)	602 t (4,367 collections)

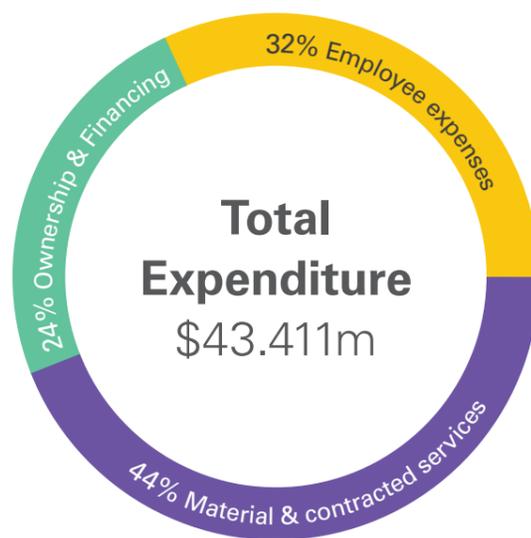
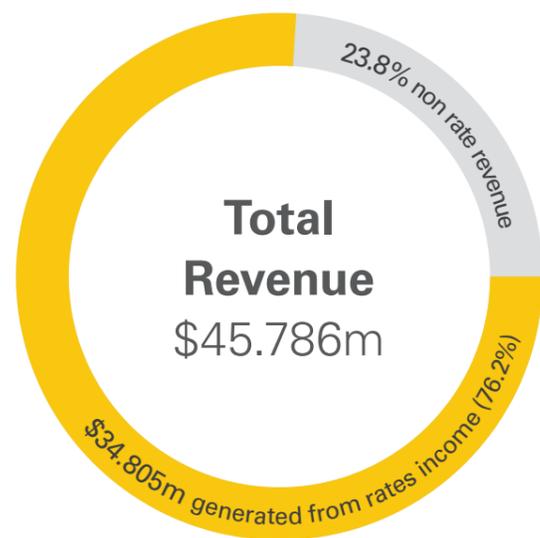
Fast Facts

t = tonnes

# Year In Review

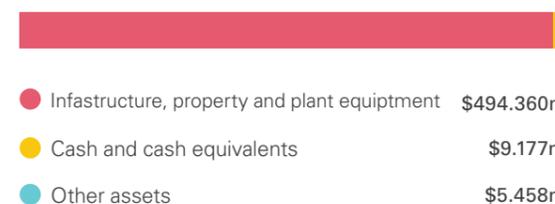
## Financial Summary

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



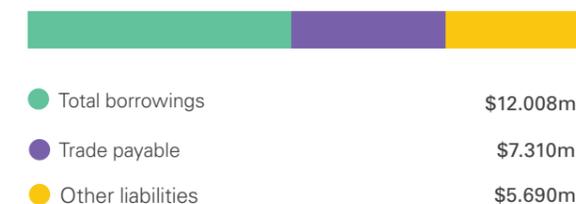
### Total Assets

\$508.995m



### Total Liabilities

\$25.008m



**Net Assets \$483.987m**

7.5% increase from 2018–2019

### Residential Rate Increase

**1.85%**

Average residential rate increase from 2018–2019  
= \$27/year based on a mean property valuation of \$667,984

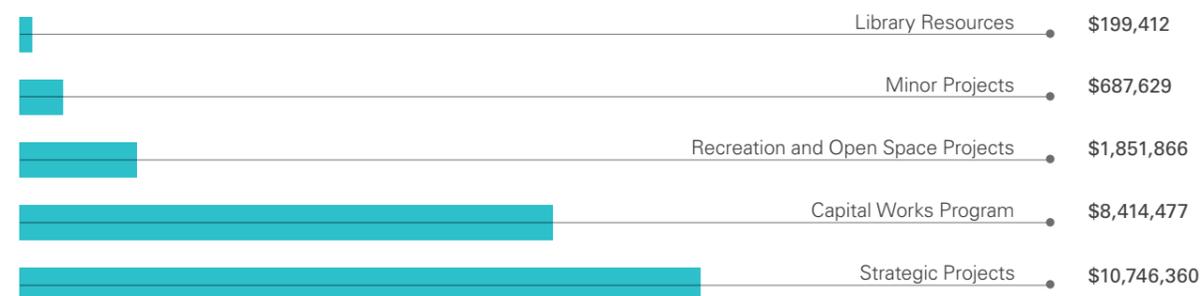
### Operating Surplus

**\$2.375m**

In line with 2018–2019

### Capital Expenditure

\$21.900m



# Year In Review

## Financials

Achieving and maintaining financial sustainability is a key ongoing objective for the City of Norwood Payneham & St Peters. In 2019–2020, the Council continued to work towards this objective, achieving a better than expected Operating Surplus of \$2.375 million.

The following pages provide a summary of the Council’s financial position, with detailed information relating to the Council’s financial performance included within the Financial Statements section of this Annual Report, from page 198.

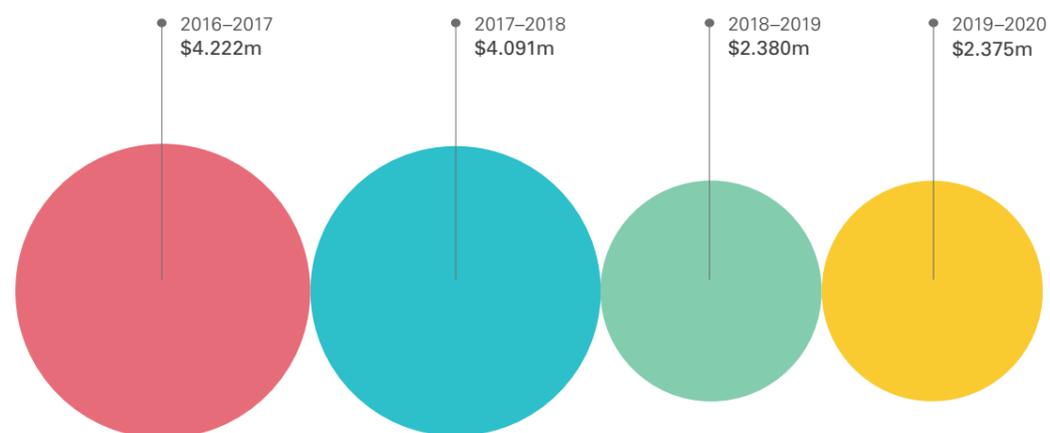
### Operating Result

In 2019–2020, the Council reported an Operating Surplus of \$2.375 million, compared to a budgeted Operating Surplus of \$0.835 million.

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 indebtedness of the Council (what the Council owes) as a percentage of operating revenue.
- **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.

	2020 Amounts	2020 Indicator	2019 Indicator	2018 Indicator
<b>Operating Surplus Ratio</b>				
Operating Surplus	2,375,234	5.2%	5.3%	9.3%
<b>Total Operating Revenue</b>	<b>45,786,081</b>			
Long-term Financial Plan target between 0% and 10%				
<b>Net Financial Liabilities Ratio</b>				
Net Financial Liabilities	12,837,009	28%	8.0%	1.8%
<b>Total Operating Revenue</b>	<b>45,786,081</b>			
Long-term Financial Plan target less than 75%				
<b>Asset Sustainability Ratio</b>				
Net Asset Renewals	8,868,631	113%	116%	62%
<b>Infrastructure &amp; Asset Management Plan required expenditure</b>	<b>7,875,564</b>			
Long-term Financial Plan target between 90% and 110%				

# 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 2019–2020 financial year, rates represented 76% of total income (compared with 75.1% in 2018–2019).

In 2019–2020, the Council collected \$34.805 million in rate revenue, comprising of:

- General Rate Revenue\* \$34.616 million; and
- Parade Separate Rate\* \$0.189 million.

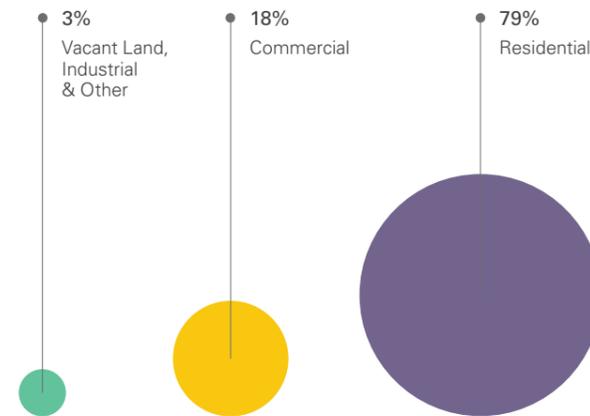
The Council supplements rate revenue with grants and user fees in order to provide services, facilities and projects for the community. Some of the services provided are required to be delivered by the Council under the *Local Government Act 1999*, while others services and programs are delivered to meet community needs or to deliver on community expectations.

Income from all sources to fund the services and programs provided by the Council in 2019–2020 was \$45.7 million (a 2.4% increase from 2018–2019).

\*The Council grants \$0.999 million of rate rebates to eligible property owners during the year.

### General Rates Sources

**\$34,615,935**



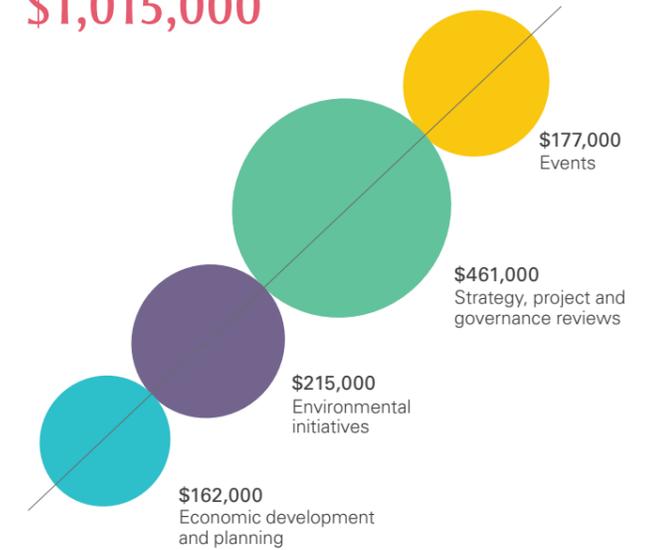
### Expenditure

During 2019–2020, the Council spent \$41.019 million to deliver its continuing services, with a further \$1.015 million to provide special events and programs, or for the introduction of new services, initiatives and programs. The Council also collected \$1.375 million on behalf of the State Government for its Natural Resource Management Levy.

Initiatives included events such as the Tour Down Under and Movie on the Oval. Strategy, project and governance reviews included the *CityPlan 2030* Mid Term Review, Community Survey and Community Land Management Plans Review. Environmental initiatives included the Council's Queensland Box Trees Sweeping program, climate adaptation projects through the Resilient East partnership and the planting of additional street trees. Economic development initiatives included the Kent Town Urban Design Framework, and contributions to economic development initiatives such as Raising the Bar Adelaide and the Eastside Business Awards.

### Service Initiatives

**\$1,015,000**



### Total Income

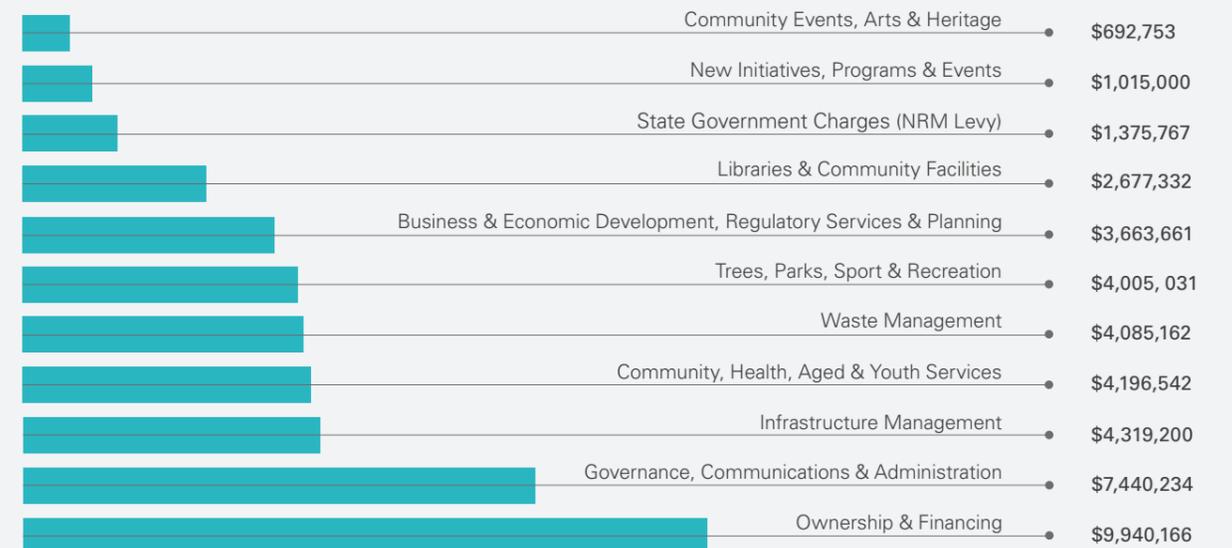
\$45,786,081



Rates	\$34,805,434
User charges	\$3,408,253
Grants, subsidies and contributions	\$2,958,655
Other Income	\$1,642,542
Statutory charges	\$1,595,430
State Government charges (NRM Levy)	\$1,375,767

### Total Expenditure

\$43,410,848



# Where Your Rates Go

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



**\$2.49**

## Community Events, Arts & Heritage

- Community events
- Community arts
- Cultural heritage



**\$37.07**

## Infrastructure Management

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



**\$12.34**

## Waste & Recycling Services

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



**\$2.38**

## Community, Health, Aged & Youth Services

- Community support and development
- Community programs
- Home Care Assist
- Youth services
- St Peters Child Care Centre & Pre-school



**\$13.06**

## Trees, Parks, Sport & Recreation

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



**\$ 8.07**

## Libraries & Community Facilities

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



**\$6.24**

## Economic Development, Regulatory Services, Environment & Planning

- City planning
- Building inspections
- Environmental health services
- On-street parking management
- Animal management
- Abandoned vehicles
- Creek maintenance
- Pest management
- Management of business precincts
- Strategic projects
- Economic development



**\$18.34**

## Governance, Communications & Administration

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

# Strategic Challenges

## 2019–2020

### Local Government Reform

The *Local Government Act 1999* (the Act) has now been in operation for almost 20 years. It is therefore appropriate that a holistic review of the Act be undertaken to ensure that it remains contemporary and relevant, rather than focusing on amendments to selected areas of the Act's operation, as has occurred in recent years.

In August 2019, the State Government progressed its broad-ranging Local Government reform agenda by releasing the 'Reforming Local Government in South Australia Discussion Paper'. The discussion paper focused on four key areas and identified more than 70 reform proposals across these areas, namely:

- Stronger Elected Member Capacity and Better Conduct;
- Lower Costs and Enhanced Financial Accountability;
- Efficient and Transparent Local Government Representation; and
- Simpler Regulation.

Key to the proposed reforms was a new conduct management framework for Elected Members, which draws a clear distinction between lower level 'behavioural' matters that can be dealt with by councils and more serious 'integrity' matters or ongoing instances of inappropriate behaviour, with a proposal to refer such matters to an independent body with stronger powers to impose sanctions.

#### How we addressed it

The Council provided a submission to the State Government with respect to the proposed reforms in October 2019, supporting many of the proposals addressed at improving governance, simplifying and strengthening the conduct management framework for Elected Members and streamlining legislative processes under the Act. The Council did, however, raise concerns regarding proposed increases in red tape around the requirements applying to council Audit Committees and council budget-related documentation, on the basis that the legislation should enable a best practice approach without unnecessary prescription.

On 17 June 2020, the Statutes Amendment (Local Government Review) Bill 2020 was introduced into State Parliament. The Bill adopts many of the proposed reforms in the August 2019 Discussion Paper and makes significant amendments to both the *Local Government Act 1999* and the *Local Government (Elections) Act 1999*.

Although no formal opportunity has been provided for consultation on the Bill, the Local Government Association of South Australia intends to consult with member councils and provide feedback on the Bill to the State Government by August 2020.

The Council will continue to engage in the reform process where possible to ensure that the Council's concerns and those of the broader Local Government sector are taken into account.

### Private Laneways Conversion Project

The Council's Private Laneways Conversion Project involves the conversion and upgrade of up to two private laneways in the City to public road each year.

As provided for in the Council's Private Laneways Policy and Procedure, this project aims to assist residents and businesses that rely upon access to their property from private laneways with no known owner or a deceased owner.

Many of these private laneways are in poor condition and there is a lack of clarity regarding who is responsible for their ongoing maintenance.

As such, the Council has determined to progressively assume ownership and responsibility for ongoing maintenance of these laneways throughout the City, through the public road conversion process provided in Section 210 of the *Local Government Act 1999*.

Conversion to public road is a two-year process for each laneway, with the legal and administrative steps required for the Council to take over ownership of the laneway being conducted in the first year, and the capital works required to upgrade the laneway to public road standard being completed in the second year. The capital works are carried out at the Council's cost, and can be a significant financial commitment.

#### Approximate budget required to be allocated to each laneway conversion project

Legal and advertising	\$6,850
Design	\$20,000
Construction	\$50,000–\$250,000*

\*Dependent on size of laneway and extent of upgrade works required

Construction budgets are dependent on the size of the laneway and scope of the capital works required to bring the laneway up to a satisfactory condition. During the 2019–2020 financial year, the Council undertook its first laneway conversion project for Post Office Lane, Norwood. The construction budget for this project was \$131,956.

#### The challenge

The Council's Private Laneways Policy requires written agreement from 75% of adjoining owners to the proposed conversion of a private laneway to public road. This is not a legislative requirement under the *Local Government Act 1999*, however this policy position ensures that there is majority agreement from those owners that will most directly benefit from the conversion before the Council will proceed.

In 2019–2020, the Council successfully obtained 76.5% agreement from the adjoining owners of Post Office Lane, Norwood to its proposed conversion to public road. The capital works required to upgrade the laneway to public road standard are due to be completed in late 2020.

Prior to its conversion to public road, Post Office Lane had remained in the ownership of Mary Cooke and James Smith since 1851. The land was never transferred from their ownership, such that the owner of the land would have been the executors, administrators or beneficiaries of their estate. Following completion of the public road conversion process under Section 210 of the Act in October 2019, ownership of the laneway vested in the Council.

The Council was unable to obtain the required 75% agreement from the adjoining owners of the second private laneway identified as suitable for conversion to public road – Tolmer Place in Norwood. In that case, the proposed conversion was also complicated by the existence of a privately-owned Right of Way along one side of the laneway, which also needed to be acquired in order to provide sufficient width for vehicle access to the laneway. Concerns regarding future access to parking along the laneway and loss of ownership over the Right of Way were raised by the residents. The Council therefore did not proceed with the conversion of Tolmer Place to a public road.

In some cases, despite the immediate and long-term benefits of upgrading a private laneway to public road, the adjacent owners may determine that it is preferable for the laneway to remain in private ownership. This may be for reasons of amenity, ease of current use and parking, and existing maintenance arrangements between adjacent owners.

### COVID-19 Pandemic

In early 2020, the world was presented with one of its biggest modern-day health and economic challenges—the COVID-19 pandemic.

The unexpected arrival and surge of the pandemic has drastically changed the normality and functionality of everyday life for people from all corners of the globe, as well as economic conditions from a global level down to a local level.

Though known case numbers of the virus were relatively low in South Australia and across the nation, the City of Norwood Payneham & St Peters was not immune to the known impacts of the COVID-19 pandemic—which will continue to challenge government, businesses and communities for years to come.

The Council took a variety of actions throughout the pandemic from providing financial assistance to local businesses and ratepayers, to carrying out Federal and State Government mandated actions that saw the temporary closure and suspension of Council facilities, services and programs and cancellation of much-loved community events.

#### How we addressed it

See the COVID-19 section (pages 108–115) to read about the variety of challenges that the Council experienced and how they were addressed.

# Mayor's Message

The 2019–2020 financial year can be summed up by borrowing the words of Charles Dickens in his literary classic, *A Tale of Two Cities*.

“It was the best of times. It was the worst of times.” To say the past 12 months has been a turbulent period is an understatement.

## COVID-19 pandemic

Not one of us expected the first year of this new decade to start as it did with the spread of the COVID-19 pandemic.

The implications of the COVID-19 pandemic have resulted in significant social, cultural and economic disruption, which has affected our daily lives, our community and the world in ways we could never have imagined last January.

Like many other councils, the City of Norwood Payneham & St Peters responded to the pandemic by following Federal and State Government health advice to cancel or postpone events, temporarily close libraries and other community facilities, and temporarily suspend services and programs provided by our Volunteers.

The Council also supported local businesses which were forced to temporarily close or reduce trading by putting in place a comprehensive Financial Assistance Package to provide financial relief and other support measures for businesses, in addition to allocating funding for the marketing and promotion of the City's retail, industry and business precincts.

Upon reflection of the past six months, our community can be justifiably proud of the way we have—individually and collectively—adhered to and respected the Federal and State Government physical distancing restrictions and health guidelines designed to reduce the spread of COVID-19 within our community and State.

Throughout this time, citizens of the City of Norwood Payneham & St Peters

have clearly demonstrated that this is a caring and resilient City with a strong sense of community spirit. Read more about the implications of the COVID-19 pandemic on pages 108–115.

## Sticking to the fundamentals

Despite the COVID-19 pandemic, the Council has remained steadfast in ensuring that the fundamentals which underpin our reputation as a leading Local Government authority in South Australia remain firmly in place.

Among these fundamentals is financial sustainability. This year, the Council continued its strong record of prudent financial management with a residential (average) rate increase of 1.85%, which is well within the parameters set out in the Council's Long-term Financial Plan.

The Council's commitment to delivering major projects also featured strongly with the commencement of a number of significant projects including the upgrade of Norwood Oval; reconstruction of tennis courts at the Payneham Sports Complex; implementation of the Beulah Road Bicycle Boulevard; and the redevelopment of Syd Jones Reserve. All of these projects are expected to be completed during 2020–2021 (pages 120–123).

With a number of major projects either in the pipeline or requiring further scoping, the Council has identified the needs and aspirations of our community and responded by delivering benefits which will enhance the lifestyle of and amenity for residents over the medium to longer term.

## Creating a strong local economy

With more than 6,000 small businesses in our City, the Council places significant value on its relationship with all local traders.

A key part of this relationship and building a stronger local economy is recognising and rewarding successful businesses.

For the third successive year, the Council partnered with Messenger Newspapers to deliver the Eastside Business Awards, an initiative that helps to raise the profile of local businesses across 12 award categories (page 101).

The Council again hosted the successful Raising the Bar Adelaide in ten of the City's best bars and hotels, and followed up by presenting the world's first Raising the Bar Entrepreneur event a few months later (page 164).

Progress of The Parade Masterplan continued with the Council moving to the detailed design phase, while the food and beverage manufacturing industry in Glynde continued to enjoy exposure through the Council's Food Secrets bus tours which offer a unique inner-city food trail experience.

The City-wide Parking Review also presented an opportunity for the Council to work with businesses to create a more balanced, sustainable approach to car parking issues near our retail and commercial precincts as the demand for parking in those areas increases.



## Eyes on the future

The strategic direction of our City has been a major focus, with the Council conducting a mid term review of its overarching strategic management plan, *CityPlan 2030: Shaping our Future* (page 11).

Having now reached the halfway point of the initial plan which began in 2008, the review is an important process to measure the community's temperature and determine if our City is meeting challenges such as climate change and digital disruption, while at the same time achieving aspirations of retaining our built heritage, celebrating our diversity and living in a cleaner, greener environment.

In addition, the development of a draft Smart City Strategy has the potential for our City to embrace and combine new technologies and information to provide online services that improve the liveability of our City and deliver more effective online services.

The 2019 Community Survey provided a valuable insight into our residential and business community, and served as a reminder to the Council of the need to remember the importance of getting basic services right (page 95).

## Acknowledgments

I sincerely thank my fellow Elected Members and the Council's staff who have all demonstrated what great outcomes can be achieved when working as a team.

Thanks also to Chief Executive Officer Mario Barone PSM and his Executive Leadership Team who have continued to demonstrate great leadership with a commitment to excellence and integrity in public administration.

Of course, the Council's relationship with our community could not be as strong as it is without the skill, care, sacrifice and compassion of almost 220 dedicated and selfless Volunteers who provided close to 5,000 hours of service for the benefit of others in our community.

## The year ahead

The next 12 months will present us with a period of uncertainty as our community moves towards a new normal within an environment which is influenced by the ramifications of the COVID-19 pandemic.

While South Australia continues to enjoy reduced restrictions, the impact of the pandemic will be felt for some time both socially and economically.

For the Council, it will mean that financial management will hold even more importance to ensure that over the coming years it can maintain the financial sustainability which provides a degree of comfort and certainty for our community.

This task will take on a greater sense of urgency, subject to the proposed changes to Local Government budget processes outlined as part of the reform of the *Local Government Act 1999*.

Whatever the change, I am confident that the City of Norwood Payneham & St Peters will meet the challenge.

**Robert Bria**  
Mayor

# CEO's Message

The past 12 months have presented challenges like never before on a global scale, and the effects of the COVID-19 pandemic have been felt by our community members, families, friends and local businesses.

I'd like to thank all residents, citizens and traders for the support you have shown to one another during this unprecedented time. As the world has grappled with rapid change and risk, I am proud of the strength, resilience and care that has been shown amongst our community. It is times like these that emphasise how fortunate we are to be part of this City.

These challenges have highlighted the importance of continuing to invest in our community and while the Council remains focused on our long-term goals and renewing our infrastructure, our top priority over the last six months has been protecting the health and well-being of our community, Volunteers and staff.

A number of measures were taken to assist with minimising the spread of COVID-19. While we were disappointed to temporarily suspend non-essential services and postpone our events, we thank you for your co-operation in following the directions of Federal and State Governments and adhering to the advice of medical professionals.

## Exciting developments

December 2019 saw the South Australian Government's Community Recreation and Sport Facilities Program provide funding to upgrade ten tennis courts. We are delighted with the result which included four courts at Buttery Reserve, Norwood and the construction of six courts, unisex changerooms and facilities at Payneham Oval (page 123).

The highly anticipated redevelopment of the much-loved and iconic Norwood Oval is nearing completion, adding even more value to home of the mighty Redlegs and a fantastic place to watch and enjoy Australian Rules Football.

Comprising a new community function space, Premier's Bar and changerooms, the Wolf Blass Community Centre has been retrofitted seamlessly into the existing buildings and has brought life back to iconic buildings — the Sir Edwin T. Smith Pavilion and the Centenary and Essery Pavilions (page 122).

The \$675,000 redevelopment of the Syd Jones Reserve is also nearing completion and will turn the reserve into a quality space for residents, visitors and families to enjoy. The upgrade includes the installation of a central playground; resurfacing the tennis courts with a new multi-purpose hard surface; a new shelter and barbecue; a new toilet; and new pathways, seating, lighting and landscaping.

This year saw the Council implement the first year of a 15-year \$38.4 million stormwater drainage strategy project with the upgrade of the Third Creek Stormwater Drainage (page 120). This upgrade will address and reduce the impacts of flooding, helping to protect residents, their homes and property, as well as protecting footpaths, kerbing and street trees. Detailed designs are currently being finalised for stage two, with construction scheduled to commence and be completed within the coming financial year.

Designed with children of all ages and abilities in mind, Drage Reserve in Felixtow is now home to a new first-class playground which has a rubber base and a wheelchair-friendly trampoline, thanks to the generosity of the Count Me In Foundation. The Council has received positive feedback about the new play equipment, which complements the nearby nature play area in the award-winning Felixstow Reserve.

The Beulah Road Bicycle Boulevard is also nearing completion. This will enable cyclists to ride safely from Fullarton Road to Portrush Road, offering a convenient alternative to cycling on main arterial roads, such as The Parade and Magill Road, as well as creating better walking pathways.

Plans are underway for the highly anticipated Swimming Centres Redevelopment Projects, which includes a masterplan concept design for the Payneham Memorial and Norwood Swimming Centres; and refurbishment of the Payneham Memorial Swimming Centre main pool.

## We are here for you

Careful management in previous years has meant that the Council was in a position to be able to absorb some of the sudden shock of COVID-19, but it has undoubtedly been a challenging time for all. We looked to ease some of the financial hardship by creating a package to support ratepayers, property owners, businesses and residents by focusing on services and initiatives within Council's control (pages 108–115).

For ratepayers, this included waiving of interest and fines for any unpaid 2019–2020 Fourth Quarter Rates instalments; and assessment of individual cases of hardship.

For local businesses, this included discretionary rebates for businesses paying the June Quarter Outdoor Dining Permit fees, and deferred payments for the installation of bollards.

For local sporting clubs, organisations and leaseholders, the Council waived financial commitments for three months, deferred loans and arranged



case-by-case review for all tenants of Council building and facilities.

In regards to home and community care services, the Council deferred payments and made plans for further support in the coming financial year.

## Our local economy

*CityPlan 2030* identifies the broad strategic directions set by the Council when it was first developed in 2007 through an extensive visioning program with our community. As part of a mid term review, the Council will be engaging with the broader community prior to finalising the strategic plan, despite much of the consultation program revised due to implications of the COVID-19 pandemic (page 11).

The first stage of consultation involved a randomly targeted audience of 1,500 residential and commercial ratepayers and community groups — their feedback will be considered in the updated plan which will be released for consultation in September 2020.

Inevitably, the pandemic has had a significant impact for many of the 7,000 businesses within our City.

The Council has carefully considered this in the development of a new Economic Development Strategy and is prioritising the 'Recovery and Rebuild' phase the first year of our five-year strategy to guide sustainable local economic growth.

The four key themes of the Strategy focus on growth in the local business sector, promoting the City as a destination, and encouraging innovation and investment, as well as making it easy for people to start, own and grow a business (page 11).

## Our people

I am especially proud of the way in which our entire organisation has adapted in these uncertain times and continued to prioritise the well-being of our community. The Council's efforts in previous years have meant that staff were well positioned to manage this evolving situation and to adopt flexible and agile approaches to work. Our organisation will continue to invest in our staff and Volunteers — we know that we are only as good as the people delivering our services.

## Looking ahead

Although faced with a period of uncertainty in the coming 12 months, I am confident that we are well placed as a community to face the challenges ahead.

The Council will continue to strive for even greater financial management to provide the financial sustainability that our community needs and deserves in the coming years. Our sights are firmly set on the recovery of our local economy, as well as supporting our community to bounce back after such extraordinary challenges.

The Council will also continue to focus on environmental management through the development of our new Sustainability Carbon Emissions Strategy.

Whatever the road ahead, I am confident that as a community, we will meet the challenges head on.

**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 and Councillors

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

The role of the Mayor and Councillors 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 2019–2020 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.*

James Hugo, founder of the Council's Justice of the Peace Volunteer Program in 2004, has conducted the Oath of Office for Elected Members at the Swearing in Ceremony for the City of Norwood Payneham & St Peters since 2005.





## Mayor Robert Bria

My family's connection to the City of Norwood Payneham & St Peters dates back to 1960, when my father settled in Norwood after migrating to Australia. As a small child, I grew up in Payneham before moving to Felixstow, where I lived for the next 39 years.

I currently live in Trinity Gardens with my wife Pina, who is a Mary MacKillop College old scholar and our children Isabella, Christian and Charlotte, who attend schools within the Council area.

My passion for our City has seen my involvement in its sporting, business and community life span more than 30 years.

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

I was first elected as a Councillor representing Torrens Ward in 1997 and was re-elected to that position in 2000 and 2003. During this time I served on the Felixstow Neighbourhood Watch. In October 2005, I was elected Mayor in a by-election and re-elected in 2006, 2010, 2014 and 2018.

During my time as Mayor, I have held a number of senior positions in the Local Government sector, including: East Waste Board Member (2006–2009); Chair, Metropolitan Local Government Group (2008); Chair, Eastern Region Alliance (ERA) of Councils Mayors and Chief Executive Officers Group (2010 and 2018); Local Government Association Board Member (2009–2010 and 2013–2018).

I hold a Bachelor of Arts (First Class Honours) Degree and a Graduate Certificate in Public Sector Management from Flinders University, and currently work in multicultural affairs at the Department of the Premier and Cabinet.

Outside of work and my Mayoral duties, I enjoy reading, spending time with my young family and watching my beloved Norwood Redlegs, where I was the Number 1 ticket holder from 2012–2018. In 2010, I was made an Honorary member of the Norwood Rotary Club.

I am also very actively involved in the activities of St Joseph's Memorial School, where I was a Board Member from 2012–2018. In addition to this role, I have organised footy nights and bowls nights for the fathers and male caregivers of students, assisted with fundraising events and in 2017, 2018 and 2019 coached school football teams.

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### Committees

*Audit Committee*

*Business & Economic Development Committee*

*Chief Executive Officer's Performance Review Committee*

*Norwood Parade Precinct Committee*

*Strategic Planning & Development Policy Committee*

## Kensington / East Norwood Ward



### Cr John Callisto

As a former childhood local of Payneham/Trinity Gardens and now a new resident and Councillor (elected 2018), I continue to feel privileged and excited to live in a City that embraces our expansive culture and special heritage. I have truly enjoyed meeting more residents from my Ward and our local business owners, to support and enable them to seek appropriate outcomes.

In my second year serving as your Councillor for the Kensington/East Norwood Ward, I am determined that our City embraces many opportunities to assist and support local charity organisations, businesses, traders and residents during this very challenging year, whether through revisiting committed projects or plans to enable more targeted services for our community and business growth.

Through my involvement on the Business & Economic Development Committee and the Norwood Parade Precinct Committee I have supported many of the initiatives which have been vital in keeping my Ward safe, sustainable and prosperous for better times to come. I look forward to seeing all our great facilities and local businesses once again, fully operational in the year ahead.

My passion for future City events is strong. Although there have been many cancellations due to COVID-19 restrictions, my key focus is to reschedule our community events to future dates to once again be able to showcase our community and unique location that makes our City a great place to live, work and visit.

I take this opportunity to acknowledge and thank our wonderful Volunteers, Resident Associations and community support organisations for their work during this exceptional year

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### Committees

*Business & Economic Development Committee*

*Norwood Parade Precinct Committee*

*Strategic Planning & Development Policy Committee*



### Cr Christel Mex

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

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

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

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

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

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### Committees

*Cultural Heritage Committee*

*Strategic Planning & Development Policy Committee*

## Payneham Ward



### Cr Kevin Duke

I have enjoyed living in the Council area for some 50 years, witnessing the continuous improvement in the amenities and infrastructure. I am a Justice of the Peace and married with two adult daughters. I have always been interested in community development with individuals joining together to create a sense of belonging and mutual support.

I am tertiary educated with a post graduate degree in Social Administration having worked as a secondary school teacher with the Education Department, and as a social worker/manager in mental health and physical rehabilitation with the State Government.

I have served on School Boards and Parents and Friends Associations, the management committee of the Mental Health Association, the Board of Directors for Invicta Sheltered Workshops and the Paraplegic and Quadriplegic Association of South Australia including a term as President.

As an Elected Member of the Council for 28 years, I fully appreciate the contribution that members of the community make in various sporting clubs and community interest groups. I am a member of the Payneham R.S.L. and the Norwood Football Club, having been a life-long supporter. I still support the SANFL competition.

I enjoy gardening, home and furniture renovation along with music, reading and meeting members of the community.

I was originally drawn to Local Government by the need to address the issue of traffic management. This is essential in creating a safe and healthy environment for all residents as well as people travelling through our Council area.

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#### Committees

Chief Executive Officer's Performance Review Committee  
Strategic Planning & Development Policy Committee  
Traffic Management & Road Safety Committee



### Cr Carlo Dottore

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

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

My wife Wendy and I moved to our family home in Payneham in 1971 where we raised three daughters.

First elected to the Council in 1983, I have served continuously in Local Government as Councillor for the Payneham Ward for more than 36 years; chairing and as a member of works, planning and development committees; community arts and cultural heritage committees; Council Assessment Panel, Glynde Corner and Payneham Road Precinct Committees.

I have always found serving and representing the ratepayers and community rewarding and challenging.

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

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#### Committees

Cultural Heritage Committee  
Business & Economic Development Committee  
Strategic Planning & Development Policy Committee  
Traffic Management & Road Safety Committee

## St Peters Ward



### Cr Kester Moorhouse

I live in College Park. I have a degree in International Studies (Honours in Politics) from the University of Adelaide and work in the public service. I was elected to the Council in 2018 and sit on the Cultural Heritage, Norwood Parade Precinct, CEO Performance Review and St Peters Child Care Centre & Pre-School Committees.

Leading an active lifestyle, I play indoor soccer in Stepney, tennis with friends at Joslin Reserve, cycle along the River Torrens Linear Path and volunteer with Friends of the St Peters Billabong.

It is important to me that our Council is an innovative council—one that supports new technologies, tree canopy, active transport, and local community groups. I am proud to be part of a council leading the fight against poor planning, like our stance on the Portrush Road and Magill Road intersection widening project, or our objections to the State Government's moves to strip back heritage protections.

As I see it, the purpose of Local Government should be 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.

In light of the COVID-19 pandemic, we cannot allow physical distancing to mean social distancing and isolation. I believe Local Government will play an important role in maintaining civic and community engagement during the new normal.

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#### Committees

Chief Executive Officer's Performance Review Committee  
Cultural Heritage Committee  
Norwood Parade Precinct Committee  
Strategic Planning & Development Policy Committee  
St Peters Child Care Centre & Pre-School Committee



### Cr Evonne Moore

I have lived in Maylands for more than 30 years and love the garden suburbs and historic residential streets of our Council area. I am passionate about protecting our built heritage and the desired character of our residential suburbs, as well as trees, gardens and urban wildlife.

The State Government's new Planning and Design Code was due to operate in metropolitan Adelaide from September. Fortunately this has been delayed for now. It remains tragic that the new planning system will transfer more planning powers from local communities to developers. All of our residential areas will be opened up to more intensive infill housing with the resulting loss of established homes and gardens. Developers may be able to hire their own planning consultants to approve their development applications without any public oversight.

Loss of protection for collections of historic houses now listed as Contributory Items in historic zones is a major worry. I urge residents to contact your State Member of Parliament and the new Planning Minister, Vickie Chapman, if you share my concerns.

I work as a volunteer for the Nature Education Centre and Friends of the Billabong. I worked for Save Our Suburbs for many years and with Cats Assistance to Sterilize on several mass cat desexing projects. I hold a Diploma of Teaching, an Honours Arts Degree and a Masters Degree in Environmental Studies. I have worked as a secretary, school teacher, public servant and tutor.

I send my best wishes to everyone in this troubling time of the COVID-19 pandemic.

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#### Committees

Cultural Heritage Committee  
St Peters Child Care Centre & Pre-School Committee  
Strategic Planning & Development Policy Committee

## Torrens Ward



### Cr John Minney

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

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

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

I currently sit as a member of the Council Assessment Panel, and as the Council representative to both the Highbury Landfill Authority Board and the ERA Water Board initiative involving the recycling of stormwater.

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

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#### Committees

Audit Committee  
Council Assessment Panel  
ERA Water Board Member  
Highbury Landfill Authority Board Member  
Strategic Planning & Development Policy Committee



### Cr Garry Knoblauch

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

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

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

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

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

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

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#### Committees

Business & Economic Development Committee  
Chief Executive Officer's Performance Review Committee  
Eastern Health Authority Board Member  
Marden Senior College Governing Council Representative  
Strategic Planning & Development Policy Committee

## West Norwood/Kent Town Ward



### Cr Fay Patterson

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

In this, I'm sure I'm not markedly different to my fellow Elected Members. However, my background has a touch of the exotic. Born in Port Moresby, raised in Hobart and an Adelaidean by choice since 1999, my heritage is a mixture of British and Chinese.

Having qualified as a mechanical/electrical engineer and computer scientist, I have practiced as a traffic engineer for more than 20 years in both State and Local Government, and as a consultant. Most recently, I have been undertaking PhD studies and writing fiction. Overall, I look at issues from a firmly Australian cultural viewpoint, but with awareness of the breadth and diversity of experiences that this encompasses.

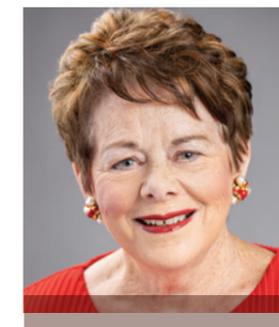
As one of four new Councillors elected to Council in 2018, my goal is to build upon the good work commenced at Kensington and Norwood's incorporation as the first suburban council in Australia. This is a tradition of innovation and service, of responding well to challenges and threats, and of adding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

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

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

#### Committees

Norwood Parade Precinct Committee  
Strategic Planning & Development Policy Committee  
Traffic Management & Road Safety Committee



### Cr Sue Whittington

Some years ago, I was enticed by the character of Norwood to buy an old single fronted cottage. I enjoyed the culture, heritage and strong sense of community of the area so much that I felt encouraged to stand for Council election in 2000. I am honoured to have represented the West Norwood/Kent Town Ward (and Hackney after the 2018 election) since then.

I care deeply about our City and am passionate about our cultural heritage programs. I view the State Government's proposed 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 which may be undermined by these short-sighted Government proposals. Many politicians apparently don't understand the strength of community concern and frustration. 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 on the Board of the Norwood Primary School. I am presently Deputy Chair of the Eastern Health Authority, a Local Government representative on the South Australian Public Health Council for six years and a Volunteer with the State Government Community Visitor Scheme. I also serve on the Board of the Carpe Diem Trust, which financially helps young people 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 Council's cultural heritage and public art programs, especially the installation of artwork in the public realm. Since retiring as a hospital scientist, I enjoy music, theatre, film, travel and choral singing.

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

#### Committees

Cultural Heritage Committee  
Eastern Health Authority Board Member  
Norwood Parade Precinct Committee  
Strategic Planning & Development Policy Committee

## Maylands/Trinity Ward



### Cr Connie Granzio

I have lived in the Maylands/Trinity Ward for 34 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 20 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 13 years ago I opened up a lighting shop, Instyle Lighting on Anzac Highway which I run. In my spare time I enjoy walking and spending time with my family and friends, and I also love to travel.

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

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

#### Committees

*Strategic Planning & Development Policy Committee*



### Cr Scott Sims

I have lived in the area for 16 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.

During 2020, everyone, including the Council, has had to deal with the COVID-19 pandemic. It's been a challenging year! I am pleased that the Council has been supportive of residents and businesses during this difficult period. I am very pleased with the success of my initiatives to gain additional Council support for residents with disabilities, and the St Peters Tennis Club following their break-in. On the other hand the most frustrating thing this year was being unable to stop the destruction of 47 homes and businesses for the State Government's very questionable Portrush Road and Magill Road Intersection Upgrade project.

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 focused 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)

#### Committees

*Business & Economic Development Committee  
Chief Executive Officer's Performance Review Committee  
(July 2019 – December 2019)  
Cultural Heritage Committee  
Strategic Planning & Development Policy Committee*

## Maylands/Trinity Ward



### Cr Mike Stock

The more than three years since my re-election as Councillor for Maylands/Trinity Ward in August 2017 has been, like my previous time on Council, very rewarding.

My previous Local Government service includes Mayor and Councillor for the Port Adelaide Enfield and (former) Enfield Councils, and more recently as a Norwood Payneham & St Peters Councillor for seven years. During the latter period, I served on various committees including the Business & Economic Development, Swimming Centres Review, The Parade Precinct and Adelaide Fashion Festival Committees. I am currently a member of the Audit Committee, and I have also represented the Council on the East Waste Board.

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

In one of the best decisions we've ever made, my wife Rita and I moved to the City of Norwood Payneham & St Peters in 2001 and we've enjoyed life here ever since. Serving on Council enables me to give something back to our community that offers us such a wonderful lifestyle.

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

I look forward to continuing to serve our City.

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

#### Committees

*Audit Committee  
Eastern Waste Management Authority Deputy Member  
Strategic Planning & Development Policy Committee*

# Ethics

## *Elected Member Code of Conduct*

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

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

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

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

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

The Code of Conduct comprises the following three parts:

### Part 1: Principles

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

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

### Part 2: Behaviour

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

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

### Part 3: Misconduct

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

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

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

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

### Local Government Governance Panel

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

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

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

### Ombudsman SA

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

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

### Independent Commissioner Against Corruption

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

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

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

The Council did not refer any matters to these external agencies during 2019–2020.

# Council Representation

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

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

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

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

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

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

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

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

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

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

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



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



## Representation Quota

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

The Council's representation quota for 2019–2020 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 2019–2020**

Total number of Electors	25,344
Number of Elected Members (including Mayor)	14
Representation Quota (ratio)	1:1810

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

Council	No. of Elected Members	Electors	Ratio
Norwood Payneham & St Peters	14	25,344	1:1810
Burnside	13	31,624	1:2432
Campbelltown	11	35,575	1:3234
Holdfast Bay	13	27,899	1:2146
Unley	13	27,247	1:2095
West Torrens	15	41,419	1:2761

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 2019–2020, 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.

Due to physical distancing restrictions in place as a result of the COVID-19 pandemic, some Council meetings and Informal Gatherings were held online.

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

### Elected Member Attendance at Council Meetings

Twelve ordinary Council meetings were held during 2019–2020. Table 3 sets out the attendance of Elected Members over this period.

**Table 3: Elected Member Attendance at Council Meetings July 2019–June 2020**

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

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

More information about the role of Elected Members, Council's decision making and Council Committees, is detailed in the Corporate Reporting section (Page 179).

## 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.

During 2019–2020, the Council considered 31 items (out of 181 items) in accordance with Section 90(3) of the *Local Government Act 1999*, where it was considered necessary to exclude the public from the discussion of a particular matter.

Table 4 below sets out the grounds on which the Council considered the confidential matters and determined to exclude the public from the discussion and the related documentation.

**Table 4: Confidential Items considered July 2019 – June 2020**

Local Government Act 1999 Relevant Section	Description	Number of Times Used to Exclude the Public
90(3)(a)	Information relating to the personal affairs of a person	11
90(3)(b)	Commercial advantage on a person with whom the Council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the Council	3
90(3)(d)	Commercial information of a confidential nature	2
90(3)(g)	Matters that must be considered in confidence in order to ensure that the Council does not breach any duty of confidence	3
90(3)(h)	Legal advice	1
90(3)(k)	Tenders for the supply of goods, the provision of services or the carrying out of works	11

## Informal Gatherings

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

Informal Gatherings as set out in the Act may include:

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

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

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

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

Table 5 sets out the Informal Gatherings which were held during 2019–2020 and the attendance of Elected Members.

Table 5: Informal Gatherings Register July 2019–June 2020

		Open to Public	Mayor Bria	Cr Callisto	Cr Dottore	Cr Duke	Cr Granozio	Cr Knoblauch	Cr Mex	Cr Minney	Cr Moore	Cr Moorhouse	Cr Patterson	Cr Sims	Cr Stock	Cr Whittington
29 July 2019	Review of the Street Sweeping Program	No	—	●	●	●	●	●	●	●	●	●	●	●	●	●
29 July 2019	Plaques, Memorials and Monuments Policy	No	—	●	●	●	●	●	●	●	●	●	●	●	●	●
26 August 2019	Value of the LGA	No	●	●	●	●	●	—	●	●	●	●	●	●	—	●
28 August 2019	City Wide Parking Review	No	●	●	●	●	—	●	●	●	●	●	●	●	●	●
9 September 2019	E-Scooter Permit Conditions	No	●	●	●	—	—	●	—	—	●	●	●	●	●	●
23 September 2019	Local Government Reforms	No	●	●	●	●	—	●	●	●	●	●	●	●	●	—
30 September 2019	Waste Services	No	●	●	●	●	—	●	—	—	●	●	—	●	—	●
16 October 2019	Human Synergistics Presentation	No	●	●	●	●	—	●	●	—	●	●	●	●	●	●
23 October 2019	Planning and Design Code	No	●	●	●	—	—	●	●	—	●	●	●	●	—	●
26 October 2019	Bus Tour of the City	No	●	●	●	●	—	—	●	●	●	●	●	●	—	●
25 November 2019	Planning and Design Code	No	—	—	●	●	●	●	—	●	●	●	●	●	—	●
5 February 2020	Regional Subsidiaries – ERA Water & East Waste	Yes	●	●	●	●	●	—	●	●	●	●	●	—	●	●

		Open to Public	Mayor Bria	Cr Callisto	Cr Dottore	Cr Duke	Cr Granozio	Cr Knoblauch	Cr Mex	Cr Minney	Cr Moore	Cr Moorhouse	Cr Patterson	Cr Sims	Cr Stock	Cr Whittington
10 February 2020	Portrush Road and Magill Road Intersection Upgrade	Yes	●	●	●	●	—	●	●	—	●	●	●	●	●	●
10 February 2020	Smart City Plan	No	●	●	●	●	—	●	●	—	●	●	●	●	●	●
29 February 2020	Review of CityPlan 2030	No	●	●	●	●	—	●	●	●	●	—	●	●	—	●
10 March 2020	Regional Subsidiaries – HLA and EHA	Yes	—	●	●	●	●	●	—	—	●	●	●	●	●	●
10 March 2020	Local Government Risk Services - Mutual Liability and Workers Compensation Schemes	No	—	●	●	●	●	●	—	—	●	●	●	●	●	●
10 March 2020	Customer Request System	No	—	●	●	●	●	●	—	—	●	●	●	●	●	●
17 March 2020	Swimming Centres Masterplans	No	●	●	●	●	—	●	●	●	●	—	●	●	●	●
18 March 2020	2020–2021 Budget	No	●	●	●	●	—	●	●	●	●	●	●	●	●	●
23 March 2020	Long Term Financial Plan and Asset Management Plans	No	●	●	●	●	—	●	●	●	●	●	●	●	●	●
15 April 2020	2020–2021 Budget - Projects	No	●	●	●	●	●	●	●	●	●	●	●	●	—	●

The Informal Gathering held on 15 April 2020 was held via electronic communication due to the restrictions associated with COVID-19.

— apology

## 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

Elected Members are entitled to receive an annual allowance to assist in the cost of performing and discharging their duties.

In 2010, a new Remuneration Tribunal was established for the purpose of determining the allowances for Elected Members, in accordance with the provisions of Section 76 of the *Local Government Act 1999*.

In making its determination, the Tribunal considered the:

- the role of Members of Council as Members of the Council's governing body and as representatives of the Council's area;
- the size, population and revenue of the Council, and any relevant economic, social, demographic and regional factors in the Council area;
- such an allowance is not intended to amount to a salary for a Member;
- such an allowance should reflect the nature of a Member's office; and
- the Act's provisions to provide for reimbursement of Member's expenses.

In doing so, the Tribunal allocated councils across the State into five groups based on population numbers and specified the Elected Member Allowances according to the five groupings.

The City of Norwood Payneham & St Peters sits within Group 2 along with 13 other councils including its neighbouring councils, the City of Burnside and Campbelltown City Council.

The Elected Member Allowances as determined by the Remuneration Tribunal for 2019–2020 were as follows:

<b>Mayor:</b>	\$71,648.00 per annum
<b>Councillors:</b>	\$17,912.00 per annum

### Decision-making

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 2019–2020 period, the Council did not receive any requests for a review of decision.

### 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 (the Regulations), 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.

Following the 2018 election, training was undertaken to ensure the new Council met its obligations under the mandatory training obligations as set out in the Act and Regulations.

All Elected Members completed the mandatory training by June 2019.

Following the extensive training program provided in 2019 following the Local Government Election, training was directed at personal development opportunities for Elected Members which included:

- Enhanced Public Speaking for Elected Members; and
- Elected Member Leadership.

These training sessions were facilitated by the Local Government Association of South Australia.

# 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.



**Martin Locker**  
Compliance Officer,  
Regulatory Services  
Norwood Town Hall



**Ellen De Souza**  
Development Officer,  
Planning  
Norwood Town Hall



**Vedrana Pantelic**  
Educator, St Peters  
Child Care Centre & Preschool



**Nick Martin**  
Works Co-ordinator  
Civil Maintenance, Glynde Depot



**Jaimee Shurdington**  
Lifeguard  
Payneham Memorial  
Swimming Centre



**Chris McDermitt**  
Manager, City Services  
Glynde Depot



**Luke Hogno**  
Team Member  
Parks & Gardens  
Glynde Depot



**Elisabetta Di Maria**  
Collection Development,  
Team Leader  
St Peters Library

# Organisational Structure

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

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

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

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

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



**Chief Executive Officer**  
Mario Barone



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



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



**Urban Services**  
General Manager  
Peter Perilli



**Corporate Services**  
General Manager  
Sharon Perkins



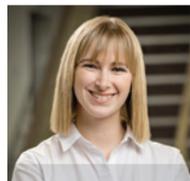
**Urban Planning & Sustainability**  
Manager  
Eleanor Walters



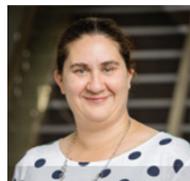
**Traffic & Integrated Transport**  
Manager  
Gayle Buckby



**Development Assessment**  
Manager  
Mark Thomson



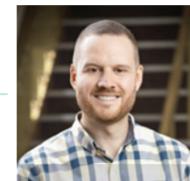
**Governance, Legal & Property**  
Manager  
Isabella Dunning



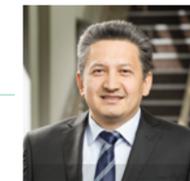
**Community Care Services**  
Manager  
Rosanna Busolin



**City Services**  
Manager  
Chris McDermott



**City Assets**  
Acting Manager  
Paul Mercorella



**Information Services**  
Manager  
Aerken Kuerban



**Financial Services**  
Manager  
Andrew Alderson



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



**Organisational Development**  
Manager  
Nicole Newton



**Work Health & Safety**  
Manager  
Sean Faulkner



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

# Executive Leadership Team

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

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 appointed as the Chief Executive Officer of the City of Norwood Payneham & St Peters.

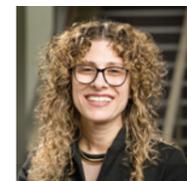
Responsible for the overall management and leadership of the organisation, my direct portfolio responsibilities include the Council's libraries, economic development and strategic projects, organisational development, and work health and safety. More broadly, I am responsible and accountable to the Council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

I am currently on the Board of East Waste; a Member of the East Waste Audit Committee; Chair of the Eastern Region Zone Emergency Management Committee; and on the Local

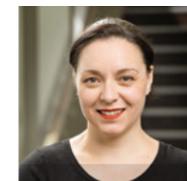
Government Association Chief Executive Officer's Advisory Committee.

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.

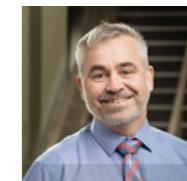
In 2016, I was humbled and honoured to receive the Public Service Medal as part of the Queen's Birthday Honours, which recognises outstanding public service to Local Government in South Australia through the provision of leadership and strategic planning. I am passionate about Local Government and the City of Norwood Payneham & St Peters, and creating positive outcomes which improve the quality of life for our community.



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



**Nicole Newton**  
*Manager*  
Organisational Development



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



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



## Carlos Buzzetti

*General Manager  
Urban Planning & Environment*

Joined the Council in 2003

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

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

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

Recognised by the Planning Institute of Australia as a Fellow and Registered Planner (RPIA), I also hold a Bachelor of Arts in Urban Planning, a Graduate Diploma of Urban and Regional Planning and Diploma of Management.



## Lisa Mara

*General Manager  
Governance & Community Affairs*

Joined the Council in 2004

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

I am passionate about the sector and the integrity of Local Government, and firmly believe that it is essential that Local Government demonstrates its ability to manage its governance responsibilities effectively; consider contemporary governance practices and 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 and arts, cultural heritage, events, regulatory services and communications – 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.



## Peter Perilli

*General Manager  
Urban Services*

Joined the Council in 1997

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

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

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

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



## Sharon Perkins

*General Manager  
Corporate Services*

Joined the Council in 2010

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

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

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

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



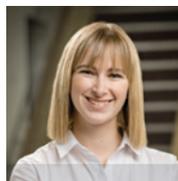
**Eleanor Walters**  
*Manager*  
Urban Planning & Sustainability



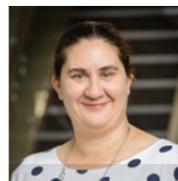
**Gayle Buckby**  
*Manager*  
Traffic & Integrated Transport



**Mark Thomson**  
*Manager*  
Development Assessment



**Isabella Dunning**  
*Manager*  
Governance, Legal & Property



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



**Chris McDermott**  
*Manager*  
City Services



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



**Aerken Kuerban**  
*Manager*  
Information Services



**Andrew Alderson**  
*Manager*  
Financial Services

## Our Staff

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



## Our Values

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

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

During 2019–2020, ten staff members and one unit were recognised through the Council's internal recognition program for performing above and beyond expectations and demonstrating their commitment to the organisational Values.

The Council's internal recognition program is based on Our Values under the following categories:

- Our People
- Working Together
- Leadership
- Excellence
- Integrity
- Service

### Our People

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

#### Awarded to

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

*Emily McLuskey - Senior Urban Planner*

### Working Together

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

#### Awarded to

*City Assets Unit*

### Leadership

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

#### Awarded to

*Adam Bowey - Urban Planner*

*Kosta Dalianas - Assistant Educator*

### Excellence

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

#### Awarded to

*Wei Mun Lew - Business Analyst*

*Isabella Dunning - Manager, Governance, Legal & Property*

*Helen Brown - Planning Assistant*

### 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

*Scott Sutherland - Team Member, Parks & Gardens*

*Jared Barnes - Project Manager, Urban Design & Special Projects*

### Service

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

#### Awarded to

*Greg Morgan - Administration Officer, City Services*

# Meet some of our Staff



*Craig Taylor*

Works Coordinator, Parks & Gardens



*Elisabetta Di Maria*

Collection Development, Team Leader

**Craig's passion for horticulture naturally led him to a career in Local Government where he is now responsible for maintaining recreational facilities, parks and gardens for everyone in our community to enjoy.**

"I was really keen to apply my horticultural knowledge and skills within a community-based environment, so Local Government was a perfect fit."

Craig's first Local Government appointment was with the City of Salisbury in 2008, before he joined the Parks & Gardens Unit at the City of Norwood Payneham & St Peters in June 2019.

"Local Government also offers opportunities for career progression that other industries can't, meaning I can potentially expand and develop my skills into other areas of the Council."

Since commencing with the Council, Craig has been involved in a variety of key projects and initiatives that deliver great benefits and value for our community and residents.

"Earlier this year I worked closely with my team members to review and develop a new Street and Footpath Cleaning Program which ensures that the City's streets are kept tidy and waste is prevented from entering the stormwater network."

Craig is also a part of the River Torrens Recovery Project where he works closely with neighbouring councils and Green Adelaide on initiatives to improve the environmental health of the River Torrens.

A father to two young children, Craig is passionate about creating and maintaining healthy local environments and clean, green open spaces.

"Well-maintained recreational facilities, parks and gardens offer a vast range of health and well-being benefits for everyone who lives, works and plays in our City—and that's why I love my job and being part of this community."

An avid traveller, the COVID-19 pandemic may have temporarily disrupted his family's travel plans, but Craig, his wife and children are already planning their next international adventure and will be ready to take off as soon as restrictions are lifted!

**A familiar face at the Council's Libraries, Elisabetta Di Maria has been a valued part of the team since three councils amalgamated in 1997 to form the City of Norwood Payneham & St Peters.**

Elisabetta undertook formal studies at the University of South Australia, graduating with a Bachelor of Library and Information Management.

"I had a few different ideas about what I wanted to pursue as a career, from teaching to journalism to veterinary science would you believe!"

Having worked in a small specialist library while completing her tertiary studies, it was research, reading and helping others that really captured her heart and mind.

"Through my library work I developed a passion for learning new things and helping others to do the same."

"Public libraries hold vast amounts of information and knowledge that I can share and help provide access to—my work provides me with rewarding opportunities to give back to others in a positive way."

Over the years, Elisabetta's role with the Council has evolved and taken new directions but she feels lucky to have contributed to several key projects which have provided great benefits for our community.

"Libraries are an essential part of the community and can be pivotal for an individual's well-being because they provide a positive space to gather, learn, participate and simply enjoy.

"There really is something for everyone, from school holiday programs and storytelling to author talks and computer literacy training—you just have to be willing to visit."

When she isn't busy helping people find information, books and resources, Elisabetta is sure to be spending time with her adopted and much-loved greyhound, Grace.

# 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.



**Rob Sparks**  
Senior Mechanic  
Glynde Depot



**Marlise De Nieuwe**  
Library Technology  
Operations Support Officer  
Payneham Library

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

**7.5 years** average length of service

**61%** of our workforce is permanent

**10.5%** staff turnover  
2017–2018 10.5% 2018–2019 7.2%

**69%** administrative roles  
(including casual)

**At 30 June 2020, the Council employed 220 staff, including 108 full time, 47 part time and 65 staff members employed on a casual basis across the organisation.**

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

Staff are engaged across a range of positions within:

- Administration
- Child Care
- Civil Services
- Economic Development
- Engineering
- Environmental Planning
- Events
- Horticulture Services
- Information Technology
- Library Services
- Management
- Planning and Building
- Recreation Services
- Regulatory Services
- Strategic Planning
- Work Health & Safety

## Demographics

Our employees range in age from 16 through to more than 73 years—with the average age being 40 years—and hold job obtained skills or qualifications at all levels from certificate through to postgraduate level.

Our total workforce is made up of 39% males and 61% females, and represents a diverse range of cultures, with many employees fluent in languages other than English, including Italian, Greek, Farsi, Mandarin and Japanese.

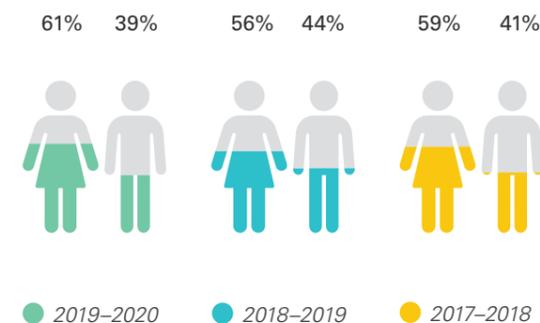
## Length of Service

As of 30 June 2020, the length of continuous service provided by the 220 people employed by the City of Norwood Payneham & St Peters varied between one week and 41 years, with an average continuous period of 7.5 years.

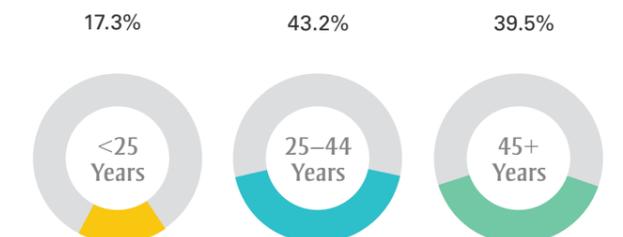
Continuous service milestones achieved and celebrated during the course of the year included:

<b>Peter Perilli</b>	<b>30 Years of Service</b>
<b>Robert Sparks</b>	<b>40 Years of Service</b>

## Gender profile



## Age profile





**Clifford Grimes**  
Team Member,  
Parks & Gardens  
Glynde Depot



**Isabella Dunning**  
Manager, Governance,  
Legal & Property  
Norwood Town Hall

## Staff Changes and Recruitment

**During 2019–2020, 27 new staff members commenced employment with the City of Norwood Payneham & St Peters. This included 15 casual staff members in the Council’s libraries, swimming centres and child care centre. The majority of new staff were appointed to replace staff who left the organisation. Of the 17 staff who resigned from their employment during this period, one was a casual employee.**

During 2019–2020, the Council recruited:

- Accounts Officer
- Assistant Educator
- Building Inspector
- Community Facilities Officer
- Compliance Officer, Planning Services
- Coordinator, Youth Programs
- Customer Service Officer
- Educational Leader
- Executive Assistant to the Chief Executive Officer and Mayor
- Financial Accounting Officer
- Graphic Designer
- Lifeguards
- Manager, Traffic & Integrated Transport
- Planning Assistant
- Records Officer

- Senior Urban Planner
- Supervisor, Swimming Centres
- Swimming Instructors
- Team Leader, Arboriculture
- Team Leader, Educator
- Team Member, Civil Maintenance

All positions are advertised on the Council’s website and the online job listing website, SEEK. Extensive interview and selection processes are undertaken with successful candidates being appointed to each position.

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

## Job Description Spotlight

### Manager, Traffic & Integrated Transport - Gayle Buckby

This newly created position is responsible for the review, development and implementation of the Council’s integrated transport strategies and traffic management needs. There is a strong focus on traffic management solutions and on-street car parking solutions which promote accessibility; vehicle, pedestrian and cyclist safety; activation of the Council’s public, recreational and economic precincts; and sustainable and

integrated transport and movement systems which make the City of Norwood Payneham & St Peters a desirable place to live, work and visit. The Manager, Traffic & Integrated Transport will also be responsible for the development of an integrated and sustainable transport and land use policy.

### Compliance Officer, Planning Services - Kieran Fairbrother

The Compliance Officer, Planning Services is responsible for the timely and effective investigation of planning, local nuisance and outdoor dining and licensing matters, compliance inspections, providing pre-lodgement and general

planning advice and, where relevant, enforcement of breaches of relevant Acts. The role and duties of the Compliance Officer are crucial for the maintenance of an urban environment which aligns with the Council’s vision for the City.

### Team Member, Civil Maintenance - Matthew Inkley

Civil Maintenance Team Members are responsible for a wide range of tasks associated with the maintenance of the City’s highly valuable road, footpath and drainage infrastructure. They are typically skilled in using a range of machinery and equipment to undertake tasks such as kerb and watertable reconstruction, footpath paving, road pavement repairs,

pothole patching, sign installation and collection of illegally dumped hard refuse. Their work is often carried out in close proximity to traffic and so they are required to have a clear understanding of work zone traffic management practices and implement these as required.

### Assistant Educator - Alana O’Reilly

Employed at the St Peters Child Care Centre & Preschool, the Assistant Educator is an integral role to ensure that the care and services provided by the centre are within the guidelines and regulations established by the State Government and relevant authorities. The Assistant Educator supports the

provision of education programs; safe, supportive learning environments; and documentation of a child’s learning while encouraging the development of partnerships with families and sharing of their child’s learning journey.

## Conditions of Employment

**The Council is bound by industrial agreements with prescribed wage rates and a position classification system. All employees are covered by one of two Enterprise Agreements.**

As at 30 June 2020, 151 of the 220 individuals employed by the City of Norwood Payneham & St Peters were covered by the Municipal Officers Enterprise Agreement. The remaining 69 (field staff and swimming centre casual staff) were covered by the Local Government Employees Enterprise Agreement.

A new Enterprise Agreement for staff employed under the South Australian Municipal Salaried Officers Award was negotiated and the Municipal Officers Enterprise Agreement No. 8 was approved by the South Australian Employment Tribunal on 26 May 2020 and will expire on 31 October 2022.

The new Enterprise Agreement includes improved employment conditions for staff who wish to study a course related to their work and take leave for professional development; a small increase in the Chief Fire Warden Allowance; improved support for staff experiencing family violence and breastfeeding mothers returning to work; and cultural leave for Aboriginal and Torres Strait Islander People.

The Local Government Enterprise Agreement No. 7 was approved by the South Australian Employment Tribunal on 6 February 2018 and will expire on 31 October 2020.

### Employee Benefits

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

- An Employee Assistance Program for employees requiring confidential and independent personal or professional support;
- A Healthy Lifestyles Program which provides information and opportunities to take part in workshops, seminars, activities and initiatives that promote a healthy and balanced lifestyle;
- Access to the Worksite Immunisation Program which provided the Quadrivalent Influenza and Pneumococcal vaccinations;
- Income protection and journey insurance;

- Training and professional development opportunities;
- Options for part-time, job share and pre-retirement employment conditions;
- Access to additional leave provisions such as purchased leave and extended carers leave; and
- Paid parental/adoption leave which entitles employees covered by the Municipal Officers Enterprise Agreement to paid parental leave after two years of continuous service with the City of Norwood Payneham and St Peters.

### 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.

Professional development benefits include:

- Training and development opportunities;
- Leadership development opportunities such as participation in the Local Government Professionals Challenge;
- Study assistance, to support staff to obtain TAFE, undergraduate or postgraduate qualifications, provides up to \$2,000 per financial year towards tuition, books and other related costs or up to five hours per week study leave; and
- Participation in the EMPOWER performance development review program. This program provides a formal opportunity to assess individual and team performance, identify achievements and discover where improvements could be made. The process allows staff to review recent and current performance with their leader, plan for the future, and identify training requirements and development opportunities.

Staff participated in a range of development and skills based training during 2019–2020, including:

- Work Health & Safety Awareness, First Aid, Fire Warden, Manual Handling and Safe Environment Reporting;
- Work Zone Traffic Management; and
- Introduction to Organisational Culture, Access & Inclusion, De-escalating Challenging Situations and Delegating Authority.

Key staff members attended the following professional conferences:

- Arboricultural Australia National Conference 2020
- Australian Women's Leadership Symposium 2019
- Human Synergistics Conference 2019
- International Festival of Landscape Architecture Conference 2019
- National Economic Development Conference 2019
- Public Libraries South Australia Conference 2019
- To Infinity & Beyond Conference 2019

### 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 employees 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 his or her capabilities.

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

During 2019–2020, no discrimination matters were raised by Council staff with any external bodies.

## Human Resources

The Council maintains a Human Resources Policy Manual to ensure good governance of human resource and management matters. The policy manual was due for review in June 2020 and the following policies were reviewed and endorsed by the Council's Executive Leadership Team;

- Training and Development Policy;
- Classification Policy;
- Behaviour Standards Policy;
- Grievance Policy;
- Fair Treatment and Equal Opportunity Policy;
- Surveillance Devices Policy;
- Safe Environment Policy;
- Injury Management and Return to Work Policy;
- Volunteer Management Policy; and
- Disciplinary and Under Performance Management Policy.

## Service Improvement Project Staff Well-being

The Council undertakes an Organisational Culture Inventory Survey every three years. The results of the survey provide insights into the performance of the Council as a constructive, effective and high performance organisation and measure the Council's culture and performance against key business factors and levers of culture.

The data from the survey is used to identify areas of opportunity and improvement in the Council's functions and business. The previous Organisational Cultural Inventory was completed in October 2017 and identified an opportunity to improve service, including:

- customer service philosophy and culture;
- staff members' knowledge and skills; and
- the effectiveness of customer service responses from all departments to the customers and each other.

As a result, the Executive Leadership Team approved a project which was designed to review the current service standards, service philosophy and service practices undertaken in each department. The Project was also designed to identify a single agreed service philosophy and universal standards of service which align with the Council's Organisational Values. The philosophy is also intended to be adopted at an individual staff level to improve service delivery, thereby improving overall service standards within and by the Council.

Desired outcomes of the project will ensure that every staff member will:

- deliver consistent, high quality service;
- understand their role in providing high quality experiences for citizens using or accessing our services;
- complete in-house training in service delivery which is bespoke to the needs within their department and the City; and
- understand the value of 'Working Together' as the mode to delivering internal and external service.

The project approached completion in March 2020, however was temporarily suspended as a result of the COVID-19 pandemic. The final stages of the project will resume in August 2020 when it also expected to be completed.

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

Health assessments were accessed by 41 employees (19% of all staff). This was an increase of five from 36 health assessments undertaken in 2018–2019.

**Table 6: Health and well-being services accessed by staff**

	2019–2020	2018–2019	2017–2018
Influenza vaccinations	136	50	72
Pneumococcal vaccinations	17	-	-
Health assessments	41	36	22
Skin cancer screenings	69	51	73
World Sepsis Day Awareness	29	-	-
Healthy Lifestyles Launch – Masterchef Competition	24	-	-

Other well-being activities includes a stretch class and walking group which take place weekly during staff lunch times.

A team of 15 staff also participated in the Local Government Metro Games.

## Keeping Staff Informed

Keeping staff informed and connected is central to ensuring that our employees are engaged with their role and the broader objectives and goals of the Council. The Council's intranet, OneNPSP, is a hub of important information, staff news and events; a knowledge board where staff share information relating to their department; a training calendar; policies and processes; and career opportunities, to keep staff informed and inspired.

All staff members are invited to attend quarterly briefing sessions. These sessions are an important opportunity to communicate, learn about colleagues' job roles and projects taking place in different departments.

## Charitable Contributions

During 2019–2020, staff participated in several fundraising activities to raise a total of \$1,927 for the following charities:

- South Australian Bushfire Relief Appeal;
- The Smith Family; and
- World Wildlife Fund Bushfire Relief.

Staff also donated goods including books, personal care items, clothing, toys and children's activity packs to the value of more than \$5,000, to the following charities:

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

## COVID-19 Response

During the COVID-19 pandemic, the Council put in place working arrangements for some staff and Volunteers (who are recognised as workers under the *Work Health and Safety Act 2012*) from 30 March 2020 until 15 June 2020 which included the following:

- 19% of staff worked from home for some of the time;
- staff with special medical circumstances worked in planned isolation;
- working hours for field staff were structured over two shifts to accommodate physical distancing requirements;
- library staff rostered hours and leave arrangements were changed to accommodate forced closures of Library buildings as a result of Federal and State Government restrictions and advice;
- the number of staff permitted in Council vehicles was changed to accommodate physical distancing requirements;
- some staff were relocated to alternative Council facilities; and
- 99% of Volunteer activities were suspended to accommodate forced closures of Council programs or sites or as a result of Federal and State Government restrictions and advice.

The Council successfully and seamlessly maintained all essential services with some modifications throughout the COVID-19 pandemic, with the exception of the Volunteer programs which could not be run in compliance with Federal and State Government restrictions.

However, the Council's Justice of the Peace service continued to be offered in compliance with Federal and State Government restrictions and many of the Council's Library Volunteer initiatives, such as Story Time and Knit & Stich, continued to be offered online through video technology and social media platforms.

# Awards

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

Year	Description	Award	Project
2011	Stormwater Industry Association (SIA)	Commendation, Excellence in Stormwater Award	Major First Creek Flood Mitigation Works Project of Dunstone Grove-Linde Reserve
2012	Stormwater Industry Association (SIA)	Winner, Excellence in Infrastructure Award	Redevelopment - stormwater management system
2012	Planning Institute of Australia (PIA) Planning Excellence SA Awards	Winner, From Plan to Place Award	<i>Revitalising St Peters Project - Stage 1, Dunstone Grove-Linde Reserve Project</i>
2012	Planning Institute of Australia (PIA) Planning Excellence SA Awards	Commendation, Public Engagement and Community Planning Award	<i>CityPlan 2030: Shaping Our Future – Engagement with Young Children &amp; People</i>
2013	Resilient Australia Awards	State Winner (as part of the Eastern Adelaide Zone Emergency Management Committee)	Zone Emergency Risk Management System
2013	SA Chapter of the Australian Institute of Architects (AIA) South Australian Architecture Awards	Heritage Architecture Award Commendation Award, Public Architecture	St Peters Town Hall Complex
2014	Australian Institute of Transport Planning and Management	Excellence Award for Transport Planning	City-Wide Cycling Plan
2016	Planning Institute of Australia (PIA) SA Awards for Planning Excellence	Hard Won Victory	Beulah Road Bicycle Boulevard
2016	Planning Institute of Australia (PIA) SA Awards for Planning Excellence	Commendation, Minister's Award	Beulah Road Bicycle Boulevard
2017	Australasian Reporting Awards	Bronze Award	2015–2016 Annual Report
2017	Institute of Public Works Engineering Australasia (IPWEA) Excellence Awards	Winner, Excellence in Road Safety Engineering at the South Australian, Australian and Australasian Awards	City-Wide Schools Traffic Safety & Parking Review
2017	Institute of Public Works Engineering Australasia (IPWEA) Excellence Awards	Winner, Excellence in Asset Management Projects and Practice at the South Australian, Australian and Australasian Awards	River Torrens Linear Park Strategic Integrated Asset Management Plan (RTLIP ISAMP)
2018	Australasian Reporting Awards	Silver Award	2016–2017 Annual Report
2018	Local Government Association Workers Compensation Scheme	Best Practice Major Award - Work Health & Safety Award	Risk management programs and processes
2019	Australasian Reporting Awards	Gold Award	2017–2018 Annual Report
2019	Local Government Association Workers Compensation Scheme	Best Practice Major Award - Work Health & Safety Award	Best Solution to an identified problem (Fold-down step)
2019	Local Government Association Workers Compensation Scheme	Best Practice Merit Award - Work Health & Safety Award	Best Solution to an identified problem (Bobcat bump-stop)
2019	Australian Institute of Traffic Planning and Management Awards	Janet Brash Excellence Award	Wayfinding Strategy – Connecting People to Places
2019	Felixstow Reserve	Various (page 75)	Various (page 75)
2020	Australasian Reporting Awards	Gold Award	2018–2019 Annual Report

## Depot staff win work health and safety award

The Council submitted two entries in the 2019 LGA Scheme Awards in the LGA Workers Compensation Scheme (LGAWCS) Work Health and Safety Best Practice Award category. Both entries reflected the Council's positive safety culture and initiatives designed in-house by City Services staff to address two unique problems and potential safety hazards.

The Judging Panel determined that both entries demonstrated innovation in the workplace to eliminate or minimise injury risk and represented best practice in

managing WHS. Subsequently, the Council received two awards: Best Practice Major Award for the best solution to an identified problem (fold down step pictured below) and Best Practice Merit Award for Best solution to an identified problem (Bobcat bump-stop). The combined value of these Awards is \$20,000.

The Council's approach to managing safety continues to be unique within Local Government and is now being formally recognised through these awards.



Chris McDermott - Manager, City Services, Mark Fletcher - Civil Maintenance & Rob Sparks - Senior Mechanic

# Felixstow Reserve Redevelopment Project

The multi award-winning Felixstow Reserve officially opened in February 2019, following a \$3.8 million transformation, creating a cutting edge and multipurpose open space.



**Featuring recreational facilities, sports and fitness equipment, Felixstow Reserve also incorporates an innovative dual-purpose wetland which functions as a stormwater harvesting system, efficiently collecting, treating and storing stormwater to be used for irrigation purposes across the eastern region of Adelaide. Importantly, the wetlands also provide habitat for a variety of wildlife.**

Felixstow Reserve is located in an area of high cultural and spiritual significance for the Kurna people of the Adelaide Plains and the Council worked closely with the Kurna community during the redevelopment to develop a Kurna cultural trail and nature play space, both designed by award winning contemporary Aboriginal landscape architect and visual artist and Ngarrindjeri/Kurna man, Paul Herzich.

The Felixstow Reserve Redevelopment Project is a prime example of collaboration between the Kurna people and Local, State and Federal Government.



Cultural Marker 2: Tainkyadli (Weaving)

## Felixstow Reserve Awards

Year	Description	Award
2019	Australian Institute of Landscape Architecture (AILA) Awards	Landscape Architecture Award, Parks and Open Space
2019	Australian Institute of Landscape Architecture (AILA) South Australia Awards	Excellence in Cultural Heritage
2019	Australian Institute of Landscape Architecture (AILA) South Australia Awards	Healthy Parks Healthy People South Australia Award
2019	Australian Institute of Landscape Architecture (AILA) Awards	National Landscape Architecture Award, Parks and Open Space Award
2019	IES The Lighting Society	Award of Commendation, Lighting Design
2019	Australian Civic Trust	People's Choice Award, Urban Category
2019	Planning Institute of Australia (PIA)	Award for Excellence in Public Engagement and Community Planning
2019	Planning Institute of Australia (PIA)	Award of Commendation, Best Planning Ideas – Large
2019	Planning Institute of Australia (PIA)	Award of Commendation, Great Place
2019	Master Landscapers of SA	Most Environmentally Sensitive Project
2019	Master Landscapers of SA	Landscape Maintenance Commercial

# Work Health & Safety

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

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

Despite the challenges over the past 12 months, the Council has continued to achieve ongoing safety performance improvements. The Council has once again systematically reduced the severity of incidents (as shown

in Graph 1) which has thereby resulted in the Council again recording a sustained reduction in the severity of incidents—the third consecutive year in which a reduction has been achieved due to the sustained efforts of our management team and all staff members. In addition, to this, more than half of all incidents 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).

For the second consecutive year the Council received the Local Government Association Workers Compensation Scheme (LGAWCS) Award for WHS Best Practice by a Metropolitan Council. The Council also received the Merit Award for another of its entries in this category.

The LGAWCS has been recognising excellence among South Australia’s Local Government authorities since 1999, through the LGA Scheme Awards initiative which celebrates excellence through implementation of risk management programs, processes, systems or developments.

Both of the Council’s winning entries were developed by staff to address WHS issues that had been identified by staff at the Council’s Depot. A critical element of any effective safety and health program is a proactive, ongoing process to identify and assess such hazards—and as such this year’s winning nominations are testimony to the Council’s mature and constantly evolving safety culture.

Without a doubt, trying to maintain a positive safety culture within any workplace is difficult. It’s even more challenging when staff and the community attempt to come to terms with a pandemic, something that tests our very thinking of what is normal. The Council’s long-term commitment to workplace health and safety has meant that, despite the challenges presented during 2020, the Council has been able to sustain its momentum towards achieving its safety goals—ensuring the health and well-being of our people and the community.

## Most common types of injury

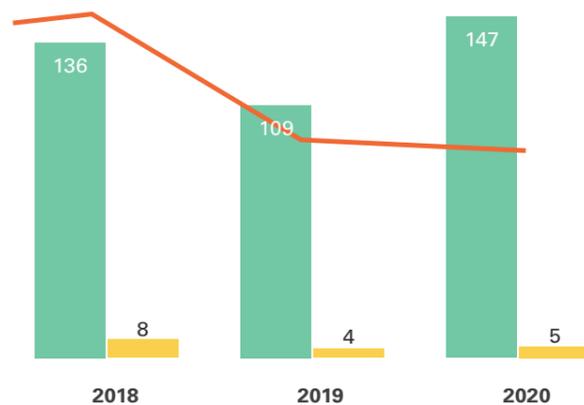


## Most common injury locations



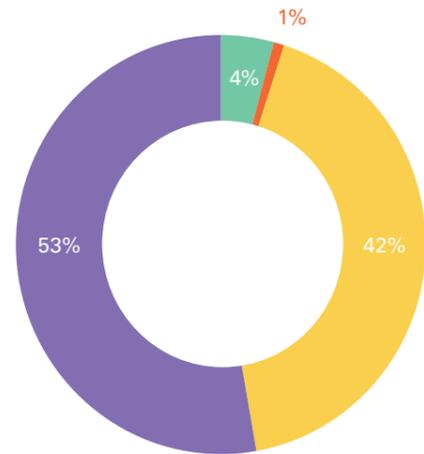
Graph 1

### Incident Reports vs Severity



- Total number of incidents
- Incidents requiring medical treatment
- % requiring medical treatment

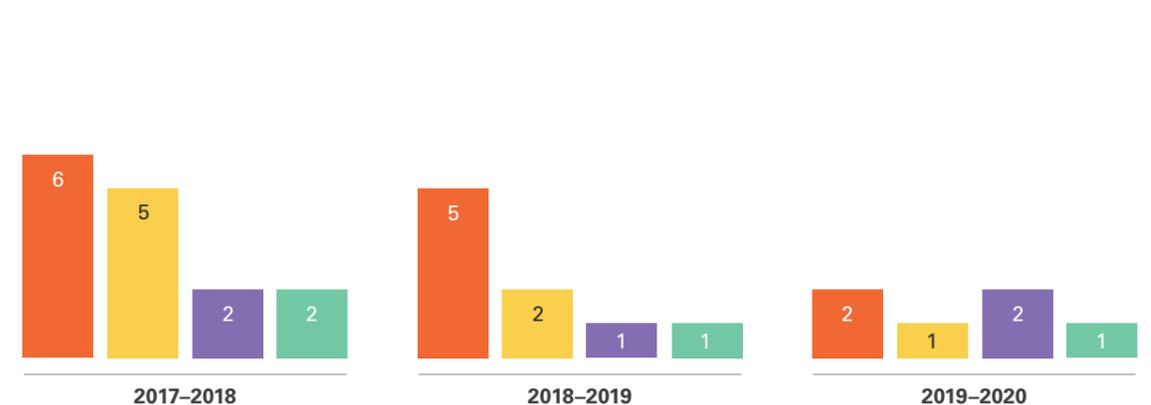
Graph 2



- Medical Treatment Injuries
- Near Miss / No Treatment Required
- Loss Time Injuries
- First Aid Injuries

Graph 3

### Workers Compensation Claims Trend Analysis



- Total number of new claims for the year
- Total number of existing claims at the start of the year
- Total number of new claims closed during the year
- Total number of existing claims closed during the year

# Emergency Management Response

Through the Local Government Functional Support Group (LGFSG), South Australian councils play a key role in assisting emergency and incident responses by supporting communities, building resilience and assisting emergency services.

During emergencies, council roles often include traffic management, tree management, creating control lines for fires, distributing sandbags, sharing information, providing facilities for relief centres, speaking up for their communities and maintaining regular services.

The summer of 2019–2020 marked the start of an unforecasted period which saw councils supporting emergency response efforts for the Adelaide Hills and Kangaroo Island bushfires between November 2019 and February 2020.

Across all bushfire incidents, there were 39 councils involved, with 218 crew members contributing 6,421 staff hours and deploying 68 units of plant and equipment.

The devastating bushfires were closely followed by the COVID-19 pandemic—a public health crisis that created a raft of challenges for Local Government and will likely have lasting social and economic impacts.

The Council deployed staff to assist with emergency responses for both the bushfires and pandemic, including:

- Two Parks and Gardens staff were seconded to work with the Country Fire Service (CFS) to assist with the Cudlee Creek bushfire response for 14 days from December 2019 to January 2020.
- Three Arboriculture staff were seconded to assist a neighbouring council with tree management and safety as a result of the Cudlee Creek bushfires for eight days from December 2019 to January 2020.
- Manager, WHS & Risk was seconded to work with the Local Government Association for the Kangaroo Island bushfire response for 26 days between 20 December 2019 and 28 January 2020.
- Manager, WHS & Risk was seconded to work with the Local Government Association in response to the COVID-19 pandemic between 30 March and 11 June 2020.

The South Australian bushfires from December 2019 to February 2020, created many challenges for the communities that were directly impacted by fires. While the City of Norwood Payneham & St Peters was not directly affected, the Council played a key role in supporting the communities ravaged by the Cudlee Creek and Kangaroo Island fires.

The Council's Manager, WHS & Risk, Sean Faulkner, spent 26 days working on behalf of the LGFSG coordinating Local Government support for the fires in South Australia.

"My role was primarily co-ordinating Local Government personnel and heavy plant equipment to support the Country Fire Service, at Cudlee Creek and on Kangaroo Island."

"During my secondment at the Cudlee Creek fires, I was pleased to see that the Council also provided arborist support and a Parks and Gardens team to assist with road clearance."

"The response by several councils to support the Adelaide Hills communities was inspiring, however it was on Kangaroo Island that the true merit of the LGFSG became evident."

Over three separate deployments to Kangaroo Island, Sean witnessed firsthand the bravery, commitment and dedication

*Sean Faulkner, the Council's Manager, WHS & Risk, was seconded to assist with the Local Government response to the South Australian bushfires at Cudlee Creek and Kangaroo Island.*



## Helping Hand: Supporting communities during an emergency

The 2019–2020 summer was the first major test for the Local Government Functional Support Group (LGFSG), which was established in 2016 under the State Emergency Management Plan.

The LGFSG was created to co-ordinate Local Government's response during emergencies. The City of Norwood Payneham & St Peters has strongly supported the establishment of the LGFSG as it is designed to benefit all South Australian communities. The six month period from December 2019 to June 2020 has seen the LGFSG become a key player in the State's emergency management space with lead roles in the South Australian bushfires and the whole-of-government response to the COVID-19 pandemic.

of our emergency services, local farmers, business owners, community members and council personnel.

"I worked with Local Government Association staff and staff from a number of Councils—with offers of additional support from many more. To see all these people and their equipment come together in these devastating times was truly inspiring."

However, the bushfires were unfortunately not the only emergency which required input and support of Local Government through the LGFSG.

In late February 2020, as the scale of the COVID-19 pandemic became evident, the LGFSG was once again activated to coordinate Local Government contribution as part of the State led whole-of-government response.

"I was again seconded to the LGFSG to work in the State Coordination Centre, this time as the Local Government Incident Response Leader."

"In this capacity I worked directly with senior staff from South Australian Police (SAPOL) and SA Health to help coordinate how the Local Government sector supported the State Government during these unprecedented times."

Another key aspect of this role was the development of Operational Guidelines to provide consistent and considered advice to all 68 South Australian councils.

"Working closely with SAPOL, I helped to develop the compliance reporting model adopted by the majority of councils which saw authorised officers directly supporting the monitoring and enforcement of Emergency Management Directions."

Reflecting on his time with the LGFSG, Sean feels very lucky that he was able to make a meaningful contribution to local communities throughout South Australia.

"It was uplifting to see so many people from so many Councils band together for the benefit of those communities impacted by either bushfires or the pandemic."

"My time with the LGFSG has also provided me with in-depth knowledge of our State's emergency management framework, and I intend to use this experience to help further develop our Council's emergency response plans to ensure that the City of Norwood Payneham & St Peters is well prepared for any future challenges or disasters."

# Our Stakeholders

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

The following stakeholder groups have been identified.

## Community

 Ratepayers	 Citizens	 Businesses
 Community groups	 Customers	 Visitors
 Media	 Resident Associations & Business Precinct Committees	

Our community stakeholders contribute to the Council’s strategic directions and day-to-day operations by providing comments, suggestions, knowledge and experience from within our community. The cultural diversity of our community stakeholders contributes to our sense of place.

## Internal

 Staff	 Volunteers
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Our staff and Volunteers provide valuable skills, knowledge and experience in delivering the Council’s services and programs.

## Partners in business

 Regional Subsidiaries	 Suppliers	 Consultants
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Our business partners assist the Council to retain and enhance our unique business precincts and create opportunities to attract new businesses to the City. They provide valuable skills, knowledge and experience, assisting the Council to deliver a range of services and programs aimed at supporting the wider business community, including professional development workshops, networking opportunities and events.

## Partners in government

 State & Federal Government agencies	 Local Government agencies
--	---

The Council works closely with its Government partners to shape legislative reform, share knowledge, source funding opportunities and advocate for positive change in the Local Government sector.

# Communications

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

## Look East



A bi-annual newsletter, *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 49% average open rate (increase of 1% on the previous year), which is considered strong engagement against a Government benchmark of 28.8%.

As at 30 June 2020, *Your NPSP* had 1,356 subscribers compared to 1,250 subscribers at the end of 30 June 2019.<sup>1</sup>

<sup>1</sup>*Accoustic 2019 Marketing Benchmark Report (formerly IBM marketing and commerce)*

conditions as Federal and State Government restrictions resulted in the suspension or cancellation of Council events and programs (page 137).

Audience behaviour analysis shows that 48% of website visitors are viewing the website on mobile devices—an important consideration for content layout and future development projects.

A refresh of the Council’s homepage was undertaken during 2019–2020 to provide a more user-friendly layout which is fully responsive on all mobile devices.

The new homepage has been designed to offer visitors:

- more links to online services;
- better access to webpages;
- improved user-friendly and accessible design;
- engaging content including features and profiles; and
- opportunities to social share, follow, subscribe.

The refreshed website is scheduled to launch on 8 September 2020.

## Social Media

The 2019–2020 financial year was the second full year that the Council had a social community management resource, following the appointment of a Digital Marketing Officer in March 2018.

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

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

## Website

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.

A highly measureable and important communication tool, it allows for timely, accurate and up to date information to be readily available to our community.

The website experienced a slight decrease in the number of visitors during the 2019–2020 financial year with 270,064 visits—a decrease of 2.6% on the previous year. This decrease may potentially be attributed to COVID-19



# Engaging 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 during 2019–2020 which included:

- CityPlan 2030: Mid Term Review
- Pet ownership survey
- St Peters Street Draft Concept Plan
- Kent Town Economic Growth Strategy 2020–2025
- Draft Smart City Plan
- Proposed Separate Rate – Post Office Lane, Norwood
- Draft Annual Business Plan and Budget
- Borthwick Park Creek Improvements Draft Concept Plan
- Proposed dog parks
- Draft Community Land Management Plans



## YouthFM

Youth FM is a radio training program, hosted by the Council, to provide young people with an opportunity to share their views on a range of topics affecting young people in the City, whilst developing skills in broadcasting, producing, interviewing and public speaking.

*“It is my belief that the YouthFM program serves as one of the most engaging services the Council offers. The program honed my communication and media skills, forging me a path to speak at numerous conferences for young people. I wouldn’t be the person I am today without the YouthFM experience.”*

*YouthFM Graduate*



# Children Capture the Spirit of Christmas

Children from local schools captured the spirit of Christmas, through drawing, painting and decorating festive scenes to enter the 2019 Mayor's Christmas Card Competition.



Presented by the City of Norwood Payneham & St Peters, 2019 marked the 11th Mayor's Christmas Card Competition, which invites local school children to participate in a fun and creative festive activity.

The competition was open to children from pre-school to Year 7, attending any school in the Council area.

A total of 223 entries were received from children at 16 schools, all of an exceptionally high standard.

A panel of judges, including Mayor Robert Bria, considered all entries, awarding first, second and third

prizes to children from each year level and an overall competition winner.

The Mayor presented the prizes at a reception held on Thursday, 7 November 2019 at the St Peters Banquet Hall.

All winning entries were displayed in the Reception Foyer of the Norwood Town Hall (175 The Parade, Norwood) over the 2019–2020 Christmas period.



Mayor's 11th Christmas Card Competition Winners

## Our Volunteers

The City of Norwood Payneham & St Peters is supported by a dedicated and energetic group of Volunteers who give their time, skills, expertise and compassion to improve the well-being of others in our community and make our City a great place to live.



# Our Volunteers

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.



**Ayu Pamungkas**  
Community Visitor Scheme

*As a Community Visitor Scheme Volunteer, I have been able to make some changes to my client's life in residential care, from social isolation to positive social interaction. This is such a wonderful way to give back to the community.*

Ayu Pamungkas

The impact of the work of Volunteers is both wide reaching and highly valued, however it's not just the recipients that benefit. Volunteering can create many opportunities for Volunteers such as opening networks to new friends and acquaintances, providing the opportunity to develop new skills or refine existing ones, transitioning into or out of paid employment and gaining hands-on work experience.

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

During 2019–2020, some 218 Volunteers provided almost 5,000 hours to benefit the City of Norwood Payneham & St Peters 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:

- Administrative support;
- Community transport;
- Council events;
- Cultural Heritage Program;
- Friends of the Billabong;
- Graffiti removal;
- Justice of the Peace;
- Libraries (processing, computer literacy training; community information; Home Library Service; and delivery of other library programs and activities);
- Payneham Community Centre;
- Stepping-Out Program;
- Community Visitors Scheme;
- Pet Care Program; and
- Youth FM.

**218** Volunteers  
(Local Government average 161)

**4,933** Hours contributed of service

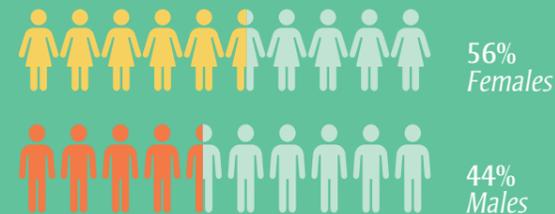
**34** New Volunteers

**57%** live in the NPSP Council area

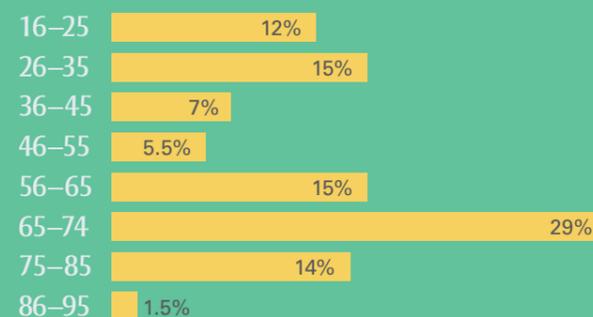
**\$212,217** value of hours\*

\*based on dollar replacement value of \$43.02 per hour (ABS)

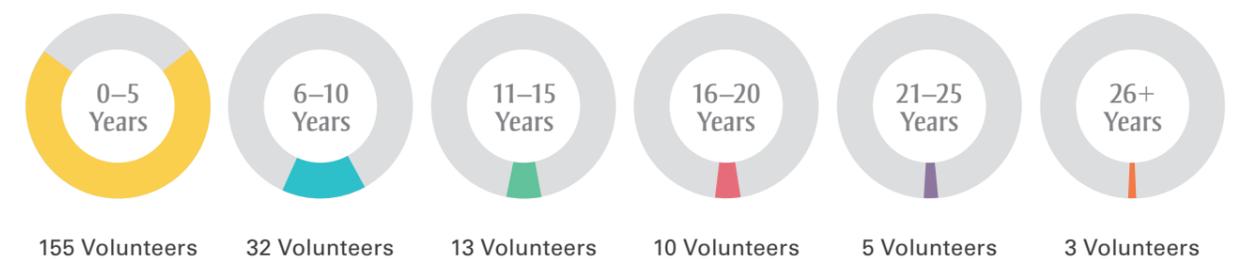
## Gender ratio



## Age profile



## 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, including:

- Recruitment and Induction;
- Pre-appointment checks, including National Police Clearances;
- Managing performance and skills;
- Training and Development;
- Professional development reviews and exit interviews;
- Volunteer engagement surveys; and
- Reward and recognition.

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.



## COVID-19 Pandemic

During the COVID-19 pandemic, Volunteer programs were temporarily suspended from 30 March 2020, as the Council took measures to reduce the spread and protect the health and well-being of our Volunteers, staff and community, and comply with Federal and State Government restrictions.

The exception to program suspensions was the Justice of the Peace program which was modified to comply with Federal and State Government physical distancing requirements. Justice of the Peace Volunteers continued to offer their services from the foyer of the Norwood Town Hall throughout the pandemic.

Some of the Council's other Volunteer led programs such as Story Time and Knit & Stitch, were adapted and delivered online through digital platforms including the Council's website, YouTube and social media channels. The online editions of these programs were very well received by the community and continue to be available on demand through the Council's YouTube channel.

As of 30 July 2020, program suspensions remained in place though preparations were commencing to establish a process for assessing and mitigating risk, and gradually reinstating Volunteer programs when Federal and State Government restrictions permit.

### Challenge: Volunteer retention

Like many organisations that rely on Volunteers, the Council has experienced a reduction in the number of Volunteers due to risks associated with the COVID-19 pandemic.

Though the majority of Volunteer programs were temporarily suspended, 22 Volunteers resigned from their Volunteer positions, citing personal reasons related to COVID-19, such as being in a high risk category.

Conversely, at the height of the pandemic, the Council received many enquiries from enthusiastic people, keen to give back to our community during such a challenging time.

The focus for Volunteer programming over the next 12 months will be on rebuilding the number of Volunteers with the goal of reaching 240 and introducing two new programs which will provide environmental maintenance of a Council reserve and visitor information for high traffic business precincts.

The Council is also developing an Active Ageing Strategy to help support staff and Volunteers to continue participating in their roles as they age in a safe and successful manner.

## Award-winning Volunteers



*Cathy Fowler*  
Volunteer

**The City of Norwood Payneham & St Peters is supported by and benefits from the services of more than 215 Volunteers who generously give their time and skills to improve the lives of others.**

This year, Cathy Fowler, one of our City's valued Volunteers, received the Premier's Certificate of Recognition for outstanding volunteer service. This prestigious award recognises the contribution of South Australian Volunteers to the fabric of our communities.

Cathy has been driving the Council's community bus for more than 11 years, playing a crucial role in ensuring many people within our community remain socially connected and are able to take part in everyday activities.

"The community bus service is so important because it keeps many residents in touch with other people as well as taking them for an outing—something many would not get to enjoy otherwise," says Cathy.

A reliable and highly skilled driver, Cathy's positivity and happiness is contagious, and together with her empathetic nature, passengers are always guaranteed to have a positive and fun experience on the community bus.

"I just really enjoy meeting other people through volunteering—the residents, other volunteers and the Council staff—they're all so lovely."

Cathy began volunteering when she finished working full time and because she wanted to give back to the community.

"The value of what volunteers can offer to the lives of others is immeasurable—but as a Volunteer, I believe it is also important for me and my well-being."

"Volunteering is good for building your own self-esteem. It's important to find something that you really enjoy personally so that you can be enthusiastic and give it everything you have."

On receiving the Premier's Certificate of Recognition, Cathy remains humble but ever so grateful.

"Volunteering just makes me happy. I want to help others and this is one way I can do that. To be recognised through such a prestigious award makes me truly proud—and I'm still in shock!"

Having had to step back from volunteer bus driving duties during the COVID-19 pandemic, Cathy is eager to get back behind the wheel.

"I'm looking forward to be seeing all the residents and my bus helper, Lou."

When she isn't busy driving the bus or caring for injured native wildlife for Fauna Rescue, Cathy can be found enjoying the comforts of her Norwood home or holiday house on Kangaroo Island.

"I'm a bit of a homebody so I spend time relaxing with my husband and our menagerie of pets. I also love reading, sewing and gardening—they're good for the soul."

# Meet some of our Volunteers



*Sudhir Thakur*

Justice of the Peace



*Julianne Ben*

Pet Care Program Volunteer

**As one of the Council’s Volunteer Justices of the Peace, Sudhir Thakur is a familiar face at the Norwood Town Hall and on The Parade, Norwood.**

Inspired by his late mother’s dedication to serving her community, Sudhir has become a committed Volunteer for the City of Norwood Payneham & St Peters, in addition to giving his time to a host of other charitable causes.

“My mother came from a very modest, lower middle-class strata of the Indian society, says Sudhir.

“Volunteering for the benefit of others when we ourselves were struggling to make ends meet was truly commendable. This is what inspired me to become a Volunteer.”

After migrating to Australia from India, Sudhir became a Justice of the Peace in 2015, to act as an independent and objective witness to documents used for official or legal purposes.

“Justice of the Peace services are often used by a wide range of people and I feel honoured to help them reduce the stress involved with getting documentation attested.”

Suhir says that volunteering with the City of Norwood Payneham & St Peters is a good fit for him in terms of culture, location and the opportunity to help others.

“I like the vibrancy of the Norwood area and I have made some great friends who always treat me with kindness and respect.

“The type of work involved with being a Justice of the Peace means I get to meet people from all walks of life, and I get a great sense of satisfaction from giving back to the local community.”

Sudhir has been a great advocate for volunteering and encouraging others to seek out opportunities.

“Volunteering keeps me physically and mentally fit. I encourage others to get

involved in volunteering work and help the community as much as they can because giving to your community is a rewarding experience.”

Demand for the Council’s Justice of the Peace services is ever growing and even during the height of the COVID-19 pandemic, Sudhir and his colleagues were kept busy.

“Our work is increasing by the day because other Justices of the Peace such as police officers, doctors and nurses simply don’t have time to undertake these duties—and events such as the COVID-19 pandemic only add pressure to their already demanding workload.”

A staunch Crows and Redlegs supporter, Sudhir also closely follows cricket and likes to stay abreast of current affairs, but it’s his family that capture his heart.

“Most of all, I just enjoy being a grandfather to my four wonderful grandchildren.”

**Julianne Ben’s passion for animals and a desire to help others is what ultimately led her to becoming a Volunteer with the Council’s Pet Care Program.**

A self-confessed dog lover, Julianne knows first-hand how the unconditional love of a dog can benefit individuals, particularly those who are isolated from their friends, family or community.

“Having enjoyed the wonderful experiences of owning dogs in the past, I know that even simply patting a pet can significantly reduce stress and bring feelings of calm to a person,” Julianne says.

Julianne was connected with resident Nancy Sortini who is unable to regularly walk her beloved schnoodle, Smudge.

“Smudge brings me so much happiness and I can see that his sheer presence and friendship brings Nancy endless amounts of joy.”

Studies have shown that the bond between people and their pets can increase fitness, lower stress, and bring happiness to their owners, along with a host of other physical and mental well-being benefits.

“With the social impacts of COVID-19 felt by many, having a dog to come home to or keep you company is a great way to reduce the feelings of social isolation during such a challenging year.

“Walking Smudge has certainly helped me and I can see the benefits in Nancy too.”

Throughout the 12 months that Julianne has been walking Smudge, she has also struck up a friendship with Nancy.

“I am fortunate that this experience has given me the opportunity to take Smudge for walks but also allowed Nancy and I to become friends—after every walk we always have a chat over a coffee.”

Julianne and Nancy are equally grateful for their friendship but, above all, Julianne is pleased that she can help someone in her local community and would encourage others to do the same.

“If you have the opportunity to volunteer then grab it with both hands. It’s fantastic—you get to meet new people and be part of a new community.

“Life becomes so much more meaningful because you are giving part of yourself to others, to a community. Volunteering can truly be life-changing—for others but also for yourself.”

Julianne has many interests including being part of a book club, bushwalking, Zumba, volunteering for the City of Burnside’s Morning Melodies program and singing in a choir, however being a Pet Care Volunteer with the City of Norwood Payneham & St Peters tops the list of her favourite activities.

# Our Community

The City of Norwood Payneham & St Peters is surrounded by 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.

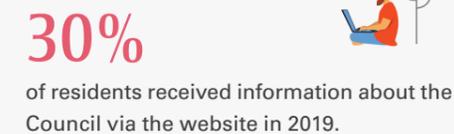


# Community Well-being Snapshot

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

A total of 401 face-to-face interviews with residents and 203 telephone and on-line surveys with business owners and operators were undertaken as part of the survey in 2019. The full results of the survey are published on the Council's website.

**Resident responses were ranked out of 5:**



### What's important to our community:

The Council is committed to listening to the voices of our community and understanding what they consider to be important and their sense of well-being.

- Improving infrastructure (roads and footpaths)
- Environmental Sustainability
- Preserving and planting trees
- Preserving heritage buildings
- Waste management and recycling

# Community Funding Program

The City of Norwood Payneham & St Peters provides a range of programs, services and facilities to improve the health and well-being of our citizens and increase cultural vitality within the community. The Council also offers support to community groups and organisations who are delivering projects and services for the benefit of the community.

The Community Funding Program is linked to the Council's Strategic Plan, *CityPlan 2030*, through the Outcomes, Objectives and Strategies to ensure that the Program gives priority to applications which help to achieve the Council's Strategic Objectives. The allocation of funds for the Community Funding Program is determined through the Council's annual budget approval process.

Grants of up to \$5,000 are made available via an application process under two categories—Community Grants Scheme and Public Art & Culture Grants Scheme. Applicants must be based and operating in the City of Norwood Payneham & St Peters, and/or be proposing an activity that will take place within the City for the benefit of those who live, work, visit or conduct business within the City.

The Council provided \$53,758 in funding to 21 community groups to support local initiatives during the year which included:

Organisation	Initiatives	Amount
Norwood Football Club	Official Opening of the Norwood Oval Redevelopment	\$5,000
Rotary Club of St Peters	Music for Dementia	\$5,000
Adelaide Sound Connection	Come and Try acapella singing group	\$800
Operation Flinders Foundation Inc	Students to participate in Operation Flinders exercise	\$2,160
Splash Arts Inc	Community Concerts Matinee Program	\$2,000
Women's Safety Services	Reading Books Alive free literacy improvement program	\$4,800
Act for Kids	Program for abused and neglected children	\$800
Australian Dance Theatre	School performances with educational artist talks and touch tour	\$4,800
Clifford Practical Self Defence	Training Mats	\$1,370
St Bartholomews Church Playgroup	Soft Fall Top-up	\$250
SA Vocal Eisteddfod	Launch event of the SA Vocal Eisteddfod 2021	\$2,500
Kensington & Norwood Writers Group	Writers on Parade 2020 publication	\$1,000
Payneham Bowling Club	Centenary of the Payneham Bowling Club event	\$5,000
Cold Krush Gallery – Local Artist	Mural at rear of 37-41 King William Street, Kent Town	\$2,500
Felixstow Neighbourhood Watch	Community Neighbour Day event and newsletter	\$2,650
Sustainable Communities	One Planet Market workshop and repair cafe	\$2,600
High Spirits Harmony	Community singing workshop and concert	\$1,400
Wesley Uniting Church	Concerts @ Kent Town	\$2,500
Pembroke Old Scholars Soccer Club	Equipment upgrade, community support and engagement program	\$2,500
Kent Town Residents Association	Good Neighbour Day event	\$1,628
East Torrens Payneham Lacrosse Club	Lacrosse equipment	\$2,500

# Australia Day Awards

The Australia Day Awards are a unique and powerful way of rewarding and recognising individuals and organisations that have made notable contributions to our local community during the year—or offered outstanding service over a number of years.

Presented by the Australia Day Council of South Australia and administered by local councils, award ceremonies are held on Australia Day each year across the state.

## Citizen of the Year



Les Dennis, Cr Kevin Duke and Mayor Robert Bria

### Leslie Dennis

Since 2008, Leslie 'Les' Dennis has volunteered with Second Chances SA, overseeing 93 PK Mentoring Camps through which he has positively impacted the lives of hundreds of young South Australians who have a parent in prison.

Les' commitment to the camps is driven by his passion to support and encourage young people. His commitment, understanding and empathy mean that the camps have a resonating impact on the lives of some of South Australia's most vulnerable young people, with many transitioning into camp leaders, going on to inspire and mentor the next generation of campers.

Les is a much-loved legend, an endless source of joy and enthusiasm, and a positive example to all around him.

## Community Event of the Year



Cr Garry Knoblauch, Scott Jeffrey Vice President, Payneham RSL, and Mayor Robert Bria

### Payneham RSL

Over the past four years, the Payneham RSL has grown its membership from 300 to more than 2,000 as it has encouraged the local and wider community to actively participate in the annual Dawn Service and associated activities on ANZAC Day.

As part of ANZAC Day commemorations, the Payneham RSL instigated a march for club members and the community from the club rooms to the Cross of Sacrifice which also included police escort, pipes and drums.

The ANZAC Day commemorations hosted by the Payneham RSL have brought people together and created a strong sense of community in the Payneham area.

# Meet Our Community



*George Pantahos*

**St Peters resident George Pantahos has been getting around on two wheels for as long as he can remember.**

An avid recreational cyclist, George's passion for cycling stepped up a notch in 2015, when he decided to ride for a reason.

Since then he has completed four Challenge Tours as part of the Santos Tour Down Under, raising funds and awareness for the Cancer Council with every revolution.

"I love riding—it keeps me physically fit and clears my head. There's no better feeling than a long ride through the Adelaide Hills," says George.

In January 2020, George took on his fourth Challenge Tour as part of the Ride for a Reason campaign, raising \$4,654 and bringing hope to those affected by cancer.

"We've all in some way been impacted by cancer, so this year we all wore armbands and pushed ourselves to cross the finish line in the name of those we've lost along the way."

Cycling has taken George all over the world—most recently across the Pyrenees. Unfortunately due to the COVID-19 pandemic, his plans to take on the French Alps in July 2020 was postponed.

"I feel lucky to be able to ride through these amazing places but I never forget how privileged we are in Adelaide with so many breathtaking rides on our doorstep—and Norwood is the gateway to some of the most magical rides I've experienced."

George said that lining up outside of the Norwood Town Hall in the early hours of 24 January brings about a level of nerves, but it's the camaraderie between riders that makes the Challenge Tour such a thrilling experience.



*Luca*

**Local primary school student, Luca, has been passionate about recycling since he was just three years old. Now ten, Luca not only leads his school in the war against waste, but his local community too.**

Luca's mum Rachel, says Luca has changed the way they dispose of waste at home.

"We've purchased different bins for recyclables, compost, 10 cent containers and landfill. This allows us to sort our rubbish thoroughly, making recycling much easier."

"Luca has also taught us to wash plastic and recyclable items and make sure they go in the recycling bin, instead of sending them to landfill."

Luca's enthusiasm for recycling is well known within the community as he inspires everyone to avoid, reduce, reuse, recycle or compost their waste.

"He runs a bin cleaning service for neighbours and friends, and will even take their bins out and bring them on collection day."

Luca even helps people by contacting East Waste to request bin repairs and has even started a recycling program at school which has included providing Out of School Hours Care (OSHC) with a compost bin and delivering presentations to educate his classmates on which rubbish goes in which bin.

Luca's passion for avoiding, reducing, reusing, recycling and composting

waste was founded on the basis of wanting a clean and healthy environment for us and future generations to enjoy.

"If less waste is sent to landfill, less carbon monoxide is released into the environment, which helps reduce global warming."

Waste management and education are more than just a passion or hobby for Luca, he already has big aspirations to make it his career.

"When he grows up, Luca would love to work for KESAB or East Waste, where he can educate people about which rubbish goes in which bin. Luca's teachers are certain he will be a minister for the environment!"

# Our Business Community

The City of Norwood Payneham & St Peters is characterised by a number of mainstreet precincts—each with a unique character and shopping experience—and 7,000 businesses which the Council is committed to supporting and nurturing.



## Eastside Business Awards

### EASTSIDE BUSINESS AWARDS

Widely recognised for its vibrant café culture, food manufacturing and retail precincts, the City of Norwood Payneham & St Peters is also abuzz with emerging creative industries, successful startups, family owned enterprises and everything in between.

In April 2020, 11 exceptional local businesses were recognised and celebrated through the annual Eastside Business Awards.

The City of Norwood Payneham & St Peters is home to an array of businesses and sectors from emerging creative industries, successful startups and family owned enterprises to vibrant cafes and restaurants, iconic food manufacturers and retail precincts.

Though these businesses come in different shapes and sizes, and represent a number of industry sectors, they all have one thing in common—loyal and passionate customers.

These customers and loyal clients cast more than 6,800 votes for 305 businesses in the Eastside Business Awards—with 36 shortlisted as finalists across 12 categories.

The winners included Royston Park eatery The Lab Food & Coffee, as they have continued to perfect their chemistry to be voted Best Café for the second year in a row.

The highly coveted title of Best Coffee is always a tough competition and this year was awarded to Pavé, located on The Parade, Norwood.

Presented in partnership with Messenger Newspapers, the awards celebrate the efforts of our business community and their contributions to our City.

Though the awards evening was cancelled due to the COVID-19 pandemic, Mayor Robert Bria personally visited and presented the winners with their awards, acknowledging all finalists and the City's broader business community who have bravely faced the impacts of the COVID-19 pandemic.

“Despite the ongoing economic challenges, I am proud of our local businesses. Many have pivoted their offerings, adapted to accommodate restrictions, found new and inspiring ways to engage with their customers and community—all the while looking to the future and the opportunities it will bring.”

“I have no doubt that as we continue to recover from the pandemic, loyal customers will continue to vote for their favourite businesses by buying local whenever possible.”

#### Congratulations to all of the winners!

##### 1. Hall of Fame (20+ years) ORBE

*174 The Parade, Norwood*

##### 2. Best Café

*The Lab Food + Coffee  
313 Payneham Road, Royston Park*

##### 3. Best Fashion Retailer

*Shouz Boutique  
1/205 The Parade, Norwood*

##### 4. Best Restaurant

*Fine and Fettle  
Unit 4, 57 Magill Road, Stepney*

##### 5. Best Coffee

*Pave Café  
138b The Parade, Norwood*

##### 6. Best Pub/Bar

*Little Bang Brewing Company  
25 Henry Street, Stepney*

##### 7. Best Hair/Beauty Salon

*ORBE  
174 The Parade, Norwood*

##### 8. Best Customer Experience

*Foot & Leg Centre  
Level 2, 58 King William Street,  
Kent Town*

##### 9. Best Independent Retailer

*Semmens Property Management  
170 Magill Road, Norwood*

##### 10. Best Entertainment Venue

*HOYTS Norwood  
185 The Parade, Norwood*

##### 11. Best Emerging/Start-Up Business

*GR Phones Norwood  
3/1 Margaret Street, Norwood*

##### 12. Best Food/Beverage Manufacturer

*Goodies and Grains  
22 Nelson Street, Stepney*

# Meet Our Business Community



*Ida Tirimacco and Joe Cimmino*

*ORBE, 174 The Parade, Norwood*



*Darren Coulter*

*Karmabunny, 95 Beulah Road, Norwood*

**When ORBE won Best Hair/Beauty Salon at the 2020 Eastside Business Awards, it was a vindication of the salon's business philosophy.**

Co-owner Ida Tirimacco says, "We have always offered support for our local community— whether a school fair or the local netball club fundraiser".

Naturally, The Parade and Ida's loyal customers have embraced her wholeheartedly since she first arrived as an apprentice in 1984.

"The relationships that I have built with clients who have supported me from the beginning are absolutely priceless."

Ten years on, Ida and co-owner Joe Cimmino opened their own salon in the same location that she first started as a young apprentice.

Now, as well as being voted Best Hair/ Beauty Salon for the second year in a row, ORBE has also been inducted into the Eastside Business Awards prestigious Hall of Fame.

Reserved for businesses which have been operating in the City of Norwood Payneham & St Peters for more than 20 years, Ida describes the award as humbling and acknowledges that it comes at a very unusual time.

"It's unlike anything we've faced before," she says of the COVID-19 pandemic.

But Ida and Joe have faced it in the same way they approach every other challenge—by staying positive and putting every effort into ensuring their business continues to thrive.

Together, Ida and Joe have kept the salon's 22 staff members employed. They are understandably delighted and their customers are just as happy.

"We've had lots of positive feedback and excellent reviews from our clients," says Ida.

Both Ida and Joe have remained favourites on The Parade thanks to their ability to adapt to trends in the hair and beauty industry as well as a changing business climate. But Ida puts ORBE's sustained success down to the things that have stayed the same.

"What hasn't changed is our constant commitment to training and employing young people, believing in our industry, and embracing the importance of making people look and feel fabulous."

**When Darren Coulter and his family landed at Adelaide Airport in mid-March, the refreshed holiday feeling after three weeks in Japan quickly dissipated as they stepped into an Adelaide somewhat in lockdown—and straight into two weeks of self-isolation.**

"The first week back felt awful—everything seemed apocalyptic, everyone I spoke with had a story about small businesses in trouble," says Darren.

Small business owners themselves, Darren and his partner Rebecca Gratton, quickly felt the pinch as the impacts of the COVID-19 pandemic hit businesses of all shapes and sizes and forced many to close due to Federal and State Government restrictions.

"Owning a small business is all-consuming and your staff feel very much like your family. When I learned what was happening to businesses and saw people waiting in lengthy Centrelink queues, I understood their pain."

Shortly after returning from Japan, Darren and his team at Karmabunny were online in the first of many Zoom meetings—something that quickly became the new normal for many.

Not even able to order a coffee from the local cafe, Darren knew that he had to use the expertise of his team to make a difference to business owners who were unsure of how to navigate the next five minutes let alone the next few months.

"We decided to build a free online directory where small businesses could tell the world that they were still open and ready for business, and how they were adapting to the COVID-19 experience."

"We hoped the directory—aptly named Still Here—could help small businesses win and retain customers but we knew it had to be launched that same week in order to make a difference."

And launch it they did. Within one and a half weeks, stillhere.com.au had more than 1,000 businesses listed.

Admirably, Darren and his team dedicated every spare moment to the Still Here website while they themselves were enduring two painful months.

"Many of the projects Karmabunny was commissioned to complete were simply put on hold by clients who were uncertain about the future. It wasn't until the Federal Government's JobKeeper program kicked in that some confidence was restored and we were asked to continue with the work."

Things are looking bright again at Karmabunny. Darren has led the team to adapt to a new way of working and now has a team that's stronger and more empowered than before.

Karmabunny is a local business with a talented team who design, develop and program websites and all things web.

# Strategic Focus

The City of Norwood Payneham & St Peters' strategic direction is outlined in strategic plans and is informed and shaped by our community. The Council's long-term approach to planning for the development and future requirements of the City aims to create a prosperous and vibrant community with a strong sense of place and ultimate goal of Community Well-being.



# Strategic Planning Framework

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



# Long-term Financial Plan

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

To ensure this goal is achieved, the Council has prepared – as required by Section 122 of the *Local Government Act 1999* – a ten year Long-term Financial Plan. The foundation of the 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 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.



To view the Long-term Financial Plan, visit [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)



To view the Annual Business Plan, visit [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)



# Sustainability Statement

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

Sustainable practices and initiatives are central to maintaining the quality of life for our community 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 management plan, *CityPlan 2030*.

Results of the Council's commitment to environmental sustainability practices and initiatives are detailed on pages 166–175.

## Looking forward

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

- less resources—including natural and power resources—are used, proactively monitoring our waste production and recycling, and adapting our programs to continue to reduce our waste;
- the impacts of climate change underpin everything we do;
- best practice procedures are in place for managing stormwater—including capturing and re-using it in the community;
- infrastructure for alternative transport methods is provided which results in less cars on the road;
- our natural environment is protected, particularly the four creeks, the River Torrens, and the St Peters Billabong;
- local streets are attractive, shaded and leafy, encouraging more people to walk and cycle as modes of transport;
- the City's trees are protected, with more trees 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.

# COVID-19 Pandemic

## *A Global Crisis*

COVID-19 is a disrupter event unseen before and its affects will be felt for years to come, with the full impact unlikely to be fully understood in the near future. It is estimated that at the very least the Federal and State Government deficits will be felt for at least five years. As countries and cities emerge from the immediate health crisis and re-start their economies, changing work practices, attitudes towards travelling, commuting and consumption of goods and services will change employment prospects, alter lifestyles and influence social connection for years to come.

**SOUTH AUSTRALIA\***

**556**  
TOTAL CASES

**514**  
RECOVERED

**04**  
DEATHS

\*Source: SA Health  
as at 23 November 2020

ADELAIDE  
SOUTH AUSTRALIA

**In early 2020, one of the biggest global health and economic challenges quickly took hold in Australia. The unexpected evolution of the COVID-19 pandemic has drastically changed everyday life for people across the nation, as well as creating economic conditions that will continue to affect every part of society well into the future.**

The City of Norwood Payneham & St Peters was not immune to the devastating impacts of the pandemic which has thrown local, national and global livelihoods and economies into incomprehensible scenarios.

Among other things, the pandemic has highlighted the importance of Local, State and Federal Governments being prepared for a such a crisis and the need to have a strong local economy.

Whilst Australia has had a relatively low number of cases as a proportion of the country's population, the actions taken to curb the spread of the virus and reduce the stress on medical resources has resulted in significant known economic and social impacts.

### **Federal and State Government Restrictions**

As a result of both the Federal and State Government's physical distancing restrictions and subsequent mandatory business closures or trading limitations, a number of businesses have been forced to close their premises or alter their business model in an effort to adapt.

During the peak of the pandemic, many businesses were forced to stand down or reduce staff, transfer their businesses online, as well as reduce opening hours to lower running costs. Businesses implemented these measures to improve their opportunity for survival and uncertainty around how long they would need to endure.

Councils were also instructed to close playgrounds, outdoor exercise and recreation equipment, libraries, swimming centres and other community facilities.

### **Financial Support**

Substantial Federal and State Government financial support continues to be provided to reduce the economic impact of the pandemic. JobKeeper, JobSeeker and JobMaker have all been designed to help stimulate the economy and secure jobs for Australia's future.

## The Council's Response

### Financial Assistance Package

The Council adopted a suite of measures aimed at providing financial relief for ratepayers, residents, businesses, sporting clubs and other local groups that use Council facilities and who are experiencing hardship due to the COVID-19 pandemic.

The Council's Financial Assistance Package takes into account a number of factors which the Council will continue to review as the economic impacts of the COVID-19 pandemic evolve and as the Council develops its 2020–2021 Annual Budget.

### Ratepayers and community services

- Ratepayers received waiver of interest and fines for any unpaid Fourth Quarter Rates instalments.
- A discretionary rate rebate was provided to eligible non-residential property owners for the Fourth Quarter of 2019–2020.
- Applications for financial hardship were assessed on a case-by-case basis to provide ratepayers with assistance best suited to their circumstance.
- Home and Community Care Services clients who were experiencing difficulty making payment for invoiced services had payments deferred for a period of up to three months.

### Local businesses

- Discretionary rebates equal to the Fourth Quarter payment were provided to businesses within The Parade Precinct that are required to pay The Parade Separate Rate. (Note: only properties located within The Parade Precinct pay a Separate Rate).
- Refunds of the June Quarter (ie from 23 March to 30 June 2020) Outdoor Dining Permit fee for Outdoor Dining Permit Holders that paid in full. Those who had not paid in full were provided with a credit.
- Outdoor Dining Permit Holders required to make a payment for the installation of bollards associated with their outdoor dining area had payments deferred for three months to June 2020.

### Local sporting clubs, organisations and leaseholders

- Financial commitments for sporting clubs and organisations using Council facilities were waived for a period of three months to 30 June 2020.
- Loans and co-contribution agreements were deferred for the same period with a review of those arrangements after 30 June 2020.
- A number of tenants that lease Council facilities, both commercial tenants and community groups, were significantly impacted by the State Government restrictions imposed from March 2020 in relation to the COVID-19 pandemic. Some were forced to close entirely for a period of time and others had their ability to trade considerably restricted. As part of the Council's COVID-19 Financial Assistance Package, the Council considered each tenancy arrangement on a case-by-case basis and was able to offer a partial or full waiver of the rent payable by relevant tenants for the period 1 April to 30 June 2020.

### Economic Development

For many businesses locally and globally, the short-term goal is to survive the period of restrictions and lockdowns.

The Council recognises its role in assisting the City of Norwood Payneham & St Peters business community in its recovery following the COVID-19 pandemic, and acknowledges that many businesses are currently in a mode of survival, rather than growth.

In addition to the financial assistance mechanisms, the Council's new Economic Development Strategy 2021–2026 will play a significant role in the recovering ability of the business community for a long period of time. The Strategy, including its Vision, Outcomes, Objectives, Strategies and Actions, has been designed to help businesses recover and rebuild from the COVID-19 pandemic while planning for sustainability and growth when the economy reaches some level of normality.



### Community Services

The implications of the COVID-19 pandemic were felt widely among the vulnerable members of our community.

### Challenges

Due to the advice provided by the Federal and State Government for people to remain at home unless absolutely necessary or to access essential services, demand for some of the Council's community services reduced. Physical distancing restrictions also added complexity to some services which required close contact or confined spaces such as transport vehicles.

As such, the following services offered by the Council were temporarily suspended:

- Community bus;
- Car transport and escorted shopping;
- All social and well-being programs; and
- Community Visitors Scheme.

All other services remained in place however demand significantly reduced as people were cautious and followed Federal and State Government advice to refrain from having visitors to their home, particularly for those deemed vulnerable. As such, some clients elected to temporarily suspend services such as domestic assistance and home maintenance.

### Achievements

- People who would normally have accessed the Council's Community Bus service were offered shopping list services whereby the Council's staff carried out the shopping requirements and delivered the groceries to the door through a contactless service.
- Those who wished to continue doing their own shopping were offered taxi vouchers to transport them to and from the shops safely.
- As all aged care facilities were locked down early in the pandemic, the Community Visitors Scheme was significantly impacted. However, some Volunteers were able to maintain contact with their resident through email and telephone contact.
- The Council was able to facilitate and continue offering Justice of the Peace services throughout the pandemic in a COVID Safe manner. As many neighbouring Councils suspended these services, Justices of the Peace located at Norwood Town Hall maintained an even busier level of service.

### Libraries

Library programs were suspended from 19 March 2020. Libraries closed from 25 March–15 May 2020.

### Challenges

- Our community was significantly impacted by restricted operating conditions and Library closures, particularly those who were isolating in accordance with Federal Government directives but were unable to access the Library collection for their recreation or information needs.
- During closures, our community was unable to access public WiFi and computers meaning that for many, they were unable to access online Government services to help them navigate the ramifications of the pandemic.
- During the COVID-19 restrictions, accessing digital content and brokering new content for our customers was challenging on a local, national and international level, as digital content vendors were either affected by global conditions or subjected to extreme demand for services.
- Reconfiguring and adapting Library spaces upon re-opening in order to ensure community well-being and safety in accordance with Federal and State Government directives. This included removing all tables, lounges, chairs, toys and furnishings; reconfiguring entry and exit arrangements; implementing queuing arrangements in alignment with social distancing; installing social distancing and revised conditions of entry signage across all sites; the manufacture and installation of plexiglass screens across service areas; implementing commercial cleans to supplement normal cleaning regimes; cleaning IT equipment between every user; and reconfiguring public access computers for reduced access timeframes and to comply with social distancing requirements.
- Monitoring building occupancies, obtaining attendance records from visitors and borrowers and ensuring physical distancing compliance after re-opening while still providing circulation and information services to the community.
- Managing a five day quarantine of all new Library items and those returned by customers so all stock could be physically cleaned or quarantined under new hygiene protocols. During this time, 33,411 items were quarantined out of the Library environment, prior to being processed and made available to the community for loan.



### Achievements

- The Council implemented a Click, Call and Collect service on Friday 24 April 2020 to facilitate access to materials during Library closures. A total of 4,101 items were issued to borrowers through Click, Call and Collect from 24 April to 15 May, when the Libraries re-opened.
- Re-opening libraries on 15 May with considerable restrictions. This period was broken into three phases. Phase 1: operating with occupancy limits of 10 people and reconfiguration of alternative access for entry and exits, operating without public access furniture, and with restricted visiting times of a maximum of 30 minutes. Library attendance records for contact tracing were also obtained in accordance with State Government requirements. Phase 2: services were expanded on 1 June 2020, with an increased occupancy of 20 people which was then increased to 75 people on 19 June 2020. Phase 3: more normalised range of services from 29 June 2020 when all large pieces of furniture were able to be reinstated to the Libraries.
- The Libraries now operate with social distancing and occupancy restrictions in accordance with State Government requirements and restrictions on Library programs in accordance with COVID-Safe plans.



## Community Facilities

Closed Wednesday 25 March 2020.

The closure of the Council's community facilities, including the Norwood Concert Hall, Don Pyatt Hall, St Peters Youth Centre, St Peters Town Hall Complex, Payneham Community Centre and the Cultural Heritage Centre was the result of Federal and State Government physical distancing restrictions and advice.

These closures particularly impacted upon socially isolated citizens who attend the facilities to participate in well-being and social programs or community groups.

Upon reopening community facilities on 13 July 2020, the Council will comply with revised occupancy levels in accordance with State Government advice, enhanced cleaning of facilities and mechanisms to support physical distancing requirements.

The Council's playgrounds and recreational equipment were also temporarily closed at the advice of Federal Government, and re-opened from 5 May 2020.

## Events

The Council's events program was cancelled in its entirety from 13 March 2020.

With two months left of the Council's busiest community events period, the Council's events program was brought to a standstill on 13 March 2020 due to the Federal and State Government restrictions.

## Challenges

- Unknown duration of restrictions meant that rescheduling events was not possible, so cancelling the remainder of the Council's scheduled events was the only option, many of which had been in planning for more than one year.
- With extensive promotions for many events well under way, a strategy to recall these and change the messaging had to be rolled out and very quickly.
- Liaising and negotiating with suppliers that had already been engaged to deliver event infrastructure and entertainment (and the emotional toll of this).
- Many events are hosted to provide opportunities for local businesses to participate and showcase their offerings. Withdrawing these opportunities and explaining this to local business owners was challenging but on the whole, most were very understanding.

Key Council events cancelled due to the COVID-19 pandemic:

- Melodies in the Park
- Symphony in the Park
- St Peters Fair
- Food Secrets at the Green (new event in 2020)
- Cultural Heritage Program as part of South Australia's History Festival
- Art on Parade

## Achievements

- Continued to hold Council and essential Committee meetings. Council meetings were temporarily streamed online as the general public were not able to attend.
- Continued to deliver Citizenship Ceremonies in accordance with strict protocols put in place by the Federal Department of Home Affairs.

## Other Council Services

- As an essential service, the Council's field staff continued to undertake their work, albeit under altered conditions which complied with physical distancing requirements.
- Field staff worked across two shifts to reduce the number of staff congregating in workspaces and during breaks.
- With reduced staff permitted in vehicle cabins, field staff were safely transported to worksites using multiple vehicles and community buses.
- Field staff undertook additional cleaning of frequently touched surfaces in the City, such as pedestrian crossing buttons, within existing staffing levels.
- Depot staff continued to run the Graffiti Removal Program in the absence of Volunteers, as most Volunteer programs were temporarily suspended. See page 90 for details about the Volunteer programs during the COVID-19 pandemic.



## Supporting our community

On 15 May 2020, the ABS released data which showed that in April 2020, the number of unemployed people in Australia increased by 600,000, including an increase of 40,000 people in South Australia. The Youth unemployment rate rose at 2.3 times the general unemployment rate.

The Council is aware of the importance of supporting charitable organisations more so than ever as a result of the financial impact that COVID-19 had on members of our community and that many people may still be at risk of needing emergency relief as economic conditions remain bleak.

The Council therefore provided the following donations to support the wider community:

- April 2020—\$5,000 to St Vincent De Paul, Norwood and \$5,000 to Salvation Army, Norwood to provide emergency relief to members of the community during the COVID-19 pandemic;
- June 2020—\$5,000 to St Vincent De Paul, Norwood and \$5,000 to Salvation Army, Norwood and \$5,000 to Elcies Norwood, to provide emergency relief to members of the community, particularly low and fixed income earners, who will experience significant hardship during the COVID-19 pandemic.

## Keeping our community informed

The rapid progression of the COVID-19 pandemic presented challenges for the community to stay abreast of developments and Government restrictions and directives.

It was critical that the Council took every measure to ensure that our community was aware of important information and

able to make informed decisions to protect their own well-being, as every individual had a big role to play in protecting public health.

In addition to providing regular updates on the Council's website and social media channels, the Council published a special edition of its newsletter, Look East, which provided a comprehensive overview of the changes the Council had implemented in accordance with Federal and State Government restrictions, such as the closure of playgrounds and Libraries, and how some services were being adapted.

Look East also contained details of the Financial Assistance Package adopted by the Council to assist all members of the community affected by the pandemic.

In addition, there was a focus on the various activities that people could enjoy while still maintaining physical distancing. For example, people were looking for ways to stay fit and healthy during the lockdown period so Look East featured information about the Council's parks, Public Art Map and how to access e-books.

Regular updates were also distributed to the Council's Your NPSP eNewsletter mailing list which linked to all the aforementioned important updates.

Council staff also personally telephoned vulnerable members of our community to check on them, particularly those who lived alone who were socially isolated, to keep in touch and provide, in some cases, just someone to talk to.

Mayor Robert Bria recorded two video messages for the community which were available to view on the Council's website and distributed through social media channels, to provide updated information and more importantly, a personal message of hope to our residents and business community.

# Our Performance



*The future can be shaped, modelled and influenced by our actions today, for both our benefit and that of future generations.*

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# Key Initiatives, Projects and Services

This map and list detail the major and significant projects and their total project value which were planned for delivery across the City during 2019–2020, for the benefit of the broader community.

## Social Equity

Civil Infrastructure Capital Works Program  
\$3,482,664

Implementation of Stepney Maylands Evandale Local Area Traffic Management (LATM)  
Study outcomes  
\$83,000

Street lighting renewal and upgrade  
\$40,000

Buildings Capital Works Program  
\$420,100

Recreation & Open Space Works Program  
\$270,500

Acquisition of library stock  
\$201,800

2020 Tour Down Under and Norwood on Tour street party  
\$105,000

CityPlan 2030 Mid Term Review  
\$35,000

My Local Services app  
\$5,200

## Cultural Vitality

Signage to recognise Norwood's cycling history  
\$25,000

Christmas Movie on Norwood Oval  
\$25,000

## Economic Prosperity

Eastside Business Awards  
\$27,000

## Environmental Sustainability

Stormwater drainage program  
\$2,812,500

Street tree planting  
\$30,000

Review of City-wide Cycling Plan and cycling education programs  
\$28,000



Willow Bend Reserve Upgrade  
\$50,000

Payneham Memorial Swimming Centre main pool refurbishment  
\$1,500,000

Felixstow Reserve Nature Play event  
\$25,000

Queensland Box tree sweeping program  
City-wide  
\$232,000

Concerts in the Park  
\$60,000

Rectification of footpath defects  
City-wide  
\$200,000

Kent Town Streetscape Upgrade  
\$265,000

Raising the Bar  
City-wide events  
\$25,000

Scramble crossing  
\$115,000

Payneham Oval women's facilities  
\$775,000

Syd Jones Reserve upgrade  
\$481,500

Private laneways to public roads conversion  
City-wide  
\$337,500

Construction of the Beulah Road Bicycle Boulevard  
\$1,000,000



# Major Projects



## Third Creek Stormwater Drainage Upgrade



### Stage 1 construction complete

The Third Creek Drainage Upgrade Project forms part of a \$38.4 million program to upgrade the capacity of the City's stormwater drainage network over a 15 year period.

The strategy program is being implemented by the Council to reduce the impacts of flooding, helping to protect residents, their homes and property, as well as the City's assets such as footpaths, kerbing and street trees.

Upgrades to Third Creek—which commenced in February 2020 at a cost of \$2.5 million—will be carried out over several stages with the first stage now complete.

Included in the stage one works, which extend from Payneham Road to Lewis Road, was the construction of 200 metres of new drainage infrastructure to realign Third Creek through Ashbrook Avenue and the former Schweppes site at 382 Payneham Road, and relocation of SA Water mains water and sewer services.

These works will increase the capacity and level of flood protection offered by this section of the creek from a five year event to a one in 100 year event.



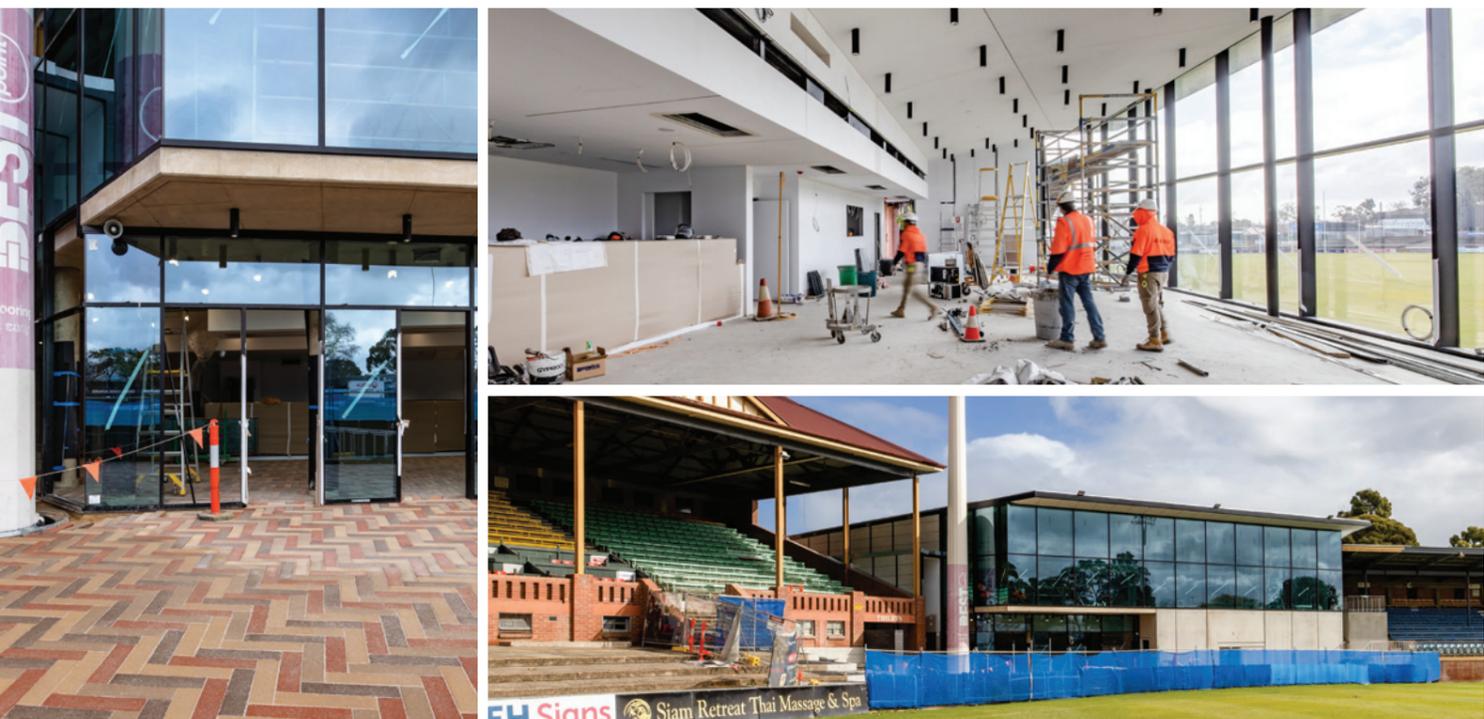
Detailed designs are currently being finalised for stage two of the Third Creek Drainage Upgrade Project, with construction scheduled to commence and be completed within the 2021–2022 financial year.

Funded by the City of Norwood Payneham & St Peters, the completion of the Third Creek Drainage Upgrade Project will provide substantial benefits to local residents of Lewis Road and Ashbrook Avenue.

This 2020–2021 financial year marks the second of the 15 year program.

## Project timeline

- **September 2019**  
*Endorsed by Council*
- **February 2020**  
*Construction commenced*
- **March–May 2020**  
*Installation of 145 metres of reinforced concrete box culverts (large concrete drains) along Ashbrook Avenue, Payneham*
- **May 2020**  
*Installation of 35 metres of reinforced concrete box culverts along Ashbrook Avenue, Payneham*
- **May–July 2020**  
*Relocation of water main on Ashbrook Avenue, Payneham*
- **May–July 2020**  
*Installation of stormwater pipes along Lewis Road and Ashbrook Avenue, Payneham*
- **July 2020**  
*Laying of concrete kerbing along Ashbrook Avenue and Lewis Road, Payneham*
- **July–August 2020**  
*Re-laying of asphalt along Ashbrook Avenue and Lewis Road, Payneham*
- **August 2020**  
*Scheduled completion*



## Norwood Oval New Members Facilities and Clubrooms



### Nearing completion

The much loved and iconic Norwood Oval is set to become Adelaide’s premier SANFL sporting ground, as construction of new clubrooms and member and player facilities enters the final stages.

Situated in close proximity to the Adelaide CBD and in the heart of Adelaide’s premier mainstreet The Parade, Norwood Oval is a boutique and historic ground with much to offer and a special ‘sense of place’. The new clubrooms and member’s facilities will bolster its appeal as not only the home of the mighty Redlegs but as a place to watch and enjoy Australian Rules Football.

The new facilities will significantly enhance accessibility for all patrons while providing facilities for both male and female players and umpires to accommodate and encourage increased female participation.

Among the vast range of new features, the multi-purpose facility includes a new 180 seat members clubroom and function space and new Premier’s Bar.

The Sir Edwin T Smith Stand has also undergone significant renovation and now boasts refurbished home team changerooms with associated unisex showers and toilets, and a merchandise outlet.

Norwood Football Club staff will also enjoy new administration offices and meeting spaces on a new mezzanine level in the Sir Edwin T Smith Stand.

Unisex facilities for both umpires and away teams have been constructed under the Western Stand, together with match day facilities, kiosk and public toilets.

At street view, patrons will first notice streetscape improvements and the revitalised main entrance on Woods Street which will provide direct and at grade access into the historic Norwood Oval, vastly improving accessibility for patrons.

Following some unfavourable weather conditions, construction is now scheduled to be completed mid September 2020.

## Drage Reserve Playground



While the Felixstow Reserve Redevelopment Project was winning awards across the country, Drage Reserve underwent a transformation of its own, winning the hearts of children from near and far.

Located in Felixstow in close proximity to the redeveloped Felixstow Reserve and the River Torrens, Drage Reserve is now home to a new first class playground designed with children of all ages and abilities in mind.

The old playground had reached its end of life but rather than replacing it with similar equipment, the Council identified an opportunity to create a more inclusive playground that offers a variety of play experiences for children of all abilities.

The new playground area also features a rubber base, making it accessible and safe for all children.

Thanks to the generosity of the Count Me In Foundation the playground is now home to a wheelchair-friendly trampoline which has been a welcome addition for families.

The Council was overwhelmed with positive feedback about the new play equipment, which complements the nearby nature play area in Felixstow Reserve.

The first stage of the redevelopment, which was completed in September 2019, also included a renewed car park and new toilet facilities.

Further works were undertaken during summer 2019–2020 to provide additional more accessible entry points to the playground area, seating, barbecue facilities and drinking fountain, landscaping and irrigation.

## Tennis Court Upgrades



Two South Australian Government grants totalling \$825,000 were secured by the Council in December 2019 to upgrade four tennis courts at Buttery Reserve and six at Payneham Oval, with construction of the Payneham Oval courts commencing in early 2020.

This grant funding is a great result for the community and local tennis clubs as we can now upgrade these important sporting facilities to increase their lifespan and ensure they are fit for purpose for up to 20 years.

The grant and subsequent upgrade of facilities means that both the Norwood Tennis Club and East Adelaide Payneham Tennis Club can continue to call local facilities their home. It also means that the Council can work together with the clubs to maintain these valuable community assets.

The grants were provided through the South Australian Government’s Office for Recreation, Sport and Racing’s 2019–2020 Community Recreation and Sport Facilities Program.

### Other major projects completed in 2019–2020

Kent Town Economic Growth Strategy. Page 163

Community Land Management Plans. Page 185

### Other major projects progressed in 2019–2020 and due for completion in 2020–2021

Syd Jones Reserve Redevelopment

Beulah Road Bicycle Boulevard

Smart City Plan

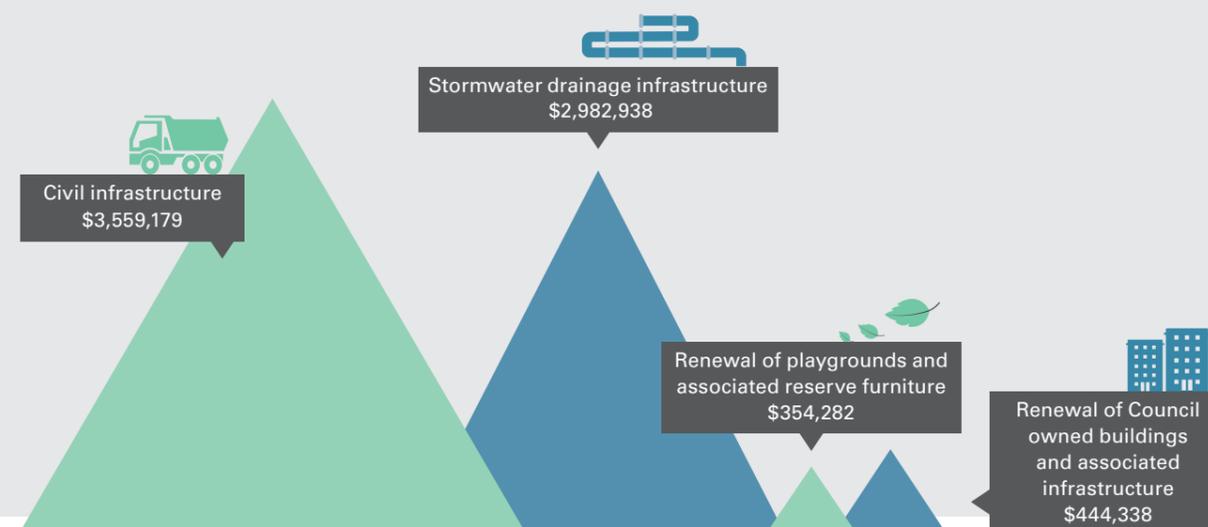
CityPlan 2030: Shaping Our Future Mid Term Review

For details about major and significant projects planned for 2020–2021, see page 176.

# Capital Works Program

## 2019–2020

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



### The 2019–2020 Capital Works Program budget of \$7,340,737 incorporated:

Civil infrastructure works to the value of \$3,559,179 including resealing 34 road segments covering 46,503 square metres; reconstructing 7,753 square metres of footpaths along 27 road segments; and replacing 3,477 lineal metres of kerbing along 64 road segments.

Building works to the value of \$444,338 including upgrades to Beulah Road Community Hall and Council Depot air conditioning systems; replacement of floor coverings at the St Peters Child Care Centre; replacement of the roof at the Buttery Reserve Building; and replacement furniture for various community facilities.

Recreation and open space infrastructure works to the value of \$354,282 including upgrades to Syd Jones Reserve Playground, Drage Reserve Playground and the Hutchison Park shade structure; installation of Disability and Discrimination Act compliant bus shelters and upgrades to street and park furniture.

Stormwater drainage works to the value of \$2,982,938 including upgrades to stormwater drainage at Third Creek, the first stage of a 15 year program.

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

### A summary of the 2019–2020 Civil Infrastructure Capital Works Program

Street	From	To	
<b>College Park</b>			
● Torrens St	College St	Richmond St	W
<b>Evandale</b>			
● Wheaton Rd	Olive Rd	End	E
● Clinton Ave	Payneham Rd	West St	
● Llandowner Ave	23 Llandowner Ave	Bakewell Rd	
<b>Firle</b>			
● Hampden St	Arnold Ave	Marian Rd	
● Hampden St	Margaret St	Marian Rd	
Not completed. Identified need for drainage infrastructure upgrade along Marian Road and Hampden Street. As such, kerbing and road resealing on Hampden Street will be incorporated into the 2020–2021 drainage upgrade project.			
<b>Glynde</b>			
● Provident Ave	Barnes Rd	Sunbeam Rd	N
● Davis Rd	Barnes Rd	Glynburn Rd	
● Edward St	29 Edward St	Henry St	
● Edward St	Lewis Rd	Payneham Rd	
● Zelda St	Barnes Rd	Wakelin Rd	
● Alford Rd	Payneham Rd	6 Alford Rd	
● Avenue Rd	Lewis Rd	Payneham Rd	
● Castres St	Avenue Rd	Barnes Rd	
<b>Hackney</b>			
● Hatswell St	Bertram St	Richmond St	W
● Vailima Crt	Hackney Rd	End	S
<b>Heathpool</b>			
● Northumberland St	23 Northumberland St	Newcastle St	E
● Stafford Gr	Portrush Rd	Lesbury Ave	

● Footpath ● Road Seal ● Kerb N = Northern side S = Southern side E = Eastern side W = Western side

Street	From	To	
<b>Kent Town</b>			
● Dequetteville Tce	Rundle St	King William St	E
Following a review of the Kent Town Public Realm Manual, this footpath renewal project was identified as requiring detail design. Generally, detail design is not required for footpath renewal projects, however due to the complexity of this segment of footpath (i.e. access to and car parking for private property adjacent the entire length of the footpath) a design was required. This is due to be completed by December 2020.			
<b>Marden</b>			
● Broad St	River St	Beasley St	S
● Lower Portrush Rd	Portrush Rd	Beasley St	E
● Broad St	Pollock Ave	Payneham Rd	
● Lower Portrush Rd	Payneham Rd	Beasley St	
● Grivell Rd	Battams Rd	Caleb St	
● Grigg St	Marden Rd	Lower Portrush Rd	
<b>Maylands</b>			
● Portrush Rd	Magill Rd	Jones Ave	
● Portrush Rd	Magill Rd	Jones Ave	E
● Victor St	Mayfair St	Phillis St	S
<b>Marryatville</b>			
● Burwash Rd	Clapton Rd	Dudley Rd	
<b>Norwood</b>			
● Margaret St	William St	The Parade	
<b>Payneham</b>			
● Marian Rd	Ashbrook Ave	Avenue Rd	N
● John St	Ashbrook Ave	Avenue Rd	
● Albert St	Kapunda Tce	Albert Pl	
● Kapunda Tce	Llandowner Ave	Albert St	

Street	From	To	
<b>Payneham Continued</b>			
● Marian Rd	Ashbrook Ave	Avenue Rd	
● Ruby St	Thelma St	Ashbrook Ave	
<b>Payneham South</b>			
● Douglas Pl	Marian Rd	End	
● Second Ave	Arthur St	Ashbrook Ave	
<b>Royston Park</b>			
● Battams Rd	Payneham Rd	First Ave	
● Oaklands Ave	Sixth Ave	Seventh Ave	
<b>St Morris</b>			
● Third Ave	Williams Ave	Glynburn Rd	
<b>St Peters</b>			
● Fifth Ave	Winchester St	Suburb boundary	E W
● Fourth Ave	Winchester St	Suburb boundary	W
● Harrow Rd	First Ave	Second Ave	W
● Ninth Ave	River St	Stephen Tce	W
● Stephen Tce	Eighth Ave	Tenth Ave	W
● Stephen Tce	Eighth Ave	Tenth Ave	
<b>Stepney</b>			
● Ann St	Henry St	Payneham Rd	W
● George St	Magill Rd	Payneham Rd	E
● George St	Henry St	Payneham Rd	W
● Olive Rd	Ann St	Loch St	N S
● Stepney St	Henry St	Payneham Rd	W
● Battams St	Olive Rd	Flora St	
● Henry St	George St	Stepney St	
● Loch St	Olive Rd	Flora St	
<b>Trinity Gardens</b>			
● Canterbury Ave	Magill Rd	Albermarle Ave	

# City Assets Unit

The City Assets Unit, part of the Urban Services department, is responsible for the strategic management, forward planning and implementation of Council-owned assets.

The Unit is primarily responsible for the strategic management of:

- Delivery of the Council's annual Capital Works Program for civil infrastructure assets, recreational and open space assets, drainage assets and building assets (see page 124);
- Council trees, including providing expert arboriculture advice on development applications for significant or regulated trees; and
- Scheduled and reactive maintenance of the Council's community facilities.

The Unit also works closely with other departments across the organisation to develop relevant policies, plans and strategies.



**Acting Manager  
City Assets**  
Paul Mercorella



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

## Assets team

Responsible for the assessment of asset condition, development and management of Asset Management Plans, and development of the annual Capital Works Program.

**Project Manager**  
Scott Dearman  
Assets

**Project Officer**  
Josef Casillar  
Assets

## Civil team

Responsible for the delivery of the annual Capital Works Program and projects.

**Project Manager**  
Rico Palombella  
Civil

**Project Officer**  
Michael Moshos  
Civil

## Tree Assets team

Responsible for the sustainable management of the City's urban trees—the Council's most significant natural assets.

**City Arborist**  
Matthew Cole

## Building

Responsible for the scheduled and reactive maintenance of the Council's facilities and delivery of annual Capital Building Program.

**Project Manager**  
position currently vacant  
Building

**Building Maintenance Officer**  
Henry Colston

# Community Facilities

## Norwood Concert Hall



The Norwood Concert Hall caters for events of all sizes, including productions, international acts, product launches, school concerts, cabaret acts, grand balls and weddings.

An outstanding example of late Edwardian architecture, the Concert Hall has been renovated to the most exacting standards to preserve and enhance both its character and detail.

Activities, events and functions held at the Norwood Concert Hall attract visitors to The Parade, which in turn results in increased activity within the surrounding area. A schedule of events is prepared each month and emailed to more than 25 restaurants and cafes.

Council, community and commercial events were held at the Norwood Concert Hall between 1 July 2019 and 16 March 2020.

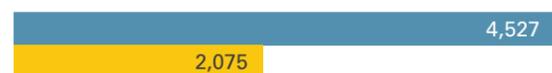
During this period, 86 bookings attracted approximately 39,330 patrons with highlights including several international acts such as Herman’s Hermits (UK), Walk Off The Earth (CAN) and Lauren Daigle (US).

Events also included 45 bookings for Adelaide Fringe shows in both the Norwood Concert Hall and the Don Pyatt Hall.

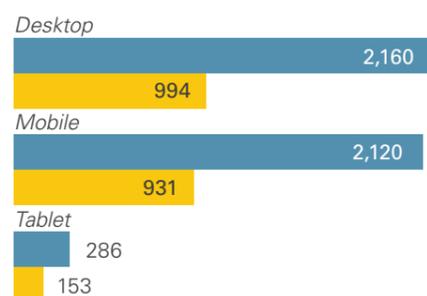
A dedicated website for the Norwood Concert Hall launched during 2018–2019 with the most visited pages being events, venue hire information, virtual tour and technical specifications. The 2019–2020 financial year is the first full year the Council has collected analytical data for this website— this data will be used to set benchmarks for future results.

### Total website visits

● 2019–2020 ● 2018–2019 (part year only)



### Total website visits by device



In February 2020, the Norwood Concert Hall became a plastic-free venue after it reduced its use of single use plastics since the plastic free initiative commenced on The Parade in December 2019.

A number of single-use plastic items have been replaced with more environmentally friendly alternatives:

- disposable cups have been replaced with reusable polycarbonate cups;
- bottled water has been replaced with canned water;
- plastic straws have been replaced with paper straws;
- coffee cup lids are no longer used; and
- compostable coffee cups are now being used.

The Concert Hall recorded an operating surplus of \$49,526, an unfavourable variance of \$13,800 against the adopted budget of \$63,326, due to higher unplanned maintenance costs than anticipated.

**Challenge:** As a result of Federal and State Government restrictions due to the COVID-19 pandemic, the Norwood Concert Hall closed from 16 March 2020 and is not expected to reopen until September 2020. The closure resulted in the cancellation of 36 days of hire.

In planning for the reopening of both the Norwood Concert Hall and Don Pyatt Hall, the Council has taken every measure to ensure the venues present a safe and healthy environment that is compliant with Federal and State Government requirements. In particular, the Council will:

- Put in place a COVID-Safe plan for the venue.
- Require all hirers to prepare and provide their own COVID-Safe plan.
- Require all staff to complete COVID Marshal Training.
- Install a variety of signage throughout the venue to remind patrons of physical distancing requirements and good hygiene practices.
- Recommend the use of provided sanitiser on arrival and regularly throughout attendance at the event.
- Reconfigure seating plans to comply with physical distancing requirements.
- Increase cleaning processes before, during and after performances.
- Require that all tickets be pre-purchased and contact details collected at time of booking for contact tracing purposes.
- Open additional spaces and entry and exit points where possible to minimise congregation of patrons and comply with physical distancing requirements.

## Swimming Centres



Our Swimming Centres are conveniently located in the leafy suburbs of Kensington and Felixstow and offer the ideal environment for aquatic fitness and education, social gatherings and fun.

The season opening at Payneham Memorial Swimming Centre was three weeks prior to the Norwood Swimming Centre. As such, allowing the Council to plan for a swimming season of 27 weeks between the two facilities. The Payneham Memorial Swimming Centre was opened to the public on 5 October 2019, with the season concluding on 22 March 2020.

The Norwood Swimming Centre opened to the general public on 26 October 2019, with the season scheduled to conclude on 14 April 2020. However, as a part of the Federal Government response to the COVID-19 pandemic, all swimming centres were required to close on 25 March 2020. As such, the Norwood Swimming Centre season was decreased by 18 days.

- Payneham Memorial and Norwood Swimming Centres attracted a total of 72,484 patrons during the 24 week 2019–2020 swimming season, a decrease from 91,739 patrons in 2018–2019 and 92,376 in 2017–2018.
- Swimming lesson programs at Payneham Memorial Swimming Centre and Norwood Swimming Centre combined catered for 4,035 people, a decrease from 4,748 in 2018–2019 and 5,448 in 2017–2018.
- Combined, both Swimming Centres attracted 14,056 entries for the school term swimming and water safety education program, a slight decrease from 14,772 in 2018–2019 and 15,310 in 2017–2018.

- Payneham Memorial Swimming Centre increased lane hire usage by 19.3% in 2019–2020 with lane hire equating to 1,188 hours.
- Swimming Centres reported a combined operating deficit of \$509,000 2019–2020, compared to an adopted operating deficit of \$534,000, a favourable variance of \$25,000.

**Challenge:** The 2019–2020 swimming season was impacted significantly by cooler than usual weather conditions for the last half of the swimming season. As both Norwood and Payneham Memorial Swimming Centres are outdoor facilities, patronage is significantly impacted by cooler weather conditions. The highest patronage days are traditionally when the maximum temperature exceeds 35 degrees. Only 19 days during the 2019–2020 season exceeded 35 degrees compared to 33 during the 2018–2019 swimming season.

At the end of December 2019, Payneham Memorial Swimming Centre had recorded 2,500 more attendances compared to the same time in the previous season. Norwood Swimming Centre had recorded approximately the same number of admissions at the end of December compared to the 2018–2019 swimming season. From January to March 2020 there were only six days exceeding 35 degrees, compared to 21 in 2019.

The ARC Campbelltown continues to impact on Payneham Memorial Swimming Centres attendances. Programs such as private swimming lessons and School Water Safety and Education Lessons have been dramatically impacted since the opening of ARC in July 2016. Total attendances in 2019–2020 have dropped by 38.6% compared to the 2015–2016 swimming season.



### Swimming Season 2019–2020

72,484

Patrons attended in the swimming season  
92,376 in 2017–2018

4,035

People in the swimming lesson program  
4,748 in 2017–2018

14,056

Entries in water and safety education program  
14,772 in 2017–2018



St Peters Library



Click, Call & Collect Service



Payneham Oval Playground

## Libraries and Community Centre



The Council's three libraries are shared spaces, which facilitate the pursuit of recreation and leisure, connect people through shared experiences and as a result, assist in building social capital and offer lifelong learning experiences.

Overall, visitors to our libraries accessed 321,121 physical and digital loans in 2019–2020, compared to 350,837 in 2018–2019, and 355,996 in 2017–2018.

There was a decrease of 14.4% in loans directly from the libraries in 2019–2020. The significant decrease of physical loans is largely due to restricted services and closure associated with the COVID-19 pandemic.

Digital content loans recorded an increase of 43.6% in 2019–2020. Though the number of digital loans has been

trending upwards, the significant jump is likely due to ongoing access to digital loans throughout the COVID-19 pandemic.

In addition, the libraries:

- facilitated 20,719 public access internet sessions, and increase on the previous year which recorded 18,295 sessions;
- received 152,148 visits in 2019–2020, a decrease of 19.7% from 2018–2019;
- purchased 12,394 new library items across a range of media and mediums to ensure the collection meets customer demands and reflects a contemporary and relevant collection;
- held 359 Lifelong Learning Program sessions across the three libraries with a total of 8,481 registrations, a decrease of 32.9% in registrations from 2018–2019 with 510 sessions attracting 12,642 registrations;
- introduced and hosted 24 virtual Lifelong Learning Program sessions with a total of 799 virtual program view;

- quarantined 33,411 library items during the COVID-19 pandemic;
- introduced a Click and Collect service during the COVID-19 pandemic and issued 4,101 loans; and
- commenced redevelopment of the library website portal.

A total of 409 community groups/commercial organisations hired community facilities (Payneham Community Centre, Payneham Library Complex, St Peters Youth Centre, and St Peters Town Hall Complex) equivalent to a total of 4,457 hire sessions, a significant increase of 50.8% on the previous year despite closures during the COVID-19 pandemic.

In addition, the Council replaced damaged tables at the St Peters Youth Centre and St Peters Banquet Hall to ensure that facilities are fit for purpose.

The COVID-19 pandemic presented significant challenges for the Council's three libraries. For more information see pages 108–115.

## Parks and Reserves



The Council has more than 180 hectares of open space, with 72 parks and reserves and 26 playgrounds for the community to enjoy.

Our parks and reserves are places for the whole family to enjoy—even your canine companions can explore our ten off-leash areas.

Attractions include the River Torrens Linear Park with its network of walking and bike tracks, historic Norwood Oval, picturesque Richards Park and environmentally sustainable Linde Reserve.

Many of the parks feature sporting 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.

### Loans recorded directly from the libraries

# 286,809

Loans recorded in 2019–2020

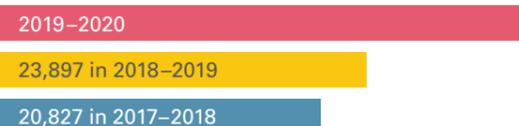
In comparison to 335,169 recorded in 2018–2019 and 326,940 in 2017–2018.

### Digital content loans recorded



# 34,312

Loans recorded in 2019–2020



### Library visits



152,148  
2019–2020



189,504  
2018–2019



185,700  
2017–2018

180 hectares of open space

72 parks and reserves

26 playgrounds

10 off-leash areas

The St Peters Child Care Centre & Preschool in Stepney has been providing quality child care in the City of Norwood Payneham & St Peters since 1976. The Centre 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.



## St Peters Child Care Centre & Preschool

In operation since 1976, the St Peters Child Care Centre & Preschool is licenced for 105 long day care places per day, however to ensure that the Centre continues to provide high quality care, the number of available places is capped at 94.

The Centre is an Approved Provider under the *Education and Early Childhood Services (Registration and Standards) Act 2011* and the Education and Care Services National Regulations and Education and Early Childhood Services (Registration and Standards) Regulations 2011.

Programming during 2019–2020 had a focus on children's interests and development, sustainability, gardening, social inclusion, community connections and relationships with families.

145 families accessed childcare through the Council's child care centre, which caters for infants through to preschool aged children. This compares with 156 families in the previous year.

Eight families accessed the Preschool for the Universal Access Program.

The centre achieved an operating surplus of \$20,850 in 2019–2020, compared to an adopted operating surplus of \$19,050 a favourable variance of \$1,800.

This result is due to the actual number of children accessing the service being less than the budgeted figure. On average, 87.8 children accessed the service on a daily basis, compared to a budgeted 92 children per day.

**Challenge:** The Centre continues to experience a decrease in enrolments due to an increase in the number of new childcare centres opening in the area. The Centre did continue to operate throughout the COVID-19 pandemic, adding extra cleaning activity and a hand sanitizing station at the entrance to the Centre. Staff took the opportunity to improve already robust procedures while still providing a sense of community spirit to support families throughout the challenging time. Priority for child care services was given to frontline workers so they could continue to work for the greater good of the community.

## 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.

At present, the Council leases 23 facilities including community buildings, sportsgrounds, tennis courts, bowling / croquet greens and reserves. Many of the tenants that use these facilities are well-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 to establish within the City through use of Council facilities when they become available. Most recently, Next Step Physio Clinic have established their physiotherapy practice in the Council-owned property at 68 Nelson Street, Stepney. Brick and Mortar Creative reached a milestone of five years of operating their creative retail incubator, café and co-working space in the Council premises at 49 George Street, Norwood.

In 2019–2020, the Council also began negotiation of new leases with the East Adelaide Payneham Tennis Club and the Norwood Tennis Club, in preparation for the upgrade of the Payneham Oval and Buttery Reserve Tennis Courts. These upgrades will bring much needed improvements to the playing surface and associated facilities at both tennis courts and will enable the Clubs to grow their membership base.

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.

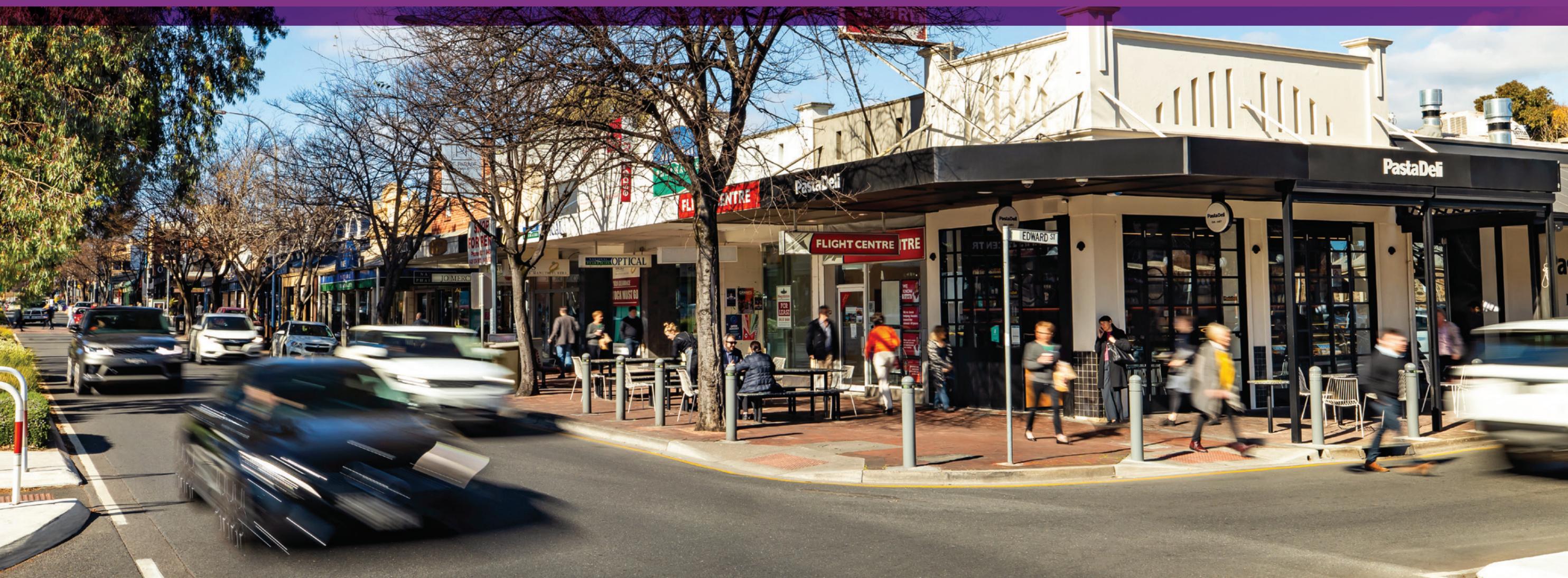
**Challenge:** A number of tenants that lease Council facilities, both commercial tenants and community groups, were significantly impacted by the State Government restrictions imposed from March 2020 in relation to the COVID-19 Pandemic. Some were forced to close entirely for a period of time and others had their ability to trade considerably restricted. As part of the Council's COVID-19 Financial Assistance Package, the Council considered each tenancy arrangement on a case-by-case basis and was able to offer a partial or full waiver of the rent payable by relevant tenants for the period 1 April to 30 June 2020.

# Outcome 1: Social Equity

*A connected, accessible and pedestrian-friendly community*

**CityPlan 2030 Strategies:**

1. Convenient and accessible services, information and facilities.
2. A people-friendly, integrated, sustainable and active transport network.
3. An engaged and participating community.
4. A strong, healthy, resilient and inclusive community.
5. Access to affordable housing for lower income earners.



# 1. Convenient and accessible services, information and facilities

✓ Establish community hubs that integrate social support, health, recreational and commercial services in multi-purpose spaces.

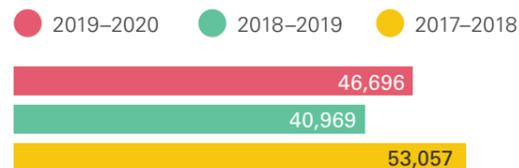
✓ Maximise access to services, facilities, information and activities.

✓ Design and provide safe, high quality facilities and spaces for people of all backgrounds, ages and abilities.

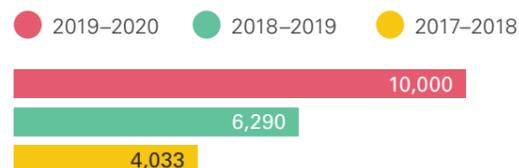
## Customer Service

- Experienced a 14% increase in incoming telephone calls on the previous year. This may be due to the COVID-19 pandemic as people refrained from engaging with the Council in person due to Federal and State Government restrictions, self-isolation and working from home arrangements.
- 59% increase in service requests which may be attributed to the addition of several new categories in the database meaning more data was captured while also improving accuracy of recording.

### Responded to incoming telephone calls



### Completed service requests relating to graffiti, footpaths, road maintenance, drainage, traffic, parking, trees and waste management



## Social Media

- Continued to increase the Council's social media profiles on Facebook, Twitter, Instagram and LinkedIn since they were established in April 2018.
- Achieved 2,189,629 total page impressions and 52,238 engagements.

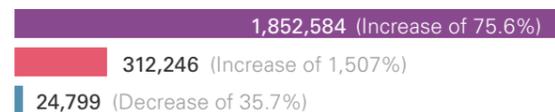
### Facebook, Instagram and Twitter performance during 2019–2020



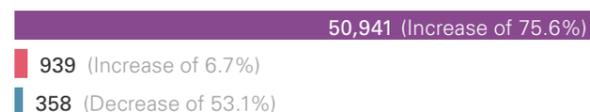
#### Total fans



#### Total impressions



#### Total engagements



## Digital Communication

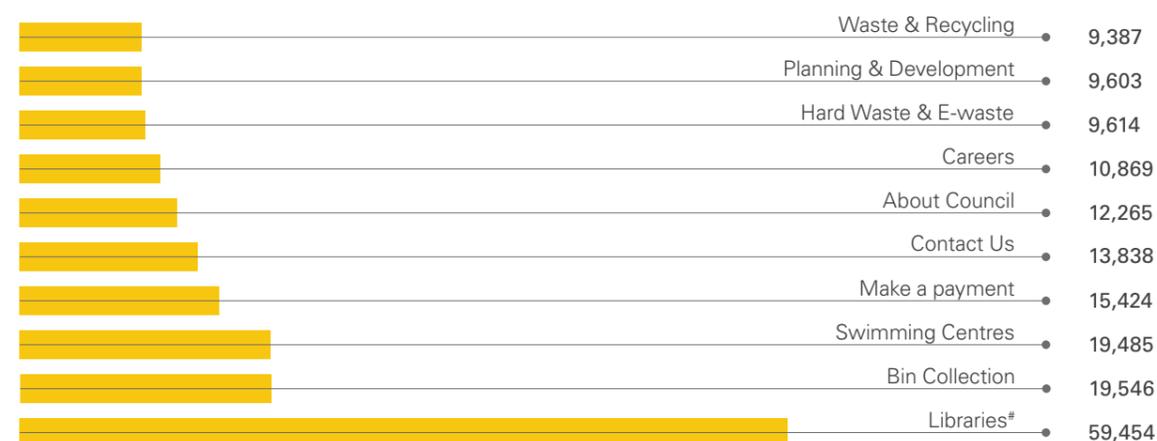
- Your NPSP e-newsletter, which was launched in May 2017, was distributed on seven occasions to a database of 1,356 opt-in subscribers compared to 1,281 at 30 June 2019.
- Average open rate of 49% (an increase of 1% on the previous year), far exceeds the industry average of 28.8%\* for government.
- Mayor Robert Bria's video message to the community regarding the COVID-19 pandemic and the Council's response, was shared via email to opt in subscribers receiving 764 opens and 56.6% performance. The video was viewed 158 times on YouTube.

### Total website visits



- Website visits have decreased slightly by 2.6% which may be attributed to the COVID-19 pandemic and the temporary suspension or cancellation of Council events and programs due to Federal and State Government restrictions.
- The COVID-19 Latest Updates page received 977 visitors from 1 March to 30 June 2020.
- Since the Council's mobile website was launched in June 2014, an increasing number of people are using mobile devices to access the website.

### Total page visits 1 July 2019 – 30 June 2020



\*Accoustic 2019 Marketing Benchmark Report  
#Includes 19,546 visits to the library's landing page

- Audience behaviour analysis shows that mobile visits have increased 18.1% on the previous year—an important consideration for content layout and has largely informed the home page redevelopment currently in progress.

### Total website visits on specific devices

● 2019–2020 ● 2018–2019 ● 2017–2018

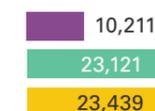
#### Desktop



#### Mobile



#### Tablet



- Data collected over the previous year shows the three most popular website pages as Libraries, kerbside rubbish collections and Swimming Centres.
- The top ten pages on the website has remained constant over the last two years with waste and recycling maintaining a place in the top, indicating that this remains a topic of interest within the community.



Community Care Home Support Program

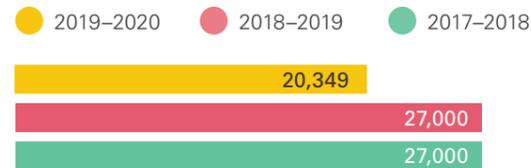
### Capital Works Program

- The 2019–2020 Capital Works Program budget of \$7.34m, funded a significant program of civil infrastructure, building, recreation and open space infrastructure works. See page 124.

### Community Care Services

- The Home Support Services Program experienced a decrease in demand for domestic assistance, personal care and transportation services due to implications of the COVID-19 pandemic, and as a result, the approximate hours of services also declined.
- The 9% decline in the number of residents accessing community care services from the previous financial year, reflects a decrease in residents accessing home maintenance and transport services, and a decrease in participation in social programs.
- The decrease can also be attributed to the COVID-19 pandemic which impacted the number of new referrals from My Aged Care.
- Services were impacted by the COVID-19 pandemic due to programs being temporarily suspended or clients opting to withdraw from services due to risk associated with the pandemic.

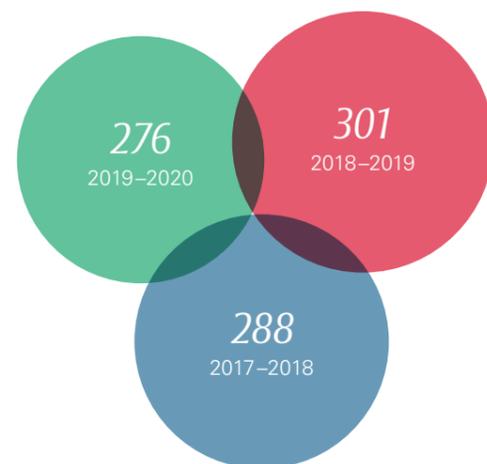
#### Hours of Community Care services delivered



#### Number of residents accessing community care services



#### Referrals from My Aged Care



- Seven citizens accessed personal care services in 2019–2020, a decrease from 16 in 2018–2019. The decrease was the result of the national waiting list for the Home Care Package, with some citizens waiting up to 18 months. Some citizens also needed to continue to receive personal care services for an extended period, which decreased the Council’s capacity to fund services for new clients.

### Domestic Care Services

- 343 citizens accessed home maintenance services during 2019–2020, a 30% decrease from 2018–2019 due to reduced demand as a result of physical distancing and self-isolation during the COVID-19 pandemic.
- Long-term Domestic Assistance services provide a cleaning service for 1.5 hours per fortnight to eligible citizens. Demand continues to be consistent due to the City’s ageing population profile.
- Home Modification Services is a specialized service offering installation of rails, steps and bannisters to improve safety in homes. Of the 51 people who accessed this service, 97% were aged over 65 years.

#### Number of residents accessing domestic care services



#### Number of residents accessing long-term domestic care services



#### Number of residents accessing home modification services



### Shopping and Transport Services

- Eligible citizens are transported in either the Council’s community bus or in a Council vehicle to a local shopping centre and provided with assistance to complete their shopping. The program usually has 125 citizens accessing the services on a regular basis.
- Citizens who are unable to visit shopping centres can access a shopping list service whereby the Council’s Community Care Officer will complete a shopping and task list on behalf of eligible citizens. The number of citizens accessing this service in 2019–2020 increased by 29% due to the COVID-19 pandemic as The Community Bus and Escorted Shopping services were suspended.

#### Number of residents accessing transport services



### Community Visitors Scheme

- The Community Visitors Scheme was introduced by the Department of Health in 1992, to recruit Volunteer visitors to provide friendship and companionship to citizens of Australian Government-subsidised aged care homes who are socially isolated or are at risk of social isolation and loneliness.
- The Council employs a Community Visitor Scheme Co-ordinator to co-ordinate the Program.
- The Community Visitors Scheme provided visitation and companionship to a total of 25 socially isolated residents in home and residential care facilities within the Cities of Burnside, Campbelltown, Unley, and Norwood Payneham & St Peters.
- Participation represents a significant decrease of 69.5% from 82 in 2018–2019 which is largely due to mandatory changes to visitor requirements in aged care facilities, including the Federal Government requirement to have a flu vaccination from 1 May 2020.

## 2. A people-friendly, integrated, sustainable and active transport and pedestrian network



Beulah Road Bicycle Boulevard

✔ Promote sustainable and active modes of transport.

✔ Provide safe and accessible movement for people of all abilities.

✔ Work with other agencies to influence or provide improved and integrated public transport networks. people of all backgrounds, ages and abilities.

### Private Laneways Conversion Project

- Converted Post Office Lane, Norwood from a private laneway to a public road under the Council's Private Laneways Policy and Procedure. For more information, see page 24.

### The Parade Masterplan

- Following endorsement of The Parade Masterplan, the Council resolved to commence construction of a scramble crossing at the intersection of The Parade and George Streets, Norwood. For more information, see page 173.

### River Torrens Linear Park Shared Path

- Designed and installed pavement decals on the River Torrens Linear Path to communicate key messages with all shared path users:
  - Share with care
  - Ring your bell
  - Keep left
  - Slow cycle area

### City-wide Cycling Plan

- Updated the City-wide Cycling Plan five year action plan in consultation with the Council's bicycle user group.
- Completed final designs for a cyclist crossing at Langman Grove, Felixstow which will see an improved intersection design and construction of a wombat crossing.
- Completed concept design and received approval from the Department of Planning, Transport and Infrastructure for a cyclist refuge to be constructed at the intersection

of Nelson and Henry Streets in Stepney. Consultation will be undertaken in 2020–2021.

- Undertook annual cyclist counts at strategic intersections throughout the City.

### Annual bicycle count

The annual bicycle count is carried out at seven intersections within the City each year. These intersections have been identified as key bicycle routes in the Council's City-wide Cycling Plan. The bicycle count helps track progress, identify areas of 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.

### Number of cyclists counted



### Beulah Road Bicycle Boulevard

Construction of a bicycle boulevard along Beulah Road, Norwood is nearing completion. The boulevard is a high priority cycling route between Portrush and Fullarton Roads and will deliver not only a safer route for cyclists but a reduced speed environment to benefit pedestrians and motorists, along with a range of urban design improvements including landscaping, signage and artwork.

### 3. An engaged and participating community

 Strengthen community leadership and capacity.

 Promote 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.



#### Community consultation

- Facilitated ten community consultations in respect to Council policies, plans and major projects. For more information, see page 82.

#### Smart City Plan

In December 2019, the Council engaged consultants, Delos Delta, to develop a Smart City Plan which will provide the framework required for the Council to plan, design and accelerate the deployment of smart city technology for the benefit of the community.

The Plan will also set out a governance framework for the delivery of smart city technology—the platform to develop future business cases and partnerships.

An online survey and two in-person community engagement sessions were held in February 2020 to gather ‘up front’ community insights in an effort to ensure that the Council’s Smart City Plan is tailored to meet the needs of our community. This consultation revealed that the highest issues of importance to the community included the provision of smart technology for sustainability, enhanced community engagement and participation and the Council supporting local innovation.

A draft Smart City Plan is currently being prepared for consultation first with Council staff and then with the community in mid to late 2020.

Once the Plan is finalised, implementation of smart city initiatives will provide more tailored, effective and responsive services to meet contemporary community needs.

#### Community Funding Program

- \$53,758.50 was distributed to 21 community groups and organisations as part of the Council’s Community Funding Program to support local initiatives which have broad community reach and benefit. For more information, see page 96.

#### Volunteer program

- Volunteering contributes significantly to the vibrancy of the City of Norwood Payneham & St Peters. The City has a dedicated team of 218 active Volunteers who play a valuable role in strengthening community resilience and contribute almost 5,000 hours of services across a range of programs. For more information, see page 89.

#### Youth

- 12 participants completed the YouthFM 12 month hands-on broadcast training program at Three D Radio. The program was temporarily suspended from March 2020 due to the COVID-19 pandemic and subsequent Federal and State Government physical distancing restrictions.
- 331 young people and families attended the annual Poolside event at the Payneham Memorial Swimming Centre on 26 January 2020. Attendance was 418 in 2019 and 485 in 2018.
- The Canvas Urban Youth Art + Design Exhibition and associated workshops were scheduled to be held in June 2020 however due to the COVID-19 pandemic were temporarily suspended.

#### YouthFM participants



12  
2019–2020

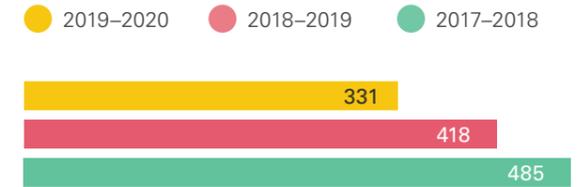


9  
2018–2019



7  
2017–2018

#### Poolside event attendance



## 4. A strong, healthy, resilient and inclusive community

✓ Encourage physical activity and support mental health to achieve healthier lifestyles and well-being.

✓ Encourage and provide opportunities for lifelong learning.

✓ Provide spaces and facilities for people to meet, learn and connect with each other.

✓ Facilitate community support networks and partnerships for the sharing of resources and skills in order to build community capacity.

### Regional Public Health & Wellbeing Plan

Under the *South Australian Public Health Act 2011*, all councils are required to prepare and adopt a Public Health Plan.

The Regional Public Health & Wellbeing Plan was developed in collaboration with the Eastern Health Authority (EHA) constituent councils and adopted by the Council in April 2020, for the period 2020–2025.

The Plan has been developed as an aspirational Plan which looks to promote a more regional collaborative approach to public health and well-being.

Development of the Plan was subject to extensive community and stakeholder engagement and consultation, and the Plan has been endorsed by the State’s Chief Public Health Officer.

### Community Care Services

#### Zest for Life Festival

Hosted the Zest for Life Festival, a two-week festival of events encouraging active and healthy lifestyles for older citizens, as part of the COTA SA ZestFest. 815 citizens participated in Zest for Life in October 2019—a decrease of 26.4% on the 2018 event. The program included dancing classes, concerts, seminars, crafts, guided tours and much more.

### Heart Foundation Walking Groups

Heart Foundation Walking Groups offer a free opportunity for people to come together on a weekly basis to walk. The program is auspiced by the Heart Foundation but has been co-ordinated by the Council for the community since 2014. The Council has one walking group with 23 members.

#### Social activities

The Council provides a number of social activities which are great opportunities for forming new friendships, including gentle exercise and relaxation groups, lunch at the pub, the Stepping Out program (which matches up members of our community with Council supported Volunteers who are dedicated to sharing their own skills and interests), and excursions. Due to the COVID-19 pandemic, participation in these programs decreased by 36% as programs were temporarily suspended.

#### Come and Try program

Come and Try was introduced by the Council in 2016 to provide affordable well-being activities for citizens to try. As part of this program, the Council offered Tai Chi in the Park however, like all other activities, this was temporarily suspended due to the COVID-19 pandemic.

#### Total Come and Try program participants



## 5. Access to affordable housing for lower income earners

✓ Advocate for and facilitate a mix of affordable public and private housing in new developments.

✓ Encourage and facilitate suitable housing options for older residents.



### Urban Development

The Council has continued to work collaboratively with Renewal SA on the Felixstow Neighbourhood Renewal Project. The project involves the staged re-development or refurbishment of 86 South Australian Housing Trust properties and the development of an additional 100 dwellings in the area, of which 60–70 will be new affordable Housing Trust Homes. The remaining homes will be sold privately.

The Council is also working collaboratively with Renewal SA to improve the aesthetics and amenity of the streets and open space within the project area. The project will deliver new social housing and innovative small lot housing to achieve a range of housing styles for differing lifestyle needs, including affordable housing choices.

## Outcome 2: Cultural Vitality

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

**CityPlan 2030 Strategies:**

1. An artistic, creative, cultural and visually interesting City.
2. A community embracing and celebrating its social and cultural diversity.
3. A City which values and promotes its rich cultural and built heritage.
4. Pleasant, well designed, and sustainable urban environments.
5. Dynamic community life in public spaces and precincts.



# 1. An artistic, creative, cultural and visually interesting City

✔ Use the arts to enliven the public realm and create a 'sense of place'.

✔ Provide opportunities and facilities for creative expression for people of all backgrounds, ages and abilities.

✔ Attract and support cultural and creative organisations, businesses and individuals.

## Visual Art

### South Australian Living Artists (SALA) Festival

In August 2019, SALA took place across the City of Norwood Payneham & St Peters, including an exhibition at the Norwood Town Hall which featured traditional Aboriginal artwork and art that celebrated the Australian landscape.

The Council also subsidised registration fees for 12 artists from the City of Norwood Payneham & St Peters to participate in the Festival.

### Art on Parade

The third Art on Parade event was scheduled to take place from 1–30 April 2020 however was cancelled due to restrictions associated with the COVID-19 pandemic. This self-guided contemporary art trail was to feature more than 110 unique pieces of artwork by 26 South Australian artists. Artwork was to be hosted by 26 businesses along The Parade.

### Adelaide Fringe Festival

The City of Norwood Payneham & St Peters featured 39 performances as part of the popular Adelaide Fringe Festival. The Adelaide Fringe is the largest annual arts festival in the world, second only to Edinburgh Fringe and is the largest in the southern hemisphere.

## Live Music

### Concerts in the Park

The Council is committed to providing free live music events to residents and visitors. This year, the Council again scheduled Concerts in the Park, a trio of open-air concerts in a family friendly environment.

Unfortunately, due to the COVID-19 pandemic and Federal and State Government restrictions on public gatherings, two of the three concerts were cancelled.

Jazz in the Park was held in Koster Park, Trinity Gardens in February 2020 and featured performances from two local jazz bands as well as children's entertainment.

### Event Attendance

**1,200** Jazz in the Park

Melodies in the Park & Symphony in the Park were cancelled due to COVID-19 pandemic.

### Busking in NPSP

Number of busking permits issued



Busking performances are held, on average, twice per week.

# 2. A community embracing and celebrating its social and cultural diversity

✔ Acknowledge and recognise local Aboriginal heritage and history.

✔ Inform and connect new residents to the community and its resources.

✔ Facilitate opportunities for cultural expression, celebration and interaction between different cultural and demographic groups.

✔ Promote understanding of, and respect for, our cultures and heritage.

## Citizenship

Four citizenship ceremonies were held during 2019–2020, welcoming 222 new citizens from a number of countries into our community. A ceremony scheduled for May was cancelled as a result of the COVID-19 pandemic restrictions.

Afghanistan	Ireland	Poland
Bangladesh	Italy	Portugal
Belgium	Jordan	Russian Federation
Canada	Kenya	Saudi Arabia
China	Korea, South	Scotland
Colombia	Lao Peoples Dem Rep	Serbia
Croatia	Lebanon	South Africa
Czech Republic	Malaysia	Spain
Denmark	Mexico	Sri Lanka
England	Nepal	Taiwan
Ethiopia	Netherlands	Thailand
France	New Zealand	U.S.S.R.
Hksar Of The Prc	Nigeria	United Kingdom
Hungary	Pakistan	United States
India	Peru	Venezuela
Indonesia	Philippines	Vietnam
Iran		

### New Citizens



## Citizen of the Year Awards

Held the 2020 Citizen of the Year Awards to recognise the valuable and long-lasting contributions of people within our community. Read more about both award recipients on page 97.

### Festive Gallery on Osmond

A gallery of 25 Christmas trees was showcased on Osmond Terrace from 15 November 2019–6 January 2020. The festive trees were decorated by students from 19 local schools. The steady incline of participating schools demonstrates the interest in collaborative projects across the community.

### Felixstow Reserve Nature Play Festival

Following its redevelopment and official opening in February 2019, Felixstow Reserve was the venue for a Nature Play Festival on Sunday 28 September 2019.

The free event attracted more 3,000 bookings and more than 2,000 participants in activities on the day. The program of inclusive and accessible activities included bee hotel workshops, kite flying, bush craft, geocaching walks exploring the wetlands, a cultural walk and much more.

The event was a great success and brought a broad range of visitors to Felixstow Reserve from across Greater Adelaide, many of whom had not previously visited the newly redeveloped Felixstow Reserve.

### 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.



Kurna Dreaming Artwork

#### Kurna Dreaming Artwork

Commissioned by the City of Norwood Payneham & St Peters for accession into the Council's Civic Collection.

The City of Norwood Payneham & St Peters embraces and celebrates the Kurna cultural heritage of the City and is committed to supporting reconciliation and social equality.

Woven by Aunty Lynette Crocker, Respected Kurna Elder, the dreaming mat is embellished with emu feathers and reflects the complex set of beliefs that tells of creation, the law and spiritual relationships.

The dreaming mat will be added to the Council's Civic Collection of Kurna and Aboriginal artefacts, and will be displayed in an upcoming exhibition, *Between Two Worlds*, which will focus on local Kurna culture and history.

#### South Australia's History Festival 2020

South Australia's History Festival 2020 was scheduled to be held from 1–30 May. Due to restrictions put in place by the Federal and State Governments as a result of the COVID-19 pandemic, the History Trust of South Australia cancelled the Festival.

The Council's scheduled diverse program of events as part of the 2020 History Festival was therefore also unfortunately cancelled.

#### Exhibitions held at Council facilities

Held four exhibitions celebrating the cultural heritage of our City.

Date	Exhibition Title	Location
July 2019–June 2020	Yesterday's Daughters: Women's Suffrage	Norwood Town Hall St Peter's Town Hall Cultural Heritage Gallery
January–March 2020	Be Persuaded – Jane Austen	St Peter's Town Hall Cultural Heritage Gallery Excellence in Cultural Heritage
January–March 2020	Riding High – Tour Down Under	Norwood Town Hall
July 2019–June 2020	Changing Places Photographic Exhibition by Italo Vardaro	St Perers Town Hall Long Gallery

#### Donations

Ten donations of a total of 56 items were made to the Council's Civic Collection during 2019–2020.

Donations included a number of significant artworks which were given by members of the community including 19th century memorabilia, framed photographs and prints, historical reference books and various other important memorabilia.

#### Heritage talks and workshops

Three talks, titled Hans Heyson's Life East of Adelaide, were delivered by or in partnership with the Council's Cultural Heritage Unit.

#### Heritage tours

Four guided tours of the Yesterday's Daughters: Women's Suffrage exhibition and the Cultural Heritage Centre were conducted in October and December 2019.

One Backstreets of Norwood history walk was conducted for Norwood Residents Association was conducted in August 2019.

A history book launch event for *No Turning Back: The Gambling Family*, was held at the Cultural Heritage Centre in October 2019.

#### Services provided to the community by the Cultural Heritage Centre

● 2019–2020 ● 2018–2019

##### General enquiries\*



##### Civic collection enquiries



\*Personal histories; nomenclature of houses, streets and suburbs; requests for information from education institutions; media enquiries; commercial real estate enquiries; commercial architectural provision of history services.

## 4. Pleasant, well designed and sustainable urban environments

✓ Encourage development that complements our City's built heritage and character areas.

✓ Encourage sustainable and quality urban design outcomes.

✓ Maximise the extent of green landscaping provided in new development and in the public realm.

✓ Encourage a range of housing options to assist in maintaining social and cultural diversity.



### Syd Jones Reserve Redevelopment

Following endorsement of a concept plan in March 2019, the redeveloped of Syd Jones Reserve is nearing completion.

The new Syd Jones Reserve will include a central playground, replacement of the tennis courts with a new multi-purpose hard surface, and new pathways, seating and lighting throughout.

The building used by Payneham Table Tennis Academy will remain and a new table tennis table will be installed in the reserve to encourage more people to get involved in this activity.

Construction is scheduled to be completed and the Reserve open to the public in September 2020.

### Drage Reserve Playground

The Council completed construction of a new all abilities and accessible playground at Drage Reserve, Felixstow.

Accessible playground features include a rubber base, making it accessible and safe for all children, and a wheelchair-friendly trampoline, thanks to the generosity of the Count Me In Foundation.

Further works included more accessible entry points to the playground area, seating, barbecue facilities and drinking fountain, landscaping and irrigation.

### Hutchison Park Playground

Constructed a new shade sail structure for the Hutchison Park playground, improving the experience for children and families.

### State Planning Reform

The draft *Planning and Design Code* was released by the State Government for final consultation in October 2019, with a submission made by the Council in February 2020.

The Council has been actively involved in the State Planning Reform processes as an advocate for better planning policy that protects the built heritage of the City. A number of changes to the draft Planning and Design Code have been made as a result of the Council's submission. The process is ongoing with expectation that the new Code will be implemented in early 2021.

### Local Nuisance and Litter Control

The Council issued two Abatement notices during the 2019–2020 financial year. One notice related to graffiti and the other notice related to smoke nuisance. No Expiation Notices were issued.

#### Local nuisance complaints



### Development Assessment

917 development applications were lodged with the Council.

Development approval was granted for 300 new dwellings, 69 land divisions, 78 swimming pools and 24 regulated tree removals. These developments were to the value of \$240 million.

Significant developments approved in 2019–2020 include a nursing home in Joslin and a five storey mixed-use development in Kent Town.

### Development Compliance

- The Council investigated 149 development related complaints.
- The Council undertook 147 random compliance inspections of recently completed developments.
- The Council completed 335 building inspections.

● 2019–2020 ● 2018–2019

#### Development related complaints



#### Random Compliance



#### Building Inspections





Fashion on Parade

## 5. Dynamic community life in public spaces and precincts

✔ Broaden the range of land uses and activities in appropriate locations.

✔ Create and provide interesting and colourful public spaces to encourage interaction and gatherings.

✔ Host and facilitate community events and activities

### Payneham Oval Tennis Courts Upgrade Project

Payneham Oval is set to become a recreational destination in the City of Norwood Payneham & St Peters with the upgrade of six tennis courts. The tennis court upgrade follows major redevelopments of the Oval's facilities and playground which were completed in February 2019.

The upgrades will not only provide modern playing facilities for the community, together with the East Adelaide Payneham Tennis Club, but will also increase lifespan of these valuable community assets by at least 20 years.

Demolition works commenced in mid-March 2020 with the removal of the playing surface together with fencing, kerbing and stormwater infrastructure.

The demolition phase also included the removal of internal walls and roof of the existing storeroom, shelter, barbecue facilities and drinking fountain.

As at the end of April 2020, approximately 20% of the construction works were completed.

The project is scheduled to be completed in December 2020.

### Film friendly City

Issued ten permits for commercial filming in the City.

### Community events

- Hosted the Stage 4 start of the 2020 Santos Tour Down Under and the Norwood on Tour street party.
- The Council's annual events program included a range of major events including A Day of Fashion, Zest for Life Festival, Poolside and Australia Day celebrations.
- Hosted a suite of festive events under the brand Christmas in NPSP, including Norwood Christmas Pageant, Twilight Carols, Movie on the Oval Festive Gallery on Osmond, Mayors Christmas Card Competition, Give the Gift of Reading and an online Christmas lights map.



## Outcome 3: Economic Prosperity

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

**CityPlan 2030 Strategies:**

1. A diverse range of businesses and services.
2. Cosmopolitan business precincts contributing to the prosperity of the City.
3. Attract new enterprises and local employment opportunities to our City.
4. A leading centre for creative industries.
5. A local economy supporting and supported by its community.



## 1. A diverse range of business and services



214

people attended city-wide business networking events held by the Council.

Caroma on The Parade networking event

✔ Support and encourage small, specialty, independent and family-owned businesses.

✔ Attract diverse businesses to locate in our City.

### Eastside Business Awards

The third Eastside Business Awards was held in partnership with Messenger Newspapers, recognising business excellence in the City of Norwood Payneham & St Peters.

With 305 businesses nominated, 36 were shortlisted as finalists across 12 categories before the public had the final say by casting more than 6,800 votes.

Winners were announced in the Messenger and published on the Council's website on 21 April 2020.

Though the awards evening was cancelled due to the COVID-19 pandemic, Mayor Robert Bria personally visited and presented the winners with their awards, acknowledging all finalists and the City's broader business community that has bravely faced the economic and social impacts of the pandemic.

The Eastside Business Awards celebrate the hard work and passion that all of our local businesses put into their work.

The Eastside Business Awards will take place again in 2021.

#### Eastside Business Awards Hall of Fame

Reserved for businesses in operation in the City for 20+ years.

The 2020 inductee to the Hall of Fame category is **ORBE** who have been in business on The Parade for 36 years. For more information, see page 102.

#### Previous inductees in the Hall of Fame

2019 – *Outdoors on Parade*  
2018 – *Robern Menz*

### Communications

The Council sends out electronic direct marketing (EDM) communication to all businesses within the City as well as more targeted EDMs to traders within The Parade and Magill Road precincts.

The EDMs are distributed monthly and are an effective method of:

- building positive relationships with traders;
- keeping traders informed of Council and business-related news and events; and
- creating partnerships and networking opportunities between traders within the precinct.

As of 30 June 2020, the number of EDM subscribers were as follows:

- The Parade 346
- Magill Road 200
- City-wide businesses 523

85 EDMs were distributed between 1 July 2019 and 30 June 2020.

### Networking events

Two networking events were held for businesses located in the City in 2019–2020.

In July 2019, a networking event was held at Caroma on The Parade for traders and property owners from The Parade Precinct. The event was attended by 96 business and property owners.

In December 2019, the Council held its second networking event at Italia Ceramics, giving representatives from businesses across the City a chance to meet and build positive, professional relationships. This event was attended by more than 118 people.

## 2. Cosmopolitan business precincts contributing to the prosperity of the City

- ✓ Retain and enhance 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.
- ✓ Encourage community support for and promote awareness of all businesses in our City.



### Events

#### Eastside Wine & Ale Trail

Visitors can follow the Eastside Wine & Ale Trail to breweries and cellar doors located within the City. The trail now comprises of nine businesses, having started with four in February 2017.

Eight of the businesses on the Eastside Wine & Ale Trail showcased their products at Cellar Door Fest 2020, a state level event promoting South Australia’s wine, beer, spirits and food producers.

This event took place at Adelaide Convention Centre and attracted 11,000 attendees over three days. The Eastside Wine and Ale Trail gave away 200 branded wine aerators and ran a Facebook competition to give away two general admission tickets to the event’s Sunday Session, reaching 261 people. The Eastside Wine & Ale Trail (EWAT) also gave away three hampers containing EWAT products, one for each day of the Cellar Door Fest. This competition was open to anyone who made a purchase from one of the Eastside Wine & Ale Trail businesses.

#### Tour Down Under

For the 14th year, The Parade hosted a stage start of the Santos Tour Down Under, the biggest bike race in the southern hemisphere. The race attracts people around the world to South Australia each year, to see professional cyclists and UCI World Tour teams race across the state. The event has a substantial economic impact on the State, bringing in approximately \$60 million each year.

In January 2020, The Parade hosted the beginning of Stage Four of the tour, which saw the peloton set out from its traditional start point outside Norwood Town Hall and ride through the Adelaide Hills to Murray Bridge.

In celebration of the Santos Tour Down Under, the Council hosted a street party complete with live music, entertainment, kids’ activities and 17 local food and beverage stalls, including nine traders from the Eastside Wine & Ale Trail. The event was attended by approximately 5,000 people.

Due to the COVID-19 pandemic the 2021 Tour Down Under stage start on The Parade has been cancelled.

To see how we are retaining and enhancing the unique character of our City’s business precincts, please see the Major Projects section, on page 120.

### Advertising

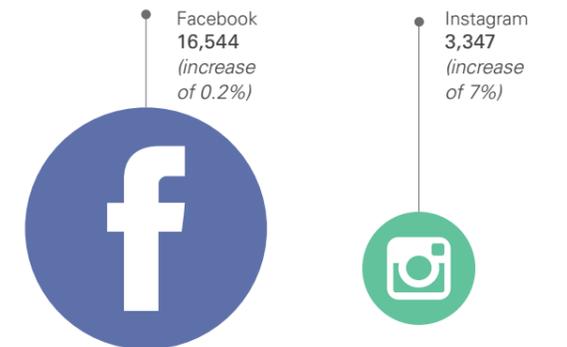
In the first half of 2019–2020, the Council invested significantly in advertising and promoting The Parade and Magill Road, two of its key business and economic precincts, in leading publications such as City Mag, SA Life and SA Style. The Parade also featured in Destinations Australia.

Due to the uncertainty surrounding the COVID-19 pandemic and the Federal and State Government mandated closures of many businesses, there was no advertising or promotion undertaken in the second half of the year.

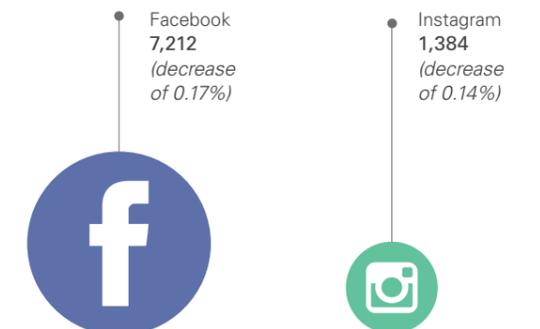
### Web and social media

The Council continued to publish Blog articles on The Parade’s website ([www.theparadenorwood.com](http://www.theparadenorwood.com)) with a total of 28 published in the 2019–2020 financial year.

#### Followers of The Parade social media at 30 June 2020



#### Followers of Magill Road on social media at 30 June 2020



### 3. Attract new enterprises and local employment opportunities to our City

-  Foster emerging enterprises and industries.
-  Support appropriate home-based businesses.
-  Encourage and attract students to live in our City.
-  Promote and support local food manufacturing.

#### Business growth workshops

The Council held four training workshops for local businesses. The workshops were free, interactive and designed specifically for businesses within the City of Norwood Payneham & St Peters. Due to the COVID-19 pandemic, three of the workshops were delivered online as webinars. The workshops were:

- Planning for innovation and development: part 2
- Instagram for business
- Utilising social media’s video capabilities for business
- Marketing 101

A total of 44 people attended the workshops.

#### Eastside Startup Series

The Council completed a series of workshops designed to help local start-ups and entrepreneurs with high-level strategic education to aid further growth. The Eastside Startup Series was open to the Adelaide metropolitan area and covered:

- Proptech’s potential: transforming developments (2018–2019)
- Towards a clean energy future: clean and affordable energy (2018–2019)
- The education movement: facilitating learning (2019–2020).

To deliver this series, the Council partnered with LeapSheep, an Adelaide-based organisation dedicated to developing businesses, to provide the workshops. Each event was presented by an expert in business growth and included a panel session or Q&A with experts in the field.

In total, the three workshops were attended by more than 90 people.

#### Promoting local food manufacturing

The Council continued to run its popular Food Secrets tours, which takes visitors to see some of South Australia’s best kept food secrets in the suburbs of Glynde and Stepney, including businesses which produce wine, cheese, coffee, gelati, confectionary, pasta, pastries and more.

In 2019–2020, the Council conducted six Food Secrets bus tours, which attracted 96 people. Numbers were reduced due to the COVID-19 pandemic, which forced the cancellation of all but one of the bus tours in 2020.

All those who attended the tour received a Food Secrets of Glynde & Stepney branded jute bag, as well as branded tea towels, coffee cups, coffee bean samples and booklets.

#### Event Attendance

**44** people at business growth workshops

**24** people at Eastside Startup Series workshops

**96** people on Food Secrets bus tours

### 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.
-  Encourage the development of the local digital economy.

#### Adelaide International Youth Film Festival

The Adelaide International Youth Film Festival was held at the Parade Central and Hoyts Cinema Complex on The Parade from 17 September – 21 September 2019. The Festival was an opportunity for children, teens and young adults to take part in workshops, discussions and masterclasses and ultimately be inspired through film.

More than 200 films were submitted from 36 different countries, with approximately 160 films produced by students and young film makers.

The 2019 Festival, sponsored by the Council, hosted more than 3,000 students from 17 schools located within the City and the metropolitan area.

All schools located within the City of Norwood Payneham & St Peters were invited to attend and provided with complimentary tickets to each session, of which seven local schools took up the opportunity and participated in the Festival.

#### Kent Town Economic Growth Strategy

Following community consultation, the Kent Town Economic Growth Strategy 2020–2025 was endorsed by the Council on 20 January 2020 to build upon the existing strengths of Kent Town, which presently boasts several strong and emerging sectors supported by an accessible, culturally rich and liveable environment.

This strategy provides an overarching vision and framework within which local economic development activity will occur and sets out a priority agenda for the next five years to attract investment, support growth and create prosperity.

Initiatives proposed in the strategy include growing a welcoming and diverse evening economy in the area, advocating for better public transport links and planning for the integration of new technologies.



## 5. A local economy supporting and supported by its community

✓ Facilitate the sharing of information and consultation between businesses and residents.

✓ Support opportunities for people to collaborate and interact in business precincts.

✓ Attract and support cultural and creative organisations, businesses and individuals.

✓ Encourage businesses to sponsor local community activities.

✓ Support opportunities for the community to access locally sourced food produce.



### Events

A number of events were held in partnership with businesses in the City.

#### A Day of Fashion

As the founder of the Adelaide Fashion Festival, the Council has been involved with the festival which was transferred to and hosted by the South Australian Tourism Commission. However, on 23 May 2019 the State Government announced that it will no longer be funding the Adelaide Fashion Festival.

The Council resolved to host a VIP Shopping Day event in 2019 in support of fashion boutiques and traders located within the City of Norwood Payneham & St Peters.

Together with the Norwood Parade Precinct Committee, the Council hosted A Day of Fashion event on Saturday 12 October 2019. The event included 45 participating retailers from across the City, all of which were involved in at least one element of the day.

The event comprised of open air showcases featuring outfits from local retailers displayed on models, fashion focused workshops, in-store discounts, and a donation station.

### Raising the Bar

In August 2019, for the second year in a row, the City of Norwood Payneham & St Peters brought the global award-winning event series, Raising the Bar, to Adelaide.

Raising the Bar aims to make education a part of popular culture by presenting expert-led talks in pubs and bars in cities across the world. Beginning in New York, Raising the Bar events are now held in major cities such as London, Sydney and Hong Kong.

Ten venues across the City of Norwood Payneham & St Peters were transformed into spaces for learning and discussion. Twenty experts from South Australian universities gave talks on a range of different topics including art, culture, science and technology.

The event was free to attend and 1,804 tickets were booked by members of the public.

**1,804** Raising the Bar attendance 2019

In comparison to 930 in 2018

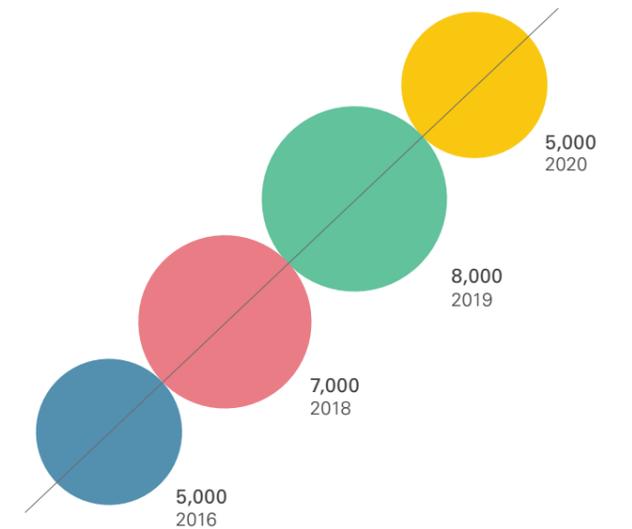
### Norwood on Tour Street Party

Seventeen local food and beverage producers, including nine from the Eastside Wine & Ale Trail, held stalls at the Norwood on Tour Street Party, which took place on the evening prior to the Tour Down Under Stage 4 race start in January 2020.

The Council has held the Norwood on Tour Street Party since 2016, as part of the Tour Down Under, with the exception of 2017 when the event was cancelled due to a severe thunderstorm on the day of the event.

The City has a well-deserved reputation as the Home of Cycling in SA, on the basis that the first velodrome in South Australia was located in the City and the City is home to the Southern Hemisphere's oldest cycling club, the Norwood Cycling Club. The Norwood on Tour Street Party reinforces this as part of the branding for the event.

#### Norwood on Tour Street Party Attendance



Note: The Norwood on Tour Street Party was not held in 2017 as the event was cancelled due to a severe thunderstorm on the day.

## Outcome 4: Environmental Sustainability

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*A leader in environmental sustainability.*

**CityPlan 2030 Strategies:**

1. Sustainable and efficient management of water, waste, energy and other resources.
2. Healthy and sustainable watercourses.
3. Sustainable and attractive streetscapes and open spaces.
4. Thriving and healthy habitats for native flora and fauna.
5. Mitigating and adapting to the impacts of a changing climate.



# 1. Sustainable and efficient management of water, waste, energy and other resources



-  Implement mechanisms to make better use of water resources including the harvesting and re-use of stormwater.
-  Investigate and implement innovative waste reduction initiatives.
-  Employ and promote energy efficiency initiatives and renewable energy resources.
-  Promote the use of alternative transport modes.

## Waste collection

	2019–2020	2018–2019	2017–2018
 Kerbside recycling waste diverted from landfill	3,468 t	3,332 t	3,269 t
 Kerbside green organic waste diverted from landfill	5,006 t	4,562 t	4,386 t
 General waste collected	7,076 t	6,389 t	6,917 t
 Hard waste collections	480 t 3,753 c	479 t 3,802 c	602 t 4,412 c
 Electronic waste collected for recycling	-	2,035 t	1,519 t
 Household hazardous waste drop off day	-	-	27.8 t

t = tonnes    c = collections

- The slight increases seen in volume of waste collected may be attributed to the COVID-19 pandemic when more people were spending more time at home self-isolating or working remotely.
- No Household Hazardous Waste Drop-off Day was held in 2019–2020 as this waste can be disposed of at a nearby hazardous waste depot.
- Electronic waste collected during 2019–2020 was minimal as most people take advantage of free specialised drop off points at local hardware and specialty stores.

Hazardous Waste Collection

### Waste and recycling education

- Hosted an eight week Living Smart Course in partnership with City of Burnside and Green Adelaide which attracted 25 community participants. The course included interactive and practical sessions with hands-on group-based learning and guest speakers. Participants delved into ten sustainability topics which armed them with practical ways of living smartly including waste, energy, transport, gardening for biodiversity, gardening for food, and healthy homes and communities.
- Trialled the use of compostable dog waste bags in Otto Reserve during July and August 2019, receiving positive feedback from park reserve users and the general community. As such, the Council will transition all dog waste bag dispensers from plastic bags to compostable bags in 2020-2021.
- The ‘Why waste it?’ awareness campaign was continued in partnership with East Waste to educate the community about waste management and influence behaviours with the aim of reducing waste to landfill.
- Two community information sessions about recycling were held as part of Plastic Free July in late June and a further two in early July 2020. Due to the COVID-19 pandemic, sessions were held as webinars with a total of 130 participants.
- Following the introduction of soft plastic recycling at the Norwood Town Hall in June 2019, the service has been well-utilised by Council staff throughout the year and expanded into other Council facilities.

The Council partnered with KESAB Environmental Solutions to offer waste and recycling education programs within the Council area. Programs are delivered by KESAB and are designed to provide high quality waste education to residents, schools, kindergartens and child care centres. These programs are popular within schools with 446 young citizens engaged throughout the year.

Challenge: The implications of the COVID-19 pandemic meant that the in-person workshops could not be delivered. Instead, KESAB worked with the Council to adapt the workshops to be delivered online. As a result, participation reduced during this time.

### Organic and food waste

- The Council received funding through Green Industries SA Kerbside Plus Food Organic Incentives Program to support a Reinventorise the Food Recycling Project. The funding commenced on 31 August 2019 and ended 30 June 2020.
- The project aims to increase the number of kitchen organics baskets within homes in the City by 3,200 during the project period.
- As at 30 June 2020, 704 kitchen organics baskets had been given to local residents, with 305 delivered to homes by Norwood Rotary Club Volunteers. During the COVID-19 pandemic, home deliveries were carried out by Council Compliance Officers.
- 114 residents who received the basket in this period were surveyed with 76% reporting that their general waste had reduced.

### Circular Procurement Pilot Project

- In 2018–2019, the Council joined the Local Government Association of South Australia's Circular Procurement Pilot Project Committee, which will see nine councils in South Australia agreeing to procure items only made from recycled materials.
- The pilot commenced in January 2020 and represents a significant step towards developing local markets and on-shore processing for recyclable materials within Australia and establishing a truly circular economy.
- In the first six months of the pilot, the Council recorded 73 tonnes of recyclable materials used in the products it procured.

**Table 1: Purchases Recorded by Use Category – January to June 2020**

Category of Goods Purchased	Recycled Content Weight (tonnes)
Compost and other organic materials used in parks and gardens	21.35
Fixtures (including kerbside bins)	5.42
Construction and Maintenance materials	44.46
Office stationery / office paper	1.30
Other	0.19
<b>Total</b>	<b>72.72</b>

**Table 2: Purchases Recorded by Material Type – January to June 2020**

Material	Recycled Content Weight (tonnes)
Asphalt	0.05
Metal	0.41
Organics	21.35
Paper	1.30
Plastic	5.61
Rubble	44.00
<b>Total</b>	<b>72.72</b>

**Table 3: Purchases Containing Recycled Plastic – January to June 2020**

Material	Recycled Content Weight (tonnes)
Kitchen caddies (up to 70% recycled )	0.736
Swimming Goggles (100% recycled plastic)	0.045
Degradable Dog Waste Bags (30% recycled plastic)	0.114
Kerbside Bins (30% recycled plastic)	4.660
Stationery (various percentages of recycled plastic)	0.055
<b>Total</b>	<b>5.610</b>

### Promote the use of alternative transport modes

- The Local Government Association of South Australia shared mobility framework was adopted by the Council. This framework incorporates a standard permit which can be issued to companies to allow them to have shared mobility devices such as e-scooters and share bikes operating within the Council area.
- Introduced the JUMP! shared e-bike scheme in March 2020. Due to the COVID-19 pandemic, the bikes were removed from the streets two weeks after the launch in the interest of public health.
- Hosted five bicycle education courses which attracted 88 participants.
- Participated in the Annual Bicycle Count. For more information see page 141.

### Daily Grind reusable coffee cups campaign

- The Daily Grind campaign continues to run in cafes and coffee shops on The Parade to promote sustainability and reduce the number of single-use coffee cups.

### Garage Sale Trail

- Supported the Garage Sale Trail initiative to raise awareness about the importance of reducing the amount of waste being sent to landfill by promoting reuse options.
- More than 1,400 residents participated as either sellers or shoppers, with 44 garage sales registered on the Trail.
- More than 10 tonnes of items were reused as part of the Garage Sale Trail initiative in the City.



## 2. Healthy and sustainable watercourses

- ✓ Revegetate and restore natural watercourses.
- ✓ Improve the water quality in our City's watercourses.
- ✓ Encourage the capture and re-use of stormwater and reduce stormwater run-off.



Third Creek Stormwater upgrade

### Stormwater Drainage Network

In 2019, the Council commenced a project that will see the City's stormwater drainage infrastructure upgraded over a 15-year period. The \$38.4 million upgrade will address and reduce the impacts of flooding and reduce stormwater water run-off, helping to protect residents, their homes and property, as well as the City's assets such as footpaths, kerbing and street trees.

For more information on Stage 1 of this project, Third Creek Stormwater Upgrades, see the Major Projects section on page 120.

### Stormwater Harvesting and Reuse

The Eastern Regional Alliance (ERA) Waterproofing Eastern Adelaide Stormwater Harvesting and Reuse Project, is a significant multi-million dollar regional stormwater harvesting project.

19 of the Council's reserves are now connected to the ERA stormwater harvesting and reuse network.

For more information about ERA and ERA Water, see the Council Collaboration and Subsidiaries section on page 197.

### Norwood–Magill Bikeway

The Norwood–Magill Bikeway project delivered on a number of *CityPlan 2030* Objectives including cycling improvements, safer roads, greening of our streets and sustainable water management.

In total, 52 new landscaped beds have been installed along Beulah Road, with new plantings watered through the street gutter overflows. This local water capture contributes to self-sustaining plants as well as improving water quality through the trapping of leaf litter and pollutants, preventing these from entering our waterways.

## 3. Sustainable and attractive streetscapes and open spaces

- ✓ Improve the amenity and safety of streetscapes for pedestrians and cyclists, including provision for shade in summer.
- ✓ Support opportunities for community food production in appropriate public spaces.
- ✓ Integrate green infrastructure into streetscapes and public spaces.
- ✓ Protect, enhance and expand public open space.
- ✓ Protect, diversify and increase the existing tree stock.
- ✓ Establish a network of linked open spaces and wildlife corridors.

### The Parade Masterplan

Following the Council's endorsement of The Parade Masterplan in May 2019, the Council resolved on 18 December 2019 to install a Scramble Crossing at the intersection of The Parade and George Street, Norwood.

The Scramble Crossing aims to improve access by separating pedestrians and drivers at the traffic lights, allowing pedestrians to safely cross the street in any direction. Drivers will no longer need to wait for pedestrians to cross before making turns, improving traffic flow. Construction of the Scramble Crossing is due to commence next year following formal approval from the Department for Infrastructure and Transport.

### Street trees

#### Number of street trees planted

**391** Street trees planted  
2019–2020



In comparison to 554 planted in 2018–2019 and 277 in 2017–2018.

### Street and Footpath Cleaning Program

#### Autumn Leaf Program

Tonnes of leaves collected



#### Other Street Sweeping Programs

Tonnes of litter collected



## 4. Thriving and healthy habitats for native flora and fauna

✓ Identify and protect remnant vegetation and enhance habitat quality.

✓ Revegetate designated areas with local native species.

✓ Encourage appropriate biodiversity in privately owned open space.

✓ Facilitate community participation in revegetation programs.



St Peters Billabong

### St Peters Billabong

The Council continued to support the Friends of the St Peters Billabong to undertake work to restore native habitat, increase biodiversity and improve the quality of the water flowing into the River Torrens.

## 5. Mitigating and adapting to the impacts of a changing climate.

✓ Undertake climate change adaptation initiatives for our assets, public spaces, services and operations.

✓ Lead initiatives to substantially reduce our City's 'Ecological Footprint', including reducing carbon emissions.

### Climate change adaptation initiatives

- During October and November 2019, the Council co-funded LiDAR data collection to create the first metropolitan-wide mapping of tree canopy coverage. The results were released in July 2020 and will be launched online via the Urban Heat and Tree Mapping platform in September 2020.
- Citizen Science for Greener, Healthier Neighbourhoods Project (Cooler Greener Adelaide) was held during February and March 2020 to collect data about the perceptions of quality of and green spaces across the City. The data generated by this initiative is being used to support open space and community infrastructure planning.
- Staff investigated a transition to electric vehicles for the Council's vehicle fleet.
- The Council has a target included in *CityPlan 2030* to reduce the amount of corporate greenhouse gas emissions by 5% from the 2015–2016 level of 2,264 tonnes by 2020–2021. For the year ended 30 June 2020, the Council recorded emissions of 1,616 tonnes, which contributes to an overall emissions reduction of 28.6% against the 2015–2016 baseline year of 2,264 tonnes.

- At its meeting held on Monday 4 November 2019, the Council endorsed a motion in relation to Climate Change Action. More specifically, the motion resolved that the Council:
  - Recognises we are in a state of rapid climate change that requires strong action by all levels of government, including local councils.
  - Affirms a commitment to both mitigate against, and adapt to, the adverse impacts of climate change within the Council area.
  - Acknowledges that Council staff have prepared a Budget submission to develop an Emissions Reduction Plan and that the submission will be considered as part of the 2020–2021 Budget.
  - Notes that as part of the forthcoming scheduled review of *CityPlan 2030*, staff will prepare a Discussion Paper on Climate Change mitigation and adaptation for the community's consideration and that this will inform future emissions targets.
  - Supports the Local Government Association (LGA) of South Australia in its approaches to the State and Federal Governments regarding assistance for local councils to mitigate against the impact of climate change in accordance with the resolution adopted at the LGA Annual General Meeting held on Thursday 31 October 2019.

*Our goal is to improve the resilience of communities, assets and infrastructure, local economies and natural environments so we can cope with the challenges and opportunities of climate change.*

# Looking Forward 2020–2021

## Key Initiatives, Projects and Services

The Council has a number of major and significant projects planned for the 2020–2021 financial year. This map and the list below highlights some of the initiatives—and the total project value—which will be delivered for the benefit of our entire community.

### Social Equity

Civil Infrastructure Capital Works Program  
\$5,629,000

Street lighting renewal & upgrade  
\$80,000

Buildings Capital Works Program  
\$550,000

Recreation & Open Space Works Program  
\$693,000

Acquisition of library stock  
\$206,000

Norwood Library Strategic Review  
\$100,000

Traffic and Integrated Transport investigations and initiatives  
\$80,000

### Cultural Vitality

Christmas Movie on Norwood Oval  
\$7,000

Hannaford Reserve Masterplan  
\$50,000

St Peters Street Upgrade Project Design and Documentation  
\$100,000

### Economic Prosperity

Eastside Business Awards  
\$37,000

City-wide support and promotional initiatives (COVID-19 recovery)  
\$150,000

### Environmental Sustainability

Stormwater Drainage Program  
\$3,047,000

Street tree planting  
\$50,000

Emissions Reduction Plan  
\$70,000



Concerts in the Park  
\$60,000

Second Creek Outlet Upgrade  
\$900,000

Kent Town Streetscape Upgrade  
\$265,000

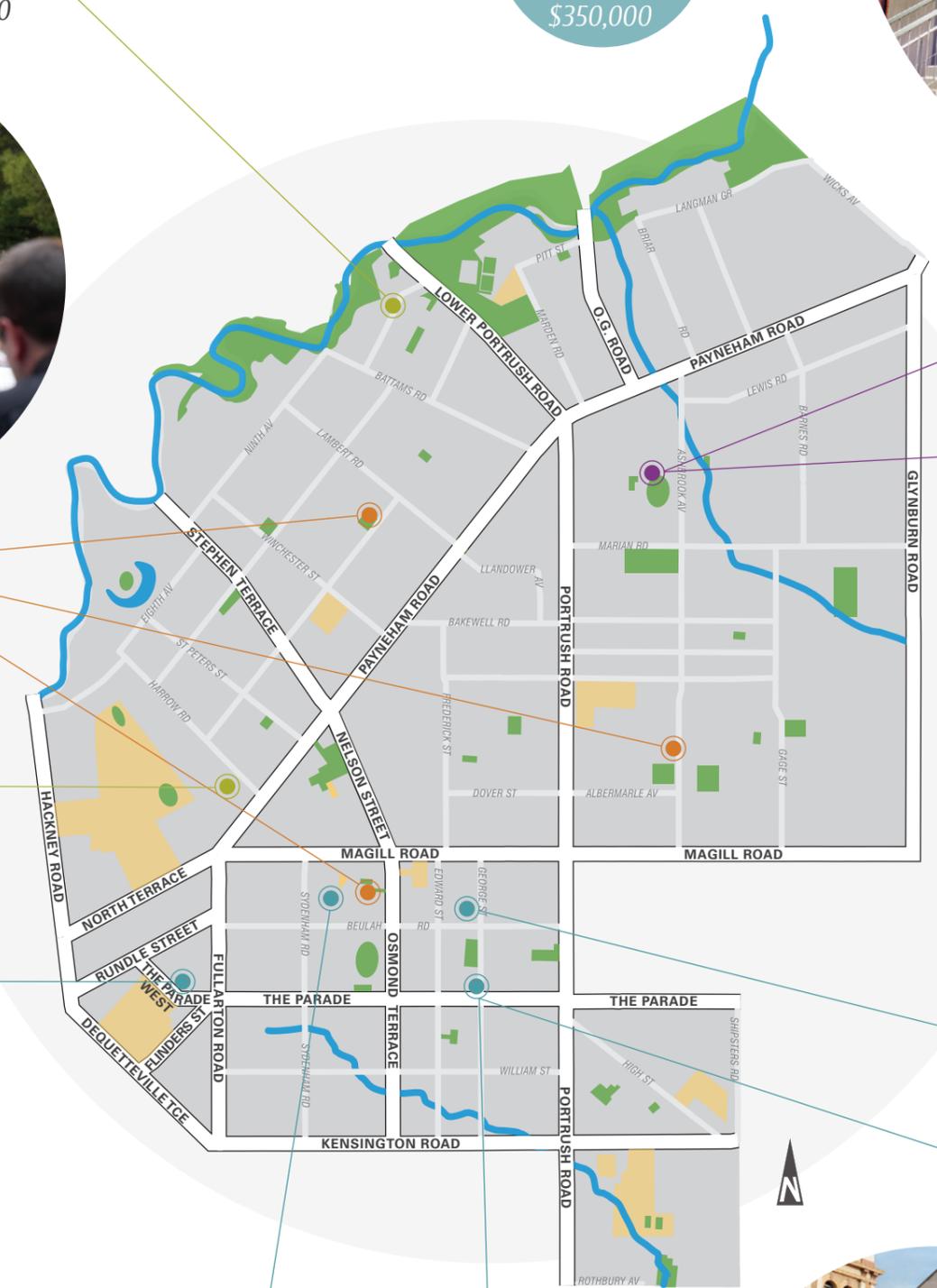


Raising the Bar  
City-wide events  
\$32,000

Rectification of footpath defects Year 2  
City-wide  
\$200,000

Willow Bend Reserve Upgrade  
\$50,000

Private laneways to public roads  
City-wide  
\$350,000



Stephen Street Upgrade  
\$280,000

The Parade Masterplan detail design and documentation  
\$300,000



The Parade Scramble Crossing  
\$115,000



Street and Footpath Cleaning Program  
City-wide  
\$920,000

George Street Upgrade  
\$800,000

Payneham Oval precinct parking  
\$250,000

Payneham Oval women's facilities  
\$1,100,000



# Corporate Reporting

*Corporate reporting demonstrates the organisation's compliance with legislative requirements and demonstrates its ability to manage its governance responsibilities effectively.*

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Council Collaboration and Subsidiaries	195

# Council 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 2019–2020 were:

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

\*Statutory Committees

## Audit Committee

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

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

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

For the period commencing 1 July 2019 until 30 June 2020, the Audit Committee comprised the following Members:

- Cr John Minney (Presiding Member)
- Mayor Robert Bria
- Cr Mike Stock
- Ms Sandra DiBlasio (Independent Specialist Member)
- Ms Brigid O’Neill (Independent Specialist Member)

The sitting fee for Independent Members is \$440 per meeting.

Elected Members on the Audit Committee did not receive a sitting fee.



**Cr Mike Stock**  
*Elected Member*  
Elected Member bio on page 41

**Cr John Minney**  
*Elected Member*  
Elected Member bio on page 38

**Mayor Robert Bria**  
*Mayor*  
Elected Member bio on page 34

**Sandra DiBlasio**  
*Independent 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.

**Brigid O’Neill**  
*Independent Member*

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

## Building Fire Safety Committee

The Council plays an important role in the ongoing safety of building occupiers and users through the provisions of the *Development Act 1993* (the Act). In particular, the Council's Building Fire Safety Committee is established under Section 71 of the Act as an 'appropriate authority' to exercise its powers in relation to building fire safety matters within the Council area.

Section 71 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.

Committee membership for the reporting period included:

- Troy Olds – who has expertise in the area of fire safety and is the Chairman.
- Demetrius Poupoulas – who has prescribed qualifications in building surveying.
- Peter Hilhorst – nominated by the Chief Executive Officer of South Australian Metropolitan Fire Service (SAMFS).
- Mario Hlavati – who has prescribed qualifications in building surveying.
- Simon Hogben – nominated by the Chief Executive Officer of SAMFS to act as proxy to the SAMFS nominated primary person.

The Committee met quarterly during 2019–2020 and dealt with 11 matters, comprising nine matters that carried over from the last financial year and five new matters, and undertook nine inspections. Three matters were fully resolved during 2019–2020.

The Committee liaised with Department for Infrastructure and Transport (DIT) and owners of identified buildings regarding the use of non-compliant Aluminium Composite Cladding and flammable cladding in response to an audit led by DIT. Eight buildings required investigation, with three buildings still pending investigation.

## Council Assessment Panel

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 Specialist External Members, with expertise in professional fields relevant to the role of the panel, which is primarily to consider applications for planning approval.

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

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

For the period commencing 1 July 2019 until 30 June 2020, the CAP comprised the following Members:

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

The Presiding Member was paid a sitting fee of \$500 and Specialist External Members were paid a sitting fee of \$400 per scheduled meeting of the Council Assessment Panel. Cr Minney, the Elected Member on the CAP, did not claim a sitting fee.

During 2019–2020, the Council's Assessment Panel met monthly on the third Monday of each month. The CAP determined 39 of the total of 991 Development Applications which were determined by the Council throughout 2019–2020.

All other applications for planning and building approval (where the Council is the relevant planning authority), were determined by the Council's Development Assessment staff, acting under delegated authority from the Council.



**Cr John Minney**  
Elected Member  
Elected Member bio on page 38

### Fleur Bowden Specialist External Member

A Landscape Architect and manager, Fleur offers a thorough understanding of and experience in integrated design and sustainable urban development. With Masters qualifications in sustainability from the University of Adelaide, Fleur is a sitting member of several Council Assessment Panels and has played an integral role in designing urban landscapes and open space networks in South Australia.

### Jenny Newman Specialist External Member

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

### Terry Mosel Presiding Member

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

### Phil Smith Specialist External Member

Currently a sitting member of a number of South Australian Council Assessment Panels, Phil brings a wealth of experience and knowledge as a development assessment professional. With formal qualifications from the University of South Australia, Phil has held various senior planning, policy and assessment positions with the State Government throughout his career and is recognised as a Life Fellow of the Planning Institute of Australia.

## Business & Economic Development Committee

The Council's Business & Economic Development Committee was re-established by the Council in December 2018, comprising five Elected Members and five Independent Specialist Members.

The principal task of the Business & Economic Development Committee is to assist the Council to facilitate and promote economic growth and development in the City of Norwood Payneham & St Peters.

During 2019–2020, the Committee played an integral role in the development of the Council's Economic Development Strategy 2021–2026. The five year strategy is designed to support the growth of the City's business sector, promote the City as a destination with dynamic and vibrant precincts, encourage innovation and investment, and make it easy to do business.

For the period commencing 1 July 2019 until 30 June 2020, the Business & Economic Development Committee comprised of the following members:

- Mayor Robert Bria (Presiding Member)
- Cr Carlo Dottore
- Cr Scott Sims
- Cr Garry Knoblauch
- Cr John Callisto
- John Samartzis
- Professor Richard Blandy
- Trish Hansen
- Skana Gallery
- Geoff Hayter

The Committee met quarterly during 2019–2020 and Committee Members did not receive a sitting fee.

## Norwood Parade Precinct Committee

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

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

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

For the period commencing 1 July 2019 until 30 June 2020, the Norwood Parade Precinct Committee comprised of the following members:

- Mayor Robert Bria (Presiding Member)
- Cr Kester Moorhouse
- Cr Sue Whittington
- Cr Fay Patterson
- Cr John Callisto
- Mario Boscaini
- Tom McClure
- Terry Dalkos
- Ross Dillon
- Sebastian Joseph
- Annie Lovejoy
- Joshua Baldwin

The Committee met quarterly during 2019–2020 and Committee Members did not receive a sitting fee.

# Strategies & Plans

## Community Land Management Plans

The Council holds a variety of parks and reserves, sporting facilities and community facilities throughout the City as Community Land, pursuant to Section 193 of the *Local Government Act 1999*.

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.

These Management Plans must include the purpose of the land and the Council's objectives, strategies and performance targets for management of the land. Provisions regarding leasing and licensing of community land are also required.

The Council has completed a comprehensive review of its Community Land Management Plans and Community Land Register. This review resulted in the consolidation of 114 Plans for individual parcels of land into four (4) overarching Plans which reflect the key types of community land held by the Council, namely:

- Parks & Reserves
- Sporting Facilities
- Civic & Community Facilities
- Operational & Other Community Land

Following community consultation on the draft Plans from 11 March to 10 April 2020, the Council adopted the new Community Land Management Plans and revoked the old Management Plans at its meeting held on 1 June 2020.

The new Plans represent a best-practice approach to the management of community land and ensure compliance with the requirements of the *Local Government Act 1999*.

The Plans have also been designed as informative, user-friendly documents which promote the Council's key facilities and provide useful information and historical context for some of the Council's most popular sites, such as Linde Reserve, Felixstow Reserve and Norwood Oval.



The Council's Community Land Management Plans are available for download at: [www.npsp.sa.gov.au/communityland](http://www.npsp.sa.gov.au/communityland) or in hard copy at the Norwood Town Hall, 175 The Parade, Norwood.

**The Council has more than 100 parcels of community land, including:**

**72** parks and reserves;

**10** sporting facilities;

**11** civic and community facilities; and

**26** parcels of operational and other community land

## 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. 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.

On 1 July 2018, a statewide registration portal known as Dogs and Cats Online (DACO) also replaced individual council registers. Information relating to microchipping, desexing and registration of dogs and cats is required to be uploaded to DACO by pet owners, veterinarians and councils.

To assist with the management of cats within the City, the Council provides an annual grant to Cats Assistance To Sterilise (C.A.T.S.), to assist in the provision of desexing services.

C.A.T.S. is a community organization which helps residents with low-cost cat desexing. The Council has worked with C.A.T.S. for many years to resolve cat-related problems in the City. This has been a successful partnership with many cat issues being dealt with in an effective and humane manner. Thousands of cats have been desexed through this work.

C.A.T.S. also provides advice on cat management issues and can refer residents to local veterinarians who participate in its low cost desexing scheme.

In the first year of the Plan, the following actions were undertaken by the Council to implement the Plan's objectives and strategies:

- delivery of 'Lead the Way' education campaign (social media posts, articles on the Council website, articles in Look East and footpath stickers in popular reserves);
- updated 'You and Your Pet' brochure;
- new 'Lead the Way – Ownership Tips' webpage on the Council website;
- pet owners educational stall at the St Peters Fair, Linde Reserve in 2019;

- Pet Ownership Survey 2019; and
- review and consultation on the proposed establishment of a dedicated dog park in the City.

At its meeting held on 4 May 2020, the Council resolved to proceed with the establishment of a dedicated dog park in a portion of Hannaford Reserve, St Peters. A concept plan will be prepared as part of the masterplan for the Reserve and further consultation will be undertaken later in 2020.

### Implementing the Plan

#### Successes

Strong engagement with the Council's social media content as part of the 'Lead the Way' education campaign

#### Increases relating to dogs:

**5.3%** Increase in registrations  
(From 80.3% to 85.6%)

**7.3%** Increase in microchipping  
(From 84.7% to 92%)

**5.3%** Increase in desexing  
(From 78.5% to 83.8%)



#### Increases relating to cats:

**13.2%** Increase in microchipping  
(From 81.9% to 98%)

**16.1%** Increase in desexing  
(From 68% to 81.2%)



#### Challenges

- Footpath stickers in Council reserves reminding dog owners to keep their dogs on-leash were removed by persons unknown
- Limited response to Pet Ownership Survey
- Lack of awareness regarding on-leash and off-leash area requirements in the City
- Ongoing need to follow-up on overdue dog registrations

In 2019–2020, the Council saw an increase in the percentage of dogs and cats that were registered, microchipped and desexed. The following statistics are extracted from DACO and reflect the percentage of dogs and cats in DACO that have been registered, microchipped and desexed. Although this does not reflect the total number of dogs and cats in the community, it will become more accurate over time as a greater number of pet owners input information about their pets into DACO.

#### Other key statistics from 2019–2020

Category	2019–2020	2018–2019
Number of expiations issued in relation to dog / cat non-compliance with the Act or Plan	96	85
Registered dogs	3,610 85.6%	3,141 80.3%
Reported dog attacks	35	30
Barking dog complaints	77	91
Dogs wandering at large complaints	165	161
Complaints regarding dog behaviour in Council reserves (e.g. off-leash in on-leash area, not under effective control)	17	13

## Access & Inclusion Strategy



The Access & Inclusion Strategy – A City for All 2018–2022 recognises the importance of family, community, culture and the ability to age in place from birth to 100+ years. The main objective of the Strategy is to improve opportunities for inclusion and better accessibility through the City for citizens of all ages, abilities and backgrounds. The Strategy will also guide future planning, decision-making and resource allocation for the provision of services and programs for citizens across the life continuum.

## Youth Development Strategy

The Council is committed to providing opportunities for young people to be visible, valued and involved in community life and we value the contribution young people make to shaping the future of our community.

The 2019–2021 Youth Development Strategy was adopted by the Council in 2018 and sets out the Council's commitment to and strategic framework for contributing to the well-being of young people aged 10–18 years of age.

The Strategy aims to make sure there are ample opportunities for young people to participate in community life within the City of Norwood Payneham & St Peters. It outlines how the Council will integrate good outcomes for young people by considering their needs across all the services, programs, events, facilities and infrastructure provided by the Council.

To do this, the Strategy focuses on four key outcome areas for youth development: physical activity, social inclusion, arts and culture, and engagement.

The Strategy has a term of three years and its implementation commenced in 2019.

## Age Friendly Wayfinding Strategy



In 2018, the Council developed the Age Friendly Wayfinding Strategy through which the Council committed to provide an age-friendly, inclusive and pedestrian focused environment that encourages positive ageing in place.

The Strategy provides an age-friendly wayfinding framework for the creation of accessible walking routes throughout the City. Taking a holistic and person-centred approach, this 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.

The framework is designed to assist older people and those with diverse abilities to participate in community life, stay healthy, active and connected to their City, and have a positive experience of ageing in place.

## 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 adopted Infrastructure and Asset Management Plans.

A summary of each of the Council's four Plans is set out below:

- The Civil Infrastructure & Asset Management Plan sets out the Council's proposed strategies for the renewal, management and maintenance of its civil infrastructure (i.e. roads, footpaths and kerb & water tables). The Plan outlines the lifecycle requirements for the effective management, inspection and replacement of these assets as well as its financial implications and projected capital expenditure to achieve its objectives.
- The Stormwater Drainage Infrastructure & Asset Management Plan sets out the Council's proposed strategies for the enhancement of its existing stormwater drainage network and is based on a forward program which is reviewed regularly in order to ensure it encompasses latest needs. The Plan also incorporates new works to enhance the Council's existing drainage network and outlines its financial implications and projected capital expenditure to achieve its objectives.
- The Community Buildings Infrastructure & Asset Management Plan sets out the Council's proposed strategies for the renewal, management and maintenance of its buildings. The Plan outlines the lifecycle requirements for the effective management, inspection and replacement of various building components to ensure they continue to be fit for purpose and to meet the community's expectations. The Plan also outlines the Council's financial implications and projected capital expenditure to achieve its objectives.
- 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.

# Policies, Codes and Registers

## Policies

One of the Council's most important roles is to participate in making policy and decisions on behalf of the community. An essential part of policy making is identifying community needs, setting objectives to meet those needs, establishing priorities between competing demands and allocating resources and, importantly, to provide consistency.

A policy forms the governing principle that mandates or constrains actions and determines the overall intentions and direction of the Council. Policies can be a requirement under statutory legislation; for example the *Local Government Act 1999* prescribes a number of policy documents that must be formulated by councils.

In accordance with the *Local Government Act 1999*, the City of Norwood Payneham & St Peters has adopted the following statutory policies:

- Code of Practice – Access to Meetings & Documents
- Contracts & Tenders Policy (Section 49 of the *Local Government Act 1999*)
- Community Consultation Policy (Section 50 of the *Local Government Act 1999*)
- Elected Member Training & Development Policy (Section 80A of the *Local Government Act 1999*)
- Informal Gatherings Policy (Section 90 of the *Local Government Act 1999*)
- Internal Control Policies (Section 125 of the *Local Government Act 1999*)
- Local Government Elections Caretaker Policy (Section 91A of the *Local Government (Elections) Act 1999*)
- Naming of Roads and Public Places (Section 219 of the *Local Government Act 1999*)
- Order Making Policy (Section 259 of the *Local Government Act 1999*)
- Rating Policy (Section 171 of the *Local Government Act 1999*)
- Review of Decisions Procedure (Section 270 of the *Local Government Act 1999*)

In addition to these policies which are required by legislation, the Council has also developed a range of policies to enhance the Council's strategic direction and provide guidance and consistency to both the organisation and the community.

## Finance

Accounting for Assets & Liabilities  
 Asset Impairment  
 Asset Revaluation  
 Assets Capitalisation and Depreciation  
 Bad Debt Write-Off  
 Bank Accounts  
 Budget  
 Budget Review  
 Credit  
 Credit Card  
 Electronic Communication Devices  
 Expenditure  
 Fees & Charges  
 Financial Hardship  
 Financial Hardship – COVID-19  
 Fringe Benefits Tax  
 Funding  
 Goods & Services Tax  
 Payments  
 Petty Cash  
 Prudential Management  
 Rate Rebates on Council Land Leased or Licenced  
 Salaries & Wages Administration  
 Time Off In Lieu (TOIL) & Overtime Management  
 Treasury Management

## Governance

Access & Inclusion  
 Asset Management  
 Building Inspection  
 Civic Bands & Orchestra  
 Civic Collection  
 Civic Recognition  
 Closed Circuit Television  
 Community Consultation  
 Community Funding Program  
 Community Gardens  
 Community Information  
 Complaints Handling  
 Conditions of Library Use  
 Council's Role in Markets  
 Data Management Guidelines  
 Development Assessment & Development Compliance Reporting & Monitoring  
 Directional Signage  
 Display of Business Merchandise and Objects on Council Footpaths  
 Disposal of Land and Assets  
 Elected Member Access to Legal Advice  
 Elected Member Training & Development  
 Elected Members Electronic Communications  
 Emergency Disaster Donations  
 Events  
 Footpaths and Driveway Crossovers  
 Fraud, Corruption, Misconduct & Maladministration Prevention

Freedom of Information  
 Home Library Service  
 Informal Gatherings  
 Informal Gatherings–Temporary Arrangements (COVID-19)  
 Information Management  
 Internal Control  
 Integrated Waste Service  
 Irrigation  
 Library Collection Development  
 Live Music  
 Local Area Traffic Management  
 Local Government Elections Caretaker  
 Mobile Food Vendor Guidelines  
 Naming of Roads and Public Places  
 Norwood Oval Football Passes  
 On-street Parking Permit  
 Order Making  
 Outdoor Dining  
 Planning Approval Compliance & Development Complaint Handling  
 Plaques, Monuments & Memorials  
 Privacy  
 Private Laneways  
 Procurement  
 Public Art  
 Public Interest Disclosure  
 Public Liability Insurance for Community Groups when Hiring Council Owned Facilities  
 Rate Rebates  
 Rating  
 Reconciliation

Records Disposal  
 Records Management Guidelines  
 Reinstatement of Council Infrastructure by Public Utilities  
 Removal and Impounding of Vehicles  
 Request for Services  
 Review of Decisions  
 Risk Management  
 Safe Environments  
 Smoke-Free  
 Social Media  
 Temporary Road Closures for Non-Council Initiated Road Events  
 Tennis Facilities  
 Tree  
 Unreasonable Complainant Conduct  
 Work Health & Safety

## Human Resources

Behaviour Standards  
 Classification  
 Disciplinary and Under Performance Management  
 Fair Treatment & Equal Opportunity  
 Grievance  
 Injury Management & Return to Work  
 Safe Environment  
 Surveillance Devices  
 Training and Development  
 Volunteer Management

## Policy Review

The Council's policies are regularly reviewed to ensure that they remain relevant and up-to-date with legislative requirements and the Council's operational needs. In some cases, a Council policy may be revoked due to legislative change, where the Council adopts an alternative policy position, or where it is superseded by a new policy.

In 2019–2020, the Council continued its policy review program and in doing so a number of new policies were adopted, including:

- Civic Recognition Policy
- Financial Hardship – COVID-19 Policy
- Plaques, Memorials & Monuments Policy
- Privacy Policy
- Public Interest Disclosure Policy & Procedure
- Records Disposal Policy

A number of historical policies related to footpaths and residential crossovers were revoked following a comprehensive review and development of a new Footpath and Driveway Crossover Policy, which was adopted by the Council in July 2019.

The following policies have also been reviewed, however these policies have been revoked on the basis that the subject matter has been incorporated into other policies, or these policies are redundant and therefore no longer required:

- Community Care Services
- Council Land Rebates – Community Facilities
- Disability
- Disposal Small Plant, Equipment & Furniture
- Donations & Community Grants
- Graffiti Removal
- Honorary Freedom of the City Award (incorporated into the Civic Recognition Policy)
- Kerbside Numbering
- Library Service Code of Conduct
- Permits and Authorisations for Private Use of Local Government Land
- Petitions
- Register of Parking Controls – Fees
- Requests for Reports
- Traffic Management
- Telephone
- Whistleblower

## Registers

The *Local Government Act 1999* and the *Local Government (Elections Act) 1999* require Councils to establish various Registers.

The City of Norwood Payneham & St Peters has established the following Registers in accordance with the provisions of the relevant legislation:

- Campaign Donations Returns (Section 81 of the *Local Government (Elections) Act 1999*)
- Members Register of Interest (Section 68 of the *Local Government Act 1999*)
- Extracts from the Elected Member Register of Interest (Section 70 of the *Local Government Act 1999*)
- Members Register of Allowances and Benefits (Section 79 of the *Local Government Act 1999*)
- Register of Salaries. (Section 105 of the *Local Government Act 1999*)
- Officers Register of Interests (Section 116 of the *Local Government Act 1999*)
- Register of Community Land (Section 207 of the *Local Government Act 1999*)
- Register of Public Roads (Section 231 of the *Local Government Act 1999*)
- Register of By-laws (Section 252 of the *Local Government Act 1999*)
- Review of Decisions Register (Section 270 of the *Local Government Act 1999*)
- Elected Members Gifts & Benefits (Code of Conduct for Elected Members)
- Staff Gifts Register (Code of Conduct for Employees)

All Registers, with the exception of the Officers (Staff) Register of Interests, are available to the public upon request.

# Council Business

## By-laws

The Council has the power to make By-laws under the *Local Government Act 1999* (the Act). 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 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 processes in the provision of services and purchasing of goods and services.

The Council undertakes an annual Capital Works Program and delivers the majority of these works through outsourcing the design, project management, supervision and construction. Such 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 area suppliers from 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.

## Freedom of Information Applications

The *Freedom of Information Act 1991* came into effect on 1 January 1992. It 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 six Freedom of Information applications during the 2019–2020 financial year.

2019–2020

6

2018–2019

6

2017–2018

5

2016–2017

6

2015–2016

4

### 2019–2020 Freedom of Information Applications

Date Received	Details of Application	Determination
1 July 2019	Copies of invoices for the Solid Waste Levy for the periods 2017–2018 and 2018–2019.	Documents released
23 July 2019	Schedule of the contractual arrangements between the Council and consultants, Tonkin.	Documents released
25 September 2019	Documents relating to Development Applications for 99 Kensington Road, 92 and 94 Osmond Terrace.	Documents released
10 March 2020	Documents relating to Development Application 155/288/2019 112 Second Avenue, Joslin.	Partial release of documents. Applicant provided with two documents in hard copy and invited to inspect the Development Application File.
5 June 2020	Documents relating to the footpath and crossovers on Hackney Road (51 and 51A) between 1 January 2019 and 28 May 2020.	Partial release of documents. Document provided with exemptions in accordance with Schedule 1 Clauses 6 and 13 of the Freedom of Information Act 1991.
25 June 2020	Documents relating to any works or changes to traffic control devices proposed to be undertaken by or at the instruction of the Council for the intersection of The Parade and George Street, Norwood; George Street, Norwood; and Webbe Street, Norwood.	Documents released

A full copy of the Council's Freedom of Information Statement can be obtained from the Council's website.

## 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.

## 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.

## Revocation of Community Land Classification

No parcels of community land had their Community Land classification revoked during 2019–2020.

# 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 with community organisations and groups as it strives to fulfill its role as a responsible leader.

Regional collaboration not only creates efficiencies in terms of resource management where possible (e.g. waste collection and health services) but provides greater 'bargaining power' when it comes to applying for funding and resource allocation.

The Council's major regional collaborative activities during the 2019–2020 period included:

- Membership of the Eastern Region Alliance (ERA)
- Eastern Adelaide Emergency Management Zone
- Resilient East

### Eastern Region Alliance

The Eastern Region Alliance (ERA) is a group of seven eastern metropolitan councils which have joined together to address strategic priorities between any two or more of the councils to help ensure a sustainable lifestyle, excellent services and facilities for their communities and to advance the interests of Adelaide's Eastern Metropolitan Region.

Membership of ERA comprises the Cities of Burnside, Campbelltown, Norwood Payneham & St Peters, Prospect and Unley and the Town of Walkerville.

### Eastern Adelaide Emergency Management Zone

The City of Norwood Payneham & St Peters lies within the Eastern Adelaide Emergency Management Zone and is an active member of the Eastern Adelaide Zone Emergency Management Committee. The Committee, together with the City of Norwood Payneham & St Peters, incorporates the Cities of Adelaide, Burnside, Campbelltown, Prospect, Unley and the Town of Walkerville. The Council's Chief Executive Officer is the Chair of the Eastern Adelaide Zone Emergency Management Committee.

All Councils have an important role in disaster risk reduction and mitigation strategies and measures as they are best placed to determine local risks and needs. While our Council 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 adaptation pathways, which will help eastern region communities, businesses and the natural environment adapt, thrive and prosper.

## Regional Subsidiaries

### Eastern Health Authority

The Eastern Health Authority (EHA), located at 101 Payneham Road, St Peters, provides public and environmental health services on behalf of its Constituent Councils which include 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 structure of their organisations and the delivery of their services, the Authority serves as an outstanding example of shared service delivery—local councils working together to protect the health of their communities.

The Eastern Health Authority is managed by a Board comprised of Elected Members 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 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 providing at-cost kerbside waste collection services to its constituent councils and client councils. The membership base of East Waste comprises the Town of Walkerville, the City of Burnside, the City of Norwood Payneham & St Peters, the Campbelltown City Council, the City of Mitcham and the Adelaide Hills Council.

In addition to providing waste management and recycling services, East Waste also undertakes a number of 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 don't 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*. Through the Charter, 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 constituted on 21 July 2015.

ERA Water is responsible for implementing the Waterproofing Eastern Adelaide Project. This project is expected to reduce future operational expenditure on reserve irrigation as well as green our suburbs and enhance the quality of water that is discharged to our gulf and importantly reduce 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 initial stages and continues to be an integral contributor.

### Highbury Landfill Authority

The Highbury Landfill Authority (HLA) is a Regional Subsidiary of the Town of Walkerville and the Cities of Burnside and Norwood Payneham & St Peters.

It is responsible for the post-closure management of the Highbury 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.

# Financial Statements

*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.*

# Financials

## CERTIFICATION OF FINANCIAL STATEMENTS

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

- \* the accompanying financial statements comply with the *Local Government Act 1999, Local Government (Financial Management) Regulations 2011* and Australian Accounting Standards.
- \* the financial statements present a true and fair view of the Council's financial position at 30 June 2020 and the results of its operations and cash flows for the financial year.
- \* internal controls implemented by the Council provide a reasonable assurance that the Council's financial records are complete, accurate and reliable and were effective throughout the financial year.
- \* the financial statements accurately reflect the Council's accounting and other records.



**Robert Bria**  
MAYOR



**Mario Barone**  
CHIEF EXECUTIVE OFFICER

Dated 2 November 2020

Statement of Comprehensive Income for the year ended 30 June 2020	Notes	2020 \$	2019 \$
<b>Income</b>			
Rates	2	36,181,201	34,844,776
Statutory charges	2	1,595,430	1,760,245
User charges	2	3,408,253	3,700,927
Grants, subsidies and contributions	2	2,958,655	3,152,098
Investment income	2	87,981	205,545
Reimbursements	2	475,859	348,937
Other income	2	1,051,097	663,635
Net Gain – Equity Accounted Council Businesses	19	27,605	34,887
<b>Total Income</b>		<b>45,786,081</b>	<b>44,711,050</b>
<b>Expenses</b>			
Employee costs	3	14,050,351	13,738,897
Materials, contracts & other expenses	3	18,936,897	18,773,524
Depreciation, amortisation & impairment	3	9,503,233	8,984,395
Finance costs	3	404,968	488,826
Net loss – Equity Accounted Council Businesses	19	515,399	345,790
<b>Total Expenses</b>		<b>43,410,848</b>	<b>42,331,432</b>
<b>Operating Surplus</b>		<b>2,375,233</b>	<b>2,379,618</b>
Asset disposal & fair value adjustments	4	(1,529,255)	(1,207,316)
Amounts received specifically for new or upgraded assets	2	744,208	1,131,089
Physical resources received free of charge	2	-	24,000
<b>Net Surplus transferred to Equity Statement</b>		<b>1,590,186</b>	<b>2,327,391</b>
<b>Other Comprehensive Income</b>			
Changes in revaluation surplus – infrastructure, property, plant & equipment	9	3,542,270	32,992,647
Share of other comprehensive income – joint ventures and associates	19	12,526	8,809
<b>Total Other Comprehensive Income</b>		<b>3,554,796</b>	<b>33,001,458</b>
<b>Total Comprehensive Income</b>		<b>5,144,982</b>	<b>35,328,849</b>

This Statement is to be read in conjunction with the attached Notes contained in pages 205–237.

Statement of Financial Position as at 30 June 2020	Notes	2020 \$	2019 \$
<b>Assets</b>			
<b>Current Assets</b>			
Cash and cash equivalents	5	9,177,369	12,152,115
Trade & other receivables	5	2,889,164	2,945,277
<b>Total Current Assets</b>		<b>12,066,533</b>	<b>15,097,392</b>
<b>Non-current Assets</b>			
Financial Assets	6	104,780	136,305
Equity accounted investments in Council businesses	6	2,463,297	2,890,415
Infrastructure, Property, Plant & Equipment	7	476,469,020	473,423,465
Other Non-current Assets	6	17,891,485	6,118,903
<b>Total Non-current Assets</b>		<b>496,928,582</b>	<b>482,569,088</b>
<b>Total Assets</b>		<b>508,995,115</b>	<b>497,666,480</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Trade & Other Payables	8	7,309,501	6,271,814
Borrowings	8	1,651,032	1,781,492
Provisions	8	3,134,785	2,751,650
<b>Total Current Liabilities</b>		<b>12,095,318</b>	<b>10,804,956</b>
<b>Non-current Liabilities</b>			
Borrowings	8	10,356,769	5,387,783
Provisions	8	1,159,734	1,202,865
Liability – Equity accounted Council businesses	8	1,396,501	1,429,064
<b>Total Non-current Liabilities</b>		<b>12,913,004</b>	<b>8,019,712</b>
<b>Total Liabilities</b>		<b>25,008,322</b>	<b>18,024,668</b>
<b>Net Assets</b>		<b>483,986,793</b>	<b>478,841,812</b>
<b>Equity</b>			
Accumulated Surplus		56,825,014	55,222,301
Asset Revaluation Reserves	9	427,161,779	423,619,511
<b>Total Equity</b>		<b>483,986,793</b>	<b>478,841,812</b>

This Statement is to be read in conjunction with the attached Notes contained in pages 205–237.

Statement of Changes in Equity for the year ended 30 June 2020	Notes	Accumulated Surplus \$	Asset Revaluation Reserve \$	Total Equity \$
<b>2020</b>				
<b>Balance at end of previous reporting period</b>		<b>55,222,301</b>	<b>423,619,509</b>	<b>478,841,810</b>
Net Surplus for Year		1,590,187	-	1,590,187
<b>Other Comprehensive Income</b>				
Changes in revaluation of infrastructure, property, plant & equipment	9	-	3,542,270	3,542,270
Share of other comprehensive income - joint ventures and associates	19	12,526	-	12,526
<b>Balance at end of period</b>		<b>56,825,014</b>	<b>427,161,779</b>	<b>483,986,793</b>
<b>2019</b>				
<b>Balance at end of previous reporting period</b>		<b>52,886,101</b>	<b>390,626,862</b>	<b>443,512,963</b>
Net Surplus / (Deficit) for Year		2,327,391	-	2,327,391
<b>Other Comprehensive Income</b>				
Changes in revaluation of infrastructure, property, plant & equipment	9	-	32,992,649	32,992,647
Impairment (expense) / recoupments offset to asset revaluation reserve	9	8,809	-	8,809
<b>Balance at end of period</b>		<b>55,222,301</b>	<b>423,619,509</b>	<b>478,841,810</b>

This Statement is to be read in conjunction with the attached Notes contained in pages 205–237.

Statement of Cash Flow for the year ended 30 June 2020	Notes	2020 \$	2019 \$
<b>Cash Flows from Operating Activities</b>			
<b>Receipts</b>			
Rates – General & Other		36,107,158	34,696,107
Fees & Other Charges		1,646,331	1,694,397
User Charges		3,297,230	4,013,611
Investment Receipts		87,981	203,603
Grants Utilised for Operating Purposes		3,677,136	2,743,864
Reimbursements		423,400	554,201
Other Revenues		1,051,097	689,315
<b>Payments</b>			
Employee Costs		(13,486,214)	(14,322,260)
Materials, Contracts & Other Expenses		(19,029,522)	(17,593,438)
Finance Payments		(406,609)	(488,826)
<b>Net Cash provided by (or used in) Operating Activities</b>	11b	<b>13,367,988</b>	<b>12,190,574</b>
<b>Cash Flows from Investing Activities</b>			
<b>Receipts</b>			
Amounts specifically for new or upgraded assets		1,164,734	1,049,079
Sale of replaced assets		50,739	4,896
Sale of surplus assets		7,179	4,160
Repayments of loans by community groups		43,077	13,462
<b>Payments</b>			
Expenditure on renewal/replacement of assets		(8,919,370)	(9,009,191)
Expenditure on new/upgraded assets		(13,174,690)	(6,614,928)
Capital contributed to associated entities	19	(80,714)	(96,453)
<b>Net Cash provided by (or used in) Investing Activities</b>		<b>(20,909,046)</b>	<b>(14,648,975)</b>
<b>Cash Flow from Financing Activities</b>			
<b>Receipts</b>			
Proceeds from Borrowings		6,500,000	-
<b>Payments</b>			
Repayments of Borrowings		(1,933,691)	(1,201,875)
<b>Net Cash provided by (or used in) Financing Activities</b>		<b>4,566,309</b>	<b>(1,201,875)</b>
<b>Net Increase (Decrease) in cash held</b>		<b>(2,974,750)</b>	<b>(3,660,276)</b>
Cash & cash equivalents at beginning of period	11	12,152,118	15,812,394
<b>Cash &amp; cash equivalents at end of period</b>	11	<b>9,177,368</b>	<b>12,152,118</b>

This Statement is to be read in conjunction with the attached Notes contained in pages 205–237.

## Notes to and Forming Part of the Financial Statements for the year ended 30 June 2020

### Note 1 - Significant Accounting Policies

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

#### 1. Basis of Preparation

##### 1.1 Compliance with Australian Accounting Standards

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

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

##### 1.2 Historical Cost Convention

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

##### 1.3 Critical Accounting Estimates

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates, and requires management to exercise its judgment in applying the Council's accounting policies. The areas involving a higher degree of judgment complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of these Notes.

#### 2. The Local Government Reporting Entity

The City of Norwood Payneham & St Peters is incorporated under the South Australian *Local Government Act 1999* and has its principal place of business at 175 The Parade, Norwood. These financial statements include the consolidated fund and all entities through which the Council controls resources to carry on its functions.

Trust monies and property held by the Council but subject to the control of other persons have been excluded from these reports.

#### 3. Income Recognition

The Council recognises revenue under AASB 1058 Income of Not-for-Profit Entities (AASB 1058) or AASB 15 Revenue from Contracts with Customers (AASB 15) when appropriate. In cases where there is an 'enforceable' contract with a customer with 'sufficiently specific' performance obligations, the transaction is accounted for under AASB 15 where income is recognised when (or as) the performance obligations are satisfied (i.e. when it transfers control of a product or service to a customer). Revenue is measured based on the consideration to which the Council expects to be entitled in a contract with a customer. In other cases, AASB 1058 applies when a not-for-profit (NFP) entity enters into transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives. The excess of the asset recognised (at fair value) over any 'related amounts' is recognised as income immediately, except in the case where a financial asset has been received to enable the council to acquire or construct a recognisable non-financial asset that is to be controlled by the council. In this case, the council recognises the excess as a liability that is recognised over time in profit and loss when (or as) the entity satisfies its obligations under the transfer.

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

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

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

**Table 1: Untied Financial Assistance Grants**

Financial Year	Cash Payment Received	Annual Allocation	Difference
2019–2020	\$1,208,049	\$1,147,922	\$60,127
2018–2019	\$1,112,031	\$1,130,713	\$(18,682)

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

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

#### 4. Cash, Cash Equivalents and other Financial Instruments

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

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

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

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

#### 5. Infrastructure, Property, Plant & Equipment

##### 5.1 Initial Recognition

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

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

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

##### 5.2 Materiality

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

Materiality thresholds have been reviewed and remain as follows:

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

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

##### 5.3 Subsequent Recognition

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

##### 5.4 Depreciation of Non-Current Assets

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

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

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

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

##### 5.5 Land under Roads

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

##### 5.6 Impairment

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

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

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

##### 5.7 Borrowing Costs

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

#### 6. Payables

##### 6.1 Goods & Services

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

##### 6.2 Payments Received in Advance & Deposits

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

#### 7. Borrowings

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

#### 8. Employee Benefits

##### 8.1 Salaries, Wages & Compensated Absences

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

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

##### Weighted average discount rate

2.68% (2019: 2.45%)

##### Weighted average settlement period

1.32 years (2019: 1.4 years)

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

### 8.2 Superannuation

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

### 9. Construction Contracts

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

### 10. Joint Ventures and Associated Entities

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

### 11. Leases

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

#### Council as a lessee

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

#### Right-of-use assets

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

**Plant and Equipment**      **2 to 5 years**

**Property**                      **2 to 5 years**

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

#### Lease liabilities

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

#### Short-term leases and leases of low-value assets

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

### 12. GST Implications

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

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

### 13. Accounting Standards and UIG Interpretations

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

The Council applied AASB 15 and AASB 1058, for the first time from 1 July 2019. AASB 1058 clarifies and simplifies the income recognition requirements that apply to not-for-profit (NFP) entities, in conjunction with AASB 15. These Standards supersede the NFP income recognition requirements previously in AASB 1004 Contributions (with the exception of certain matters relating to public sector NFP entities) as well as current revenue recognition guidance including AASB 118 Revenue, AASB 111 Construction Contracts and the related Interpretations. The timing of income recognition depends on whether such a transaction gives rise to a liability or other performance obligation (a promise to transfer a good or service). Details of the accounting policy adopted for these standards can be found in Note 1 Significant Accounting Policies. The Council has elected to adopt the modified retrospective method on transition to the new standards with an initial application date of 1 July 2019. The cumulative effect of initially applying AASB 15 and AASB 1058 is recognised at the date of initial application as an adjustment to the opening balance of Accumulated Surplus. Therefore, the comparative information was not restated and continues to be reported under AASB 111, AASB 118, AASB 1004 and related Interpretations.

The Council has determined there is no impact of the new standards to revenue recognition in relation to special purpose grants. These grants are provided to the Council to construct or acquire an asset to be controlled by the Council. They are accounted for under AASB 1058 and as such, amounts received in relation to these grants are recorded as a liability “Amounts in Advance” and recorded in revenue as the asset is constructed. This has been the practice of the Council prior to adopting the new standards as at 1 July 2019.

#### Adoption of AASB 16 Leases (AASB 16)

The Council applied AASB 16 for the first time from 1 July 2019. AASB 16 supersedes AASB 117 Leases, Interpretation 4 Determining whether an Arrangement contains a Lease and other related Interpretations. The standard sets out the principles for the recognition, measurement, presentation and disclosure of leases and requires lessees to recognise most leases on the balance sheet under a single on-balance sheet model. The Council has lease contracts for various items of plant, equipment, and computers. Before the adoption of AASB 16, the Council classified each of its leases (as lessee) at the inception date as either a finance lease or an operating lease.

The Council adopted AASB 16 using the modified retrospective method of adoption. Under this method, the standard has been applied retrospectively with the cumulative effect of initially applying the standard recognised as an adjustment to the opening balance of Accumulated Surplus as at 1 July 2019 and comparatives have not been restated.

The Council recognised right-of-use assets and lease liabilities for those leases previously classified as operating leases, except for short-term leases with lease terms that end within 12 months of the date of initial application and leases of low-value assets. The right-of-use assets for all leases were recognised based on the amount equal to the lease liabilities. No adjustments were needed for any previously recognised prepaid or accrued lease expenses as there were none. Lease liabilities were recognised based on the present value of the remaining lease payments, discounted using the incremental borrowing rate at the date of initial application.

The effect of adoption AASB 16 as at 1 July 2019 (increase/(decrease)) is, as follows:

Assets	
IPP&E (right-of-use asset)	212,192
<b>Total assets</b>	<b>212,192</b>
Liabilities	
Interest-bearing loans and borrowings	212,192
<b>Total liabilities</b>	<b>212,192</b>
Accumulated Surplus	Nil

Note 2 – Income	2020 \$	2019 \$
<b>Rates Revenue</b>		
General Rates	35,576,084	34,121,451
<i>Less: Mandatory rebates</i>	(966,042)	(905,807)
<i>Less: Discretionary rebates, remissions &amp; write offs</i>	(101,226)	(37,290)
	<b>34,508,815</b>	<b>33,178,354</b>
<b>Other Rates (including service charges)</b>		
Natural Resource Management levy	1,401,311	1,308,386
Parade Rate	243,565	236,279
	<b>1,644,876</b>	<b>1,544,665</b>
<b>Other Charges</b>		
Penalties for late payment	143,035	151,943
<i>Less: Discretionary rebates, remissions &amp; write offs</i>	(115,525)	(30,186)
	<b>36,181,202</b>	<b>34,844,776</b>
<b>Statutory Charges</b>		
Development Act fees	322,543	291,614
Town planning fees	33,763	29,574
Animal registration fees & fines	152,411	134,701
Parking fines / expiation fees	750,248	996,503
Other registration fees	223,168	198,857
Sundry	113,297	108,996
	<b>1,595,430</b>	<b>1,760,245</b>
<b>User Charges</b>		
Admission Charges - Pools	336,492	383,500
Activity Program Revenues	15,901	30,697
Child Care Centre Fees	806,575	1,073,696
Subsidies received on behalf of users	1,410,691	1,128,560
Hall & Equipment hire	564,326	740,659
Sales - general	67,811	83,031
Sundry	206,458	260,784
	<b>3,408,254</b>	<b>3,700,927</b>
<b>Investment Income</b>		
<b>Interest on investments</b>		
Local Government Finance Authority	74,336	192,459
Banks & Other	10,633	11,143
Loans to community groups	3,012	1,943
	<b>87,981</b>	<b>205,545</b>

Note 2 – Income Continued	2020 \$	2019 \$
<b>Reimbursements</b>		
For private works	10,529	5,205
Other	465,330	343,732
	<b>475,859</b>	<b>348,937</b>
<b>Other Income</b>		
Insurance & other recoupments – infrastructure, property, plant & equipment	416,105	411,127
Sundry	634,991	252,508
	<b>1,051,096</b>	<b>663,635</b>
<b>Grant Subsidies, Contributions</b>		
Amounts received specifically for new or upgraded assets	744,208	1,131,089
Other grants, subsidies and contributions	2,958,655	3,152,098
	<b>3,702,863</b>	<b>4,283,187</b>
The functions to which these grants relate are shown in Note 12.		
<b>Sources of grants</b>		
Commonwealth government	2,772,556	3,470,918
State government	727,523	458,362
Other	202,784	353,907
	<b>3,702,863</b>	<b>4,283,187</b>
<b>Conditions over grants &amp; contributions</b>		
Grants and contributions which were obtained on the condition that they be expended for specified purposes or in a future period, but which are not yet expended in accordance with those conditions, are as follows:		
Unexpended at the close of the previous reporting period	-	74,317
<i>Less: expended during the current period from revenues recognised in previous reporting periods</i>		
Roads Infrastructure	-	(74,317)
Subtotal	-	(74,317)
Unexpended at the close of this reporting period	-	-
<b>Net increase (decrease) in assets subject to conditions in the current reporting period</b>	<b>-</b>	<b>(74,317)</b>
<b>Physical Resources Received free of charge</b>		
Artwork	-	24,000
<b>Total Physical Resources Received</b>	<b>-</b>	<b>24,000</b>

Note 3 – Expenses	Notes	2020 \$	2019 \$
<b>Employee Costs</b>			
Salaries and Wages		11,202,762	10,975,908
Employee leave expense		1,513,935	1,376,518
Superannuation - defined contribution plan contributions	18	926,923	904,842
Superannuation - defined benefit plan contributions	18	214,412	214,412
Workers' Compensation Insurance		546,545	529,102
Income Protection Insurance		208,856	212,343
<i>Less: Capitalised and distributed costs</i>		(563,082)	(474,228)
<b>Total Operating Employee Costs</b>		<b>14,050,351</b>	<b>13,738,897</b>

<i>Total Number of Employees (Full time equivalent at end of reporting period)</i>	134	150
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<b>Materials Contracts &amp; Other Expenses</b>			
<b>Prescribed Expenses</b>			
Auditor's Remuneration – Auditing the financial reports		24,900	23,900
Bad and Doubtful Debts		-	182,101
Elected members' expenses		300,615	288,427
Lease Expense – minimum payments		-	274,025
Lease Expense – low value assets/short term leases		127,192	-
<b>Subtotal</b>		<b>452,707</b>	<b>768,453</b>

<b>Other Materials, Contracts &amp; Expenses</b>			
Contractors		11,066,995	10,551,475
Energy		611,862	763,708
Materials		615,279	643,313
Water		613,254	651,170
Advertising		202,076	215,953
Contributions and Donations		195,291	164,946
Rates and Taxes		96,557	98,359
Insurance		715,091	690,182
Postage and Freight		173,117	175,447
Printing & Stationery		270,892	248,568
Subscriptions and Licences		543,594	474,996
Telephone Charges		112,454	105,504
Bank Charges		149,209	153,657
Legal Expenses		279,326	249,368

Note 3 – Expenses Continued	Notes	2020 \$	2019 \$
<b>Levies paid to government</b>			
NRM levy		1,375,767	1,280,330
Other Levies		73,397	89,017
Parts, accessories & consumables		265,564	279,813
Professional services		572,114	597,073
Sundry		552,351	572,192
<b>Subtotal</b>		<b>18,484,190</b>	<b>18,005,071</b>
<b>Total Other Materials, Contracts &amp; Expenses</b>		<b>18,936,897</b>	<b>18,773,524</b>

<b>Finance Costs</b>			
Interest on Loans		399,096	488,826
Interest on Leases		5,872	-
		<b>404,968</b>	<b>488,826</b>

<b>Depreciation, Amortisation &amp; Impairment</b>			
<b>Depreciation</b>			
Buildings		1,721,759	1,637,511
Open Space Infrastructure		953,851	1,258,266
Roads Infrastructure		1,841,624	1,778,575
Kerbing		1,145,486	1,137,753
Footpaths		1,035,649	1,028,457
Linear Parks		33,350	33,762
Stormwater Drainage		1,407,929	1,391,784
Off Street Car parks		45,286	39,020
Traffic Control		122,187	118,131
Plant & Equipment		317,225	277,146
Furniture & Fittings		95,445	100,724
Other Assets		652,780	183,266
Right-of-use assets	17	130,661	-
		<b>9,503,232</b>	<b>8,984,395</b>

Note 4 – Asset Disposals & Fair Value Adjustments	Notes	2020 \$	2019 \$
<b>Infrastructure, Property, Plant &amp; Equipment</b>			
<b>Assets renewed or directly replaced</b>			
Proceeds from disposal		50,739	12,727
<i>Less: Carrying amount of assets sold</i>	7	1,587,173	1,261,658
<b>Gain (Loss) on disposal</b>		<b>(1,536,434)</b>	<b>(1,248,931)</b>
<b>Assets surplus to requirements</b>			
Proceeds from disposal		7,179	41,615
<i>Less: Carrying amount of assets sold</i>	7	-	-
<b>Gain (Loss) on disposal</b>		<b>7,179</b>	<b>41,615</b>
<b>Net Gain (Loss) on disposal or revaluation of Assets</b>		<b>(1,529,255)</b>	<b>(1,207,316)</b>

Note 5 – Current Assets		2020 \$	2019 \$
<b>Cash &amp; Equivalent Assets</b>			
Cash on Hand and at Bank		430,228	198,311
Deposits at Call		8,747,141	11,953,804
		<b>9,177,369</b>	<b>12,152,115</b>
<b>Trade &amp; Other Receivables</b>			
Rates – General & Other		1,500,142	1,424,915
Accrued Revenues		52,459	254,786
Debtors – General		892,278	855,388
GST Recoupment		521,960	450,748
Prepayments		195,174	146,868
Loans to community organisations		9,262	21,997
Sundry		66,443	62,980
		<b>3,237,718</b>	<b>3,217,682</b>
<i>Less: Allowance for Doubtful Debts</i>		348,554	272,405
<b>Total</b>		<b>2,889,164</b>	<b>2,945,277</b>

Note 6 – Non Current Assets	Notes	2020 \$	2019 \$
<b>Financial Assets</b>			
Council Rates Postponement Scheme		97,034	98,218
Loans to community organisations		7,746	38,087
		<b>104,780</b>	<b>136,305</b>
<b>Equity Accounted Investment in Council Businesses</b>			
Eastern Health Authority Inc.	19	147,436	148,297
Eastern Waste Management Authority Inc.	19	137,853	101,022
ERA Water Inc	19	2,178,007	2,641,096
		<b>2,463,296</b>	<b>2,890,415</b>
<b>Other Non-Current Assets</b>			
Capital Works-in-Progress		17,891,485	6,118,903
		<b>17,891,485</b>	<b>6,118,903</b>

**Note 7 – Infrastructure, Property, Plant & Equipment**

2020 \$	Fair Value Level	At Fair Value	At Cost	Accum Dep'n	Carrying Amount
Land	3	169,107,409			169,107,409
Buildings & Other Structures	3	128,210,848	816,026	(68,575,930)	60,450,944
Infrastructure					
Open Space Infrastructure	3	25,583,130	2,061,827	(11,659,856)	15,985,101
Roads	3	119,905,818	1,955,433	(50,367,392)	71,493,859
Kerbing	3	79,832,994	1,582,575	(24,948,060)	56,467,509
Footpaths	3	50,938,781	777,698	(23,730,347)	27,986,132
Linear Parks	3	753,967	1,094,578	(369,937)	1,478,608
Stormwater Drainage	3	127,853,515	542,909	(65,888,395)	62,508,029
Off Roads Car parks	3	2,761,928	41,321	(706,868)	2,096,381
Traffic Control	3	5,707,460	66,696	(3,029,577)	2,744,579
Plant & Equipment		-	6,898,418	(5,030,049)	1,868,369
Furniture and Fittings		-	2,610,068	(1,922,970)	687,098
Other assets		3,607,783	2,713,573	(2,867,906)	3,453,450
Right of use assets		-	272,213	(130,661)	141,552
<b>Total Infrastructure, Property, Plant &amp; Equipment</b>		<b>714,263,633</b>	<b>21,302,674</b>	<b>(259,097,287)</b>	<b>476,469,020</b>
<i>Comparatives</i>		<i>699,425,432</i>	<i>23,090,080</i>	<i>(249,092,047)</i>	<i>473,423,465</i>

2019 \$	Fair Value Level	At Fair Value	At Cost	Accum Dep'n	Carrying Amount
Land	3	168,151,875	955,534	-	169,107,409
Buildings & Other Structures	3	123,075,692	2,894,731	(65,668,882)	60,301,541
Infrastructure					
Open Space Infrastructure	3	22,828,462	2,880,839	(10,928,477)	14,780,824
Roads	3	118,269,666	1,225,625	(48,683,822)	70,811,469
Kerbing	3	78,568,258	1,432,537	(24,006,108)	55,994,687
Footpaths	3	50,099,903	942,067	(22,787,314)	28,254,656
Linear Parks	3	1,463,965	-	(642,383)	821,582
Stormwater Drainage	3	125,547,872	1,039,767	(63,828,106)	62,759,533
Off Roads Car parks	3	2,375,432	359,150	(654,583)	2,079,999
Traffic Control	3	5,436,524	214,426	(2,877,395)	2,773,555
Plant & Equipment		-	6,675,147	(4,870,976)	1,804,171
Furniture and Fittings		-	2,550,315	(1,827,524)	722,791
Other assets		3,607,783	1,919,942	(2,316,477)	3,211,248
Right of use assets		-	-	-	-
<b>Total Infrastructure, Property, Plant &amp; Equipment</b>		<b>699,425,432</b>	<b>23,090,080</b>	<b>(249,092,047)</b>	<b>473,423,465</b>
<i>Comparatives</i>		<i>666,519,059</i>	<i>17,759,788</i>	<i>(246,870,181)</i>	<i>437,408,667</i>

**Note 7 – Infrastructure, Property, Plant & Equipment Continued**

	Fair Value Level	2019 \$					2020 \$					
		Carrying Amount	Additions				Carrying Amount	Net Revaluation	Carrying amount movements during the year		Carrying Amount	
			New/Upgrade	Renewals	Disposals	Depreciation			Disposals	Depreciation		
Land	3	169,107,409	-	-	-	-	-	-	-	-	-	169,107,409
Buildings & Other Structures	3	60,301,541	151,354	664,672	(114,176)	(1,721,759)	1,169,312					60,450,944
Infrastructure												
Open Space Infrastructure	3	14,780,824	1,956,063	105,764	(52,030)	(953,851)	148,331					15,985,101
Roads	3	70,811,469	-	1,955,433	(179,061)	(1,841,624)	747,642					71,493,859
Kerbing	3	55,994,687	-	1,582,575	(507,682)	(1,145,486)	543,415					56,467,509
Footpaths	3	28,254,656	-	777,699	(279,965)	(1,035,649)	269,390					27,986,131
Linear Parks	3	821,582	1,094,578	-	(408,004)	(33,350)	3,802					1,478,608
Stormwater Drainage	3	62,759,533	-	542,909	-	(1,407,929)	613,516					62,508,029
Off Roads Car parks	3	2,079,999	-	41,321	-	(45,286)	20,347					2,096,381
Traffic Control	3	2,773,555	66,696	-	-	(122,187)	26,514					2,744,578
Plant & Equipment		1,804,171	152,601	228,823	-	(317,225)	-					1,868,370
Furniture and Fittings		722,791	7,688	52,064	-	(95,445)	-					687,098
Other assets	3	3,211,248	741,825	199,412	(46,255)	(652,780)	-					3,453,450
Right of use assets		-	272,213	-	-	(130,661)	-					141,552
<b>Total Infrastructure, Property, Plant &amp; Equipment</b>		<b>473,423,465</b>	<b>4,443,018</b>	<b>6,150,672</b>	<b>(1,587,173)</b>	<b>(9,503,232)</b>	<b>3,542,269</b>					<b>476,469,020</b>
<i>Comparatives</i>		<i>437,408,665</i>	<i>4,472,395</i>	<i>8,795,809</i>	<i>(1,261,658)</i>	<i>(8,984,395)</i>	<i>32,992,649</i>					<i>473,423,465</i>

## Note 7 – Infrastructure, Property, Plant & Equipment Continued

### Valuation of Assets

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

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

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

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

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

### Valuation Techniques

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

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

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

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

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

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

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

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

### Land and Buildings

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

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

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

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

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

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

In 2019–2020, a review and update of replacement cost has been undertaken by the Council based on the annual average movement in value of like assets. Accordingly, Land and Building assets were indexed by 0% and 2% respectively.

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

### Open Space Assets

The Councils open space assets were independently condition assessed Tonkin Consulting as at 1 July 2016. The basis of valuation adopted was written down replacement cost. All acquisitions made after the respective dates of valuation are recorded at cost. Accordingly, total replacement value, total economic working life and residual economic working life were reliably established for each asset.

In 2019–2020, a review and update of replacement cost has been undertaken by the Council based on the annual average movement in value of like assets. The Open Space Assets were indexed by 1%.

### Road Infrastructure (Roads, Kerbing & Footpaths)

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

In 2019–2020, a review and update of replacement cost has been undertaken by the Council based on the annual average movement in value of like assets. The Road Infrastructure Assets were indexed by 1%.

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

### Linear Park

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

In 2019-2020, a review and update of replacement cost has been undertaken by the Council based on the annual average movement in value of like assets. The Linear Park assets were indexed by 1%.

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

### Stormwater Drainage

Stormwater Drainage assets are independently condition assessed every five years. An independent condition assessment was undertaken as at 1 July 2014 by Tonkin Consulting. In the interim years, the Council annually assesses and where appropriate revises unit costs based on the independent assessment of those rates. The last review of the unit costs was undertaken as at 1 July 2018.

In 2019–2020, a review and update of replacement cost has been undertaken by the Council based on the annual average movement in value of like assets. The Stormwater Drainage assewere indexed by 1%.

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



Note 9 – Reserves	1 July 2019 \$	Net Increments (Decrements) \$	30 June 2020 \$
<b>Asset Revaluation Reserves</b>			
Land	150,814,756	-	150,814,756
Buildings & Other Structures	69,851,459	1,169,312	71,020,771
Infrastructure			
Open Space Infrastructure	7,368,442	148,331	7,516,772
Roads	59,417,396	747,642	60,165,038
Kerbing	61,291,883	543,415	61,835,298
Footpaths	28,933,238	269,390	29,202,629
Linear Parks	400,664	3,802	404,466
Stormwater Drainage	41,323,994	613,516	41,937,510
Off Road Car Park	1,646,272	20,347	1,666,620
Traffic Control Devices	1,938,829	26,514	1,965,342
Other assets	632,578	-	632,578
<b>2020 Total</b>	<b>423,619,509</b>	<b>3,542,269</b>	<b>427,161,780</b>
<i>2019 Totals</i>	<i>390,626,862</i>	<i>32,992,647</i>	<i>423,619,509</i>

**Purpose of Reserve****Asset Revaluation Reserve**

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

Note 10 – Assets Subject to Restriction	Notes	2020 \$	2019 \$
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The uses of the following assets are restricted, wholly or partially, by legislation or other externally imposed requirements. The assets are required to be utilised for the purposes for which control was transferred to Council, or for which the revenues were originally obtained.

<b>Cash &amp; Financial Assets</b>			
Deposits at Call	5	383,612	422,016
<b>Total Assets subject to Externally Imposed Restrictions</b>		<b>383,612</b>	<b>422,016</b>

The following liabilities, included in Note 8, may be discharged from restricted assets in the first instance.

Future Open Space Trust Fund	8	244,973	242,753
Deposits and Bonds held by Council	8	83,430	112,128
St Peter RSL Trust Fund	8	42,346	52,423
New Tree Legislation Fund	8	12,863	14,712
		<b>383,612</b>	<b>422,016</b>

Note 11 – Reconciliation to Statement of Cash Flow	Notes	2020 \$	2019 \$
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**(a) Reconciliation of Cash**

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

Total cash & equivalent assets	5	9,177,368	12,152,115
<b>Balances per Statement of Cash Flow</b>		<b>9,177,368</b>	<b>12,152,115</b>

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

Net Surplus (Deficit)		1,590,187	2,327,391
Non-cash items in Income Statement			
Depreciation, amortisation & impairment		9,503,233	8,984,395
Equity movements in equity accounted investment (increase) decrease		487,794	310,903
Net (increase) decrease in Non-Current Council Rates Postponement Scheme		1,184	7,398
Net increase (decrease) in unpaid employee benefits		442,764	12,423
Net (Gain) Loss on Disposals		1,529,255	1,207,316
Grants for capital acquisitions (treated as Investing Activity Receipts)		(1,164,734)	(1,049,079)
		<b>12,389,683</b>	<b>11,800,747</b>
Add (Less): Changes in Net Current Assets			
Net (increase) decrease in receivables		43,378	(472,158)
Net increase (decrease) in trade & other payables		1,104,408	861,985
<b>Net Cash provided by (or used in) operations</b>		<b>13,367,988</b>	<b>12,190,574</b>

**(c) Non-Cash Financing and Investing Activities**

Acquisition of assets by means of			
Physical resources received free of charge		-	24,000

**(d) Financing Arrangements****Unrestricted access was available at balance date to the following lines of credit:**

Cash Advance Facilities	6,000,000	6,000,000
Corporate Credit Cards	35,000	35,000

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

## Note 12 – Functions

Income, Expenses &amp; Assets have been directly attributed to the following functions &amp; activities

	Income*		Expenses*		Operating Surplus (Deficit)*		Grants Included in Income		Total Assets Held (Current and Non-Current)	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
Community Services	3,801,047	3,862,692	5,163,859	5,178,827	(1,362,812)	(1,316,135)	1,083,645	1,114,546	24,626,888	30,037,560
Culture	442,458	639,478	2,364,367	2,583,957	(1,921,909)	(1,944,479)	121,926	116,280	5,472,642	6,675,013
Economic Development	225,576	239,139	969,841	965,755	(744,265)	(726,616)	-	-	-	-
Environment	890,520	363,703	7,374,338	6,931,305	(6,483,818)	(6,567,602)	540,035	272,931	3,625,625	4,422,196
Recreation	527,551	603,262	3,379,386	3,833,451	(2,851,834)	(3,230,189)	5,000	-	218,495,226	266,499,904
Regulatory Services	1,523,332	1,695,182	2,686,043	2,757,441	(1,162,711)	(1,062,259)	-	-	2,736,321	3,337,507
Transport & Communication	361,019	0	1,159,629	951,164	(798,609)	(951,164)	-	-	224,391,015	159,361,983
Plant Hire/Depot Indirect	7,426	7,804	856,832	860,028	(849,406)	(852,224)	-	-	-	-
Council Administration	37,979,546	37,264,903	18,941,153	17,923,714	19,038,393	19,341,189	1,208,049	1,648,341	29,647,394	27,332,317
<b>Totals</b>	<b>45,758,476</b>	<b>44,676,163</b>	<b>42,895,448</b>	<b>41,985,642</b>	<b>2,863,028</b>	<b>2,690,521</b>	<b>2,958,655</b>	<b>3,152,098</b>	<b>508,995,112</b>	<b>497,666,480</b>

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

## Note 12 – Components of Functions Continued

The activities relating to Council functions are as follows:

## Business Undertakings

Private Works

## Community Services

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

## Culture

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

## Economic Development

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

## Environment

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

## Recreation

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

## Regulatory Services

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

## Transport

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

## Council Administration

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

## Note 13 – Financial Instruments

## Recognised Financial Instruments

<b>Bank, Deposits at Call, Short Term Deposits</b>	<b>Accounting Policy:</b> Carried at lower of cost and net realisable value; Interest is recognised when earned.
	<b>Terms &amp; conditions:</b> Deposits are returning fixed interest rates between 0.25% and 1.25% (2019: 1.25% and 2.05%).
	<b>Carrying amount:</b> approximates fair value due to the short term to maturity.
<b>Receivables - Rates &amp; Associated Charges</b> (including legal & penalties for late payment)	<b>Accounting Policy:</b> Carried at nominal values less any allowance for doubtful debts. An allowance for doubtful debts is recognised (and re-assessed annually) when collection in full is no longer probable.
	<b>Terms &amp; conditions:</b> Secured over the subject land, arrears attract interest of 6.60% (2019: 6.60%) Although the Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries in the State.
	<b>Carrying amount:</b> approximates fair value (after deduction of any allowance).
<b>Receivables - Fees &amp; other charges</b>	<b>Accounting Policy:</b> Carried at nominal values less any allowance for doubtful debts. An allowance for doubtful debts is recognised (and re-assessed annually) when collection in full is no longer probable.
	<b>Terms &amp; conditions:</b> Unsecured, and do not bear interest. Although the Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries.
	<b>Carrying amount:</b> approximates fair value (after deduction of any allowance).
<b>Receivables - other levels of Government</b>	<b>Accounting Policy:</b> Carried at nominal value.
	<b>Terms &amp; conditions:</b> Amounts due have been calculated in accordance with the terms and conditions of the respective programs following advice of approvals, and do not bear interest. All amounts are due by Departments and Agencies of the Governments of the Commonwealth & State.
	<b>Carrying amount:</b> approximates fair value.
<b>Liabilities - Creditors and Accruals</b>	<b>Accounting Policy:</b> Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Council.
	<b>Terms &amp; conditions:</b> Liabilities are normally settled on 30 day terms.
	<b>Carrying amount:</b> approximates fair value.
<b>Liabilities - Interest Bearing Borrowings</b>	<b>Accounting Policy:</b> Carried at the principal amounts. Interest is charged as an expense as it accrues.
	<b>Terms &amp; conditions:</b> secured over future revenues, borrowings are for a fixed term ranging from between 10 years to 20 years; interest is charged at fixed (or variable - describe) rates between 2.40% and 6.8% (2018: 4.20% and 6.8%).
	<b>Carrying amount:</b> approximates fair value.
<b>Liabilities - Finance Leases</b>	<b>Accounting Policy:</b> accounted for in accordance with AASB 117 Leases.

## Note 13 – Financial Instruments Continued

Liquidity Analysis	Due < 1 year \$	Due > 1 year; < 5 years \$	Due > 5 years \$	Total Contractual Cash Flows \$	Carrying Values \$
<b>2020</b>					
<b>Financial Assets</b>					
Cash & Equivalents	9,177,368	-	-	9,177,368	9,177,368
Receivables	1,011,180	-	-	1,011,180	662,626
Other Financial Assets	9,262	7,746	-	17,008	17,008
	<b>10,197,810</b>	<b>7,746</b>	<b>-</b>	<b>10,205,556</b>	<b>9,857,003</b>
<b>2020</b>					
<b>Financial Liabilities</b>					
Payables	10,223,113	1,053,437	293,618	11,570,168	11,570,168
Current Borrowings	1,986,581	-	-	1,986,581	1,541,028
Lease Liabilities	112,360	34,467	-	146,827	143,856
Non-Current Borrowings	-	5,145,520	7,293,600	12,439,120	10,356,769
	<b>12,322,054</b>	<b>6,233,424</b>	<b>7,587,218</b>	<b>26,142,696</b>	<b>23,611,821</b>
<b>2019</b>					
<b>Financial Assets</b>					
Cash & Equivalents	12,152,115	-	-	12,152,115	12,152,115
Receivables	1,173,153	-	-	1,173,153	900,748
Other Financial Assets	16,764	56,668	-	73,432	60,085
	<b>13,342,032</b>	<b>56,668</b>	<b>-</b>	<b>13,398,700</b>	<b>13,112,948</b>
<b>2019</b>					
<b>Financial Liabilities</b>					
Payables	9,097,222	781,978	347,128	10,226,328	10,226,329
Current Borrowings	2,346,701	-	-	2,346,701	1,781,492
Non-Current Borrowings	-	5,028,200	2,849,218	7,877,418	5,387,786
	<b>11,443,923</b>	<b>5,810,178</b>	<b>3,196,346</b>	<b>20,450,447</b>	<b>17,395,608</b>

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

	30 June 2020		30 June 2019	
	Weighted Average Interest Rate %	Carrying Value \$	Weighted Average Interest Rate %	Carrying Value \$
Fixed Interest Rates	3.96	11,897,797	6.64	7,169,276
		<b>11,897,797</b>		<b>7,169,276</b>

**Note 13 – Financial Instruments Continued****Net Fair Value**

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

**Risk Exposures**

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

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

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

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

**Note 14 – Commitments****Capital Commitments**

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

	2020 \$	2019 \$
Infrastructure – Buildings	1,661,149	6,593,282
Infrastructure – Road & Footpath	272,677	-
Infrastructure – Open Space	466,992	-
	<b>2,400,818</b>	<b>6,593,282</b>

These expenditures are payable:

Not later than one year	2,400,818	6,593,282
	<b>2,400,818</b>	<b>6,593,282</b>

**Other Expenditure Commitments**

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

Audit Services	49,500	73,500
Employee Remuneration Contracts	821,375	999,439
	<b>870,875</b>	<b>1,072,939</b>

**Note 15 – Financial Indicators**

	2020 Amounts	2020 Indicator	2019 Indicator	2018 Indicator
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These Financial Indicators have been calculated in accordance with *Information Paper 9 - Local Government Financial Indicators* prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia.

**Operating Surplus Ratio**

Operating Surplus	2,375,234	5.2%	5.3%	9.3%
<b>Total Operating Revenue</b>	<b>45,786,081</b>			

This ratio expresses the operating surplus as a percentage of total operating revenue.

Adjusted Operating Surplus Ratio	2,375,234	5.1%	4.6%	9.2%
<b>Total Operating Revenue</b>	<b>45,725,954</b>			

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

**Net Financial Liabilities Ratio**

Net Financial Liabilities	12,837,009	28%	8.0%	1.8%
<b>Total Operating Revenue</b>	<b>45,786,081</b>			

*Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses). These are expressed as a percentage of total operating revenue.*

**Asset Sustainability Ratio**

Net Asset Renewals	8,868,631	113%	116%	62%
<b>Infrastructure &amp; Asset Management Plan required expenditure</b>	<b>7,875,564</b>			

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

**Note 16 – Uniform Presentation of Finances**

	2020	2019
	\$	\$

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

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

Income	45,786,081	44,711,050
Expenses	(43,410,847)	(42,331,431)
	<b>2,375,234</b>	<b>2,379,618</b>

**Net Outlays on Existing Assets**

Capital Expenditure on renewal and replacement of Existing Assets	(8,919,370)	(9,009,191)
Add back Depreciation, Amortisation and Impairment	9,503,233	8,984,395
Add back Proceeds from Sale of Replaced Assets	50,739	4,896
	<b>(634,602)</b>	<b>(19,900)</b>

**Net Outlays on New and Upgraded Assets**

Capital Expenditure on New and Upgraded Assets	13,174,690	(6,614,928)
Add back Amounts received specifically for New and Upgraded Assets	1,164,734	1,049,079
Add back Proceeds from Sale of Surplus Assets	7,179	4,160
	<b>12,002,777</b>	<b>(5,561,689)</b>

<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(8,992,942)</b>	<b>(3,201,971)</b>
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**Note 17 – Leases****Lease payment commitments of Council**

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

**Right-of-use assets**

	Buildings & Other Structures 2020 \$	Plant, Machinery & Equipment 2020 \$	Total 2020 \$
<b>Adoption of AASB 16 at 1 July 2019</b>	-	<b>212,192</b>	<b>212,192</b>
Additions of right-of-use assets	26,294	33,727	60,021
Depreciation charge	(13,147)	(117,514)	(130,661)
<b>At 30 June 2020</b>	<b>13,147</b>	<b>128,405</b>	<b>141,552</b>

**Leasing Liability**

	Buildings & Other Structures 2020 \$	Plant, Machinery & Equipment 2020 \$	Total 2020 \$
<b>Adoption of AASB 16 at 1 July 2019</b>	-	<b>212,192</b>	<b>212,192</b>
Additions	26,294	33,727	60,021
Accretion of Interest	515	5,357	5,872
Payment	(13,142)	(121,088)	(134,230)
<b>At 30 June 2020</b>	<b>13,667</b>	<b>130,188</b>	<b>143,855</b>
Current	13,667	96,336	110,003
Non-Current	-	33,852	33,852

The maturity analysis of lease liabilities is included in Note 13

**Amounts recognised in profit or loss**

	2020 \$
Depreciation expense of right-of-use assets	130,661
Interest expense on lease liabilities	5,872
Expense relating to short term leases	7,435
Expense relating to leases of low-value assets	119,757
<b>Total amount recognised in profit or loss</b>	<b>263,725</b>

**Note 18 – Superannuation**

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

**Marketlink (Accumulation Fund) Members**

Marketlink receives both employer and employee contributions on a progressive basis. Employer contributions are based on a fixed percentage of employee earnings in accordance with superannuation guarantee legislation (9.5% in 2019–2020; 9.5% in 2018–2019).

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

**Salarylink (Defined Benefit Fund) Members**

Salarylink is a defined benefit scheme where the benefit payable is based on a formula determined by the member's contribution rate, number of years of contribution and final average salary. The Council makes employer contributions to Salarylink as determined by the Scheme's Trustee based on advice from the Scheme's Actuary. The rate is currently 6.3% (6.3% in 2018–2019) of "superannuation" salary.

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

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

As required by law, an actuarial valuation is conducted for the Local Super Scheme every three years. The most recent review was conducted for the three years ending 30 June 2017. 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 Council's contribution rates at some future time.

**Contributions to Other Superannuation Schemes**

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

**Note 19 – Joint Ventures and Associated Entities**

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

**Highbury Landfill Authority Inc.**

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

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

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

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

	2020	2019
<b>Council's respective interests are:</b>		
- interest in outputs of the joint operation	40.4%	40.4%
- ownership interest in the joint operation	40.4%	40.4%
- the proportion of voting power in the joint operation	40.4%	40.4%

**Movements in Investment in Joint Operation**

	\$	\$
Opening Balance	(1,429,064)	(1,528,888)
New Capital Contributions	80,714	96,453
Share in Operating Result	(48,150)	3,371
<b>Share in Equity of Joint Operation</b>	<b>(1,196,500)</b>	<b>(1,429,064)</b>

**Operating Expenditures payable**

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

- arising from joint and several liability of all members	-	25,000
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**Note 19 – Joint Ventures and Associated Entities Continued****Eastern Waste Management Authority Inc.**

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

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

	2020	2019
<b>Council's respective interests are:</b>		
- interest in outputs of the joint operation	14.3%	14.3%
- ownership interest in the joint operation	14.3%	14.3%
- the proportion of voting power in the joint operation	14.3%	14.3%
<b>Movements in Investment in Joint Operation</b>		
	\$	\$
Opening Balance	101,022	67,602
Share in Operating Result	27,605	24,194
Share in Other Comprehensive Income	9,226	9,226
<b>Share in Equity of Joint Operation</b>	<b>137,853</b>	<b>101,022</b>

**Expenditure Commitments**

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

<b>Operating Expenditures payable</b>		
Not later than one year	-	263,000
Later than one year and not later than 5 years	-	1,159,000
Later than 5 years	-	80,000
	-	<b>1,502,000</b>

The East Waste Management Authority Inc. does have an expenditure commitment to replace the vehicle fleet which at the reporting date totalled \$2.3 million

**Note 19 – Joint Ventures and Associated Entities Continued****Eastern Health Authority Inc.**

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

The Authority provides health services to member Councils.

	2020	2019
<b>Council's respective interests are:</b>		
- interest in outputs of the joint operation	31.05%	30.37%
- ownership interest in the joint operation	31.05%	30.37%
- the proportion of voting power in the joint operation	31.05%	30.37%
<b>Movements in Investment in Joint Operation</b>		
	\$	\$
Opening Balance	148,297	141,391
Share in Operating Result	(4,161)	7,322
Adjustment to Equity Share	3,300	(417)
<b>Share in Equity of Joint Operation</b>	<b>147,436</b>	<b>148,297</b>

**Expenditure Commitments**

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

<b>Operating Expenditures payable</b>		
Not later than one year	191,319	64,188
Later than one year and not later than 5 years	42,919	73,861
Later than 5 years	988,227	-
Minimum lease payments	1,222,465	138,049
Less: Future Finance Charges	-	(45,644)
	<b>1,222,465</b>	<b>92,405</b>

**Note 19 – Joint Ventures and Associated Entities Continued****ERA Water**

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

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

**Council's respective interests are:**

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

<b>Movements in Investment in Joint Operation</b>	<b>\$</b>	<b>\$</b>
Opening Balance	2,641,096	2,986,886
Share in Operating Result	(463,088)	(345,790)
<b>Share in Equity of Joint Operation</b>	<b>2,178,008</b>	<b>2,641,096</b>

**Note 20 – Assets and Liabilities not recognised**

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

**Land under Roads**

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

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

**Potential Insurance Losses**

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

**Legal Expenses**

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

**Note 21 - Events Occurring After Reporting Date**

Consistent with disclosures under AASB 110 - Events after Balance Date, there were no events subsequent to 30 June 2020 that need to be disclosed in the financial statement.

**Note 22 – Related Party Disclosures**

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

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

	<b>2020</b>	<b>2019</b>
	<b>\$</b>	<b>\$</b>
Salaries, allowances & other short term benefits	1,261,459	1,240,374
Post-employment benefits	86,675	88,484
Long term benefits	6,523	17,612
<b>Total Compensation Paid</b>	<b>1,354,657</b>	<b>1,346,470</b>

*Amounts paid as direct reimbursement of expenses incurred on behalf of Council have not been included above*

## STATEMENT OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of the City of Norwood Payneham and St Peters for the year ended 30 June 2020 the Council's Auditor, BDO, has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

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



Mario Barone

CHIEF EXECUTIVE OFFICER

Dated 26 October 2020



John Minney

PRESIDING MEMBER  
AUDIT COMMITTEE

## Auditor Profile

BDO, established in Australia in 1975 as an association of firms, provides audit, tax and advisory services to individuals, businesses, corporate firms and government enterprises across a broad range of industry sectors.

BDO has more than 160 Partners and staff in South Australia who are located in offices in the Adelaide CBD and McLaren Vale.

Geoff Edwards is currently assigned to Council's External Audit contract.

Geoff is an Audit Partner with BDO in South Australia specialising in audit and corporate services. He has experience with financial modelling, particularly in large and complex financing proposals, and providing technical financial reporting advice to clients. Geoff has more than 20 years of experience in both England and Australia working with both large and mid-tier firms.

Geoff's professional and academic qualifications:

- Chartered Accountant (Australia, England & Wales)
- Registered Company Auditor
- Diploma, Accounting Studies

Geoff's professional affiliations:

- Member, Chartered Accountants Australia & New Zealand
- Member of the South Australian Local Government Finance Managers Group (SALGFMG)

# Independent Auditor's Report



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Level 7, BDO Centre  
420 King William Street  
Adelaide SA 5000  
GPO Box 2018, Adelaide SA 5001  
AUSTRALIA

## CERTIFICATION OF AUDITOR INDEPENDENCE

I confirm that, for the audit of the financial statements of the City of Norwood Payneham & St Peters for the year ended 30 June 2020, 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.

A handwritten signature in blue ink, appearing to read 'G Edwards', is written above the printed name.

G K Edwards  
Director

**BDO Audit (SA) Pty Ltd**

Adelaide, 20 November 2020

BDO Audit (SA) Pty Ltd ABN 33 161 379 086 is a member of a national association of separate entities which are all members of BDO (Australia) Ltd ABN 77 050 110 275, an Australian company limited by guarantee. BDO Audit (SA) Pty Ltd and BDO (Australia) Ltd are members of BDO International Ltd, a UK company limited by guarantee, and form part of the international BDO network of independent member firms. Liability limited by a scheme approved under Professional Standards Legislation.



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 Australia

## INDEPENDENT AUDITOR'S REPORT TO THE PRINCIPAL MEMBER OF THE CITY OF NORWOOD PAYNEHAM & ST PETERS

### Report on the Audit of the Financial Report

#### Opinion

We have audited the financial report of the City of Norwood Payneham & St Peters ("the Council"), which comprises the statement of financial position as at 30 June 2020, the statement of profit and loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial report, including a summary of significant accounting policies, and the certification of the financial statements.

In our opinion the financial report of the Norwood Payneham & St Peters, presents fairly, in all material respects, the Council's financial position as at 30 June 2020 and its financial performance for the year ended on that date in accordance with Australian Accounting Standards, the *Local Government Act 1999*, and the *Local Government (Financial Management) Regulations 2011*.

#### Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Council in accordance with the *Local Government Act 1999* and the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants* (including Independence Standards) (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the *Local Government Act 1999*, which has been given to the Council, would be in the same terms if given to the Council as at the time of this auditor's report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Information Other than the Financial Report and Auditor's Report Thereon

Management is responsible for the other information. The other information obtained are the general purpose financial reports of the regional subsidiaries, which we obtained prior to the date of this auditor's report, and the Annual Report, which is expected to be made available to us after that date.

Our opinion on the financial report does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the directors and will request that it is corrected. If it is not corrected, we will seek to have the matter appropriately brought to the attention of users for whom our report is prepared.

#### Council's responsibility for the Financial Report

The Council's officers are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* and for such internal control as the Council's officers determine is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Council's officers are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Council's officers either intend to liquidate the Council or to cease operations, or has no realistic alternative but to do so.

#### Auditor's responsibilities for the audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website (<http://www.auasb.gov.au/Home.aspx>) at: [http://www.auasb.gov.au/auditors\\_files/ar3.pdf](http://www.auasb.gov.au/auditors_files/ar3.pdf).

This description forms part of our auditor's report.

**BDO Audit (SA) Pty Ltd**

**G K Edwards**  
 Director

Adelaide, 20 November 2020



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## INDEPENDENT ASSURANCE REPORT

### ON THE INTERNAL CONTROLS OF THE CITY OF NORWOOD PAYNEHAM & ST PETERS

#### Opinion

We have undertaken a reasonable assurance engagement on the design and the operating effectiveness of controls established by City of Norwood Payneham & St Peters (“the Council”) in relation to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities, throughout the period 1 July 2019 to 30 June 2020 relevant to ensuring such transactions have been conducted properly and in accordance with law.

In our opinion, in all material respects:

- (a) The controls established by the Council in relation to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities were suitably designed to ensure such transactions have been conducted properly and in accordance with law; and
- (b) The controls operated effectively as designed throughout the period from 1 July 2019 to 30 June 2020.

#### Basis for opinion

We conducted our engagement in accordance with Standard on Assurance Engagements ASAE 3150 *Assurance Engagements on Controls* issued by the Auditing and Assurance Standards Board.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### The Council’s responsibilities for the internal controls

The Council is responsible for:

- a) The receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities;
- b) Identifying the control objectives
- c) Identifying the risks that threaten achievement of the control objectives
- d) Designing controls to mitigate those risks, so that those risks will not prevent achievement of the identified control objectives; and
- e) Operating effectively the controls as designed throughout the period.

#### Our independence and quality control

We have complied with the independence and other relevant ethical requirements relating to assurance engagements, and apply Auditing Standard ASQC 1 *Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, and Other Assurance Engagements* in undertaking this assurance engagement.

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#### Assurance practitioner’s responsibilities

Our responsibility is to express an opinion, in all material respects, on the suitability of the design to achieve the control objectives and the operating effectiveness of controls established by the Council in relation to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities. ASAE 3150 requires that we plan and perform our procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the control objectives and the controls operated effectively throughout the period.

An assurance engagement to report on the design and operating effectiveness of controls involves performing procedures to obtain evidence about the suitability of the design of controls to achieve the control objectives and the operating effectiveness of controls throughout the period. The procedures selected depend on our judgement, including the assessment of the risks that the controls are not suitably designed or the controls did not operate effectively. Our procedures included testing the operating effectiveness of those controls that we consider necessary to achieve the control objectives identified. An assurance engagement of this type also includes evaluating the suitability of the control objectives.

#### Limitations of controls

Because of the inherent limitations of an assurance engagement, together with any internal control structure it is possible that, even if the controls are suitably designed and operating effectively, the control objectives may not be achieved and so fraud, error, or non-compliance with laws and regulations may occur and not be detected.

An assurance engagement on operating effectiveness of controls is not designed to detect all instances of controls operating ineffectively as it is not performed continuously throughout the period and the tests performed are on a sample basis. Any projection of the outcome of the evaluation of controls to future periods is subject to the risk that the controls may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.

BDO Audit (SA) Pty Ltd

G K Edwards  
Director

Adelaide, 20 November 2020

# Glossary

## 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>	Disability Discrimination Act 2005
<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.

# Index—Legislative Reporting Requirements

All councils and council subsidiaries in South Australia must produce an annual report. Section 131 of the *Local Government Act 1999* (the Act), requires a council to produce an annual report, and Schedule 4 of the Act sets out the information to be included.

Schedule 4 prescribes in detail a council's obligations to provide certain material and to report on other matters in its annual report. The Act also at various sections contains other prescribed reporting requirements as part of a Council's for annual report.

Section 132 of the Act requires the annual report to be published on the Council's website.

In addition, a council subsidiary must "furnish to the council or to the constituent councils a report on the work and operations of the subsidiary" annually (on or before a day determined by the council or constituent councils and must be incorporated into the annual report of all the constituent councils.

Other statutory requirements relate to the Clause 7 statement on the application of competition principles, the *Libraries Act 1982* and the *Copyright Act 1968*.

## Annual Report Requirements *Local Government Act 1999*

The annual reporting requirements prescribed in the *Local Government Act 1999* are summarised as follows:

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## *Local Nuisance and Litter Control Act 2017*

Section 8 of the *Local Nuisance and Litter Control Act 2017* requires councils to include information in its annual report regarding the functions conferred on councils under this Act.

For the purposes of Section 8 of the Act, a council's annual report should include details of:	152
(a) the number of complaints of local nuisance or littering received by the Council; and	
(b) the number and nature of:	
- offences under the Act that were expiated; and	
- offences under the Act that were prosecuted; and	
- nuisance abatement notices or litter abatement notices issued; and	
- civil penalties negotiated under Section 34 of the Act; and	
- applications by the Council to the Court for orders for civil penalties under Section 34 of the Act and the number of orders made by the Court on those applications; and	
(c) any other functions performed by the Council under the Act.	

## **Council Facilities**

### **The Council's Principal Office is located at:**

Norwood Town Hall  
175 The Parade, Norwood

### **Additional sites of operation include:**

**Council Works Depot**  
Davis Street, Glynde

**Norwood Library**  
110 The Parade, Norwood

**St Peters Library**  
101 Payneham Road, St Peters

**Payneham Library & Community Facilities Complex  
(Tirkandi)**  
2 Turner Street, Felixstow

**Payneham Community Centre**  
374 Payneham Road, Payneham

**Cultural Heritage Centre**  
101 Payneham Road, St Peters

**Norwood Swimming Centre**  
Phillips Street, Kensington

**Payneham Memorial Swimming Centre**  
OG Road, Felixstow

### **The Council also operates two unique entities:**

**St Peters Child Care Centre**  
42–44 Henry Street, Stepney

**Norwood Concert Hall**  
175 The Parade, Norwood

## **Additional Copies**

The 2019–2020 Annual Report can be viewed online at [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)

Additional copies may also be obtained by:

- visiting any of the Council's Libraries
- emailing [townhall@npsp.sa.gov.au](mailto:townhall@npsp.sa.gov.au)
- contacting the Council on (08) 8366 4555
- writing to the Council at PO Box 204, Kent Town SA 5074

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