

A PROGRESSIVE
CITY WITH
A STRONG
COMMUNITY
SPIRIT.



Annual Report

2020–2021

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



City of
Norwood
Payneham
& St Peters

Welcome

The City of Norwood Payneham & St Peters 2020–2021 Annual Report provides a comprehensive account of the Council's performance, achievements, challenges and financial management, from 1 July 2020 to 30 June 2021.

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 2020–2021 Annual Report, please contact the Council via email: 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 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 2020–2021 is on pages 6–41.
- Information about the Council and our organisation can be found on pages 43–143.

- Our performance outcomes for the 2020–2021 financial year and information on how we are meeting each of our strategic outcomes is on pages 145–205.
- To view our 2020–2021 financial indicators and audited financial statements, please see pages 227–271.

A glossary of terms and acronyms used throughout the report is on pages 272–275.

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

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

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

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

Italian

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

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

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

Chinese

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

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

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

Hindi

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

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

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

Greek

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

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

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

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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.



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.

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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 people lived around the four creeks which traverse the City, gathering for ceremony and cultural activities prior to European settlement in the 1830s.

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

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

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

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

Our City

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

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

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

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

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

Our Identity

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

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

The 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

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.

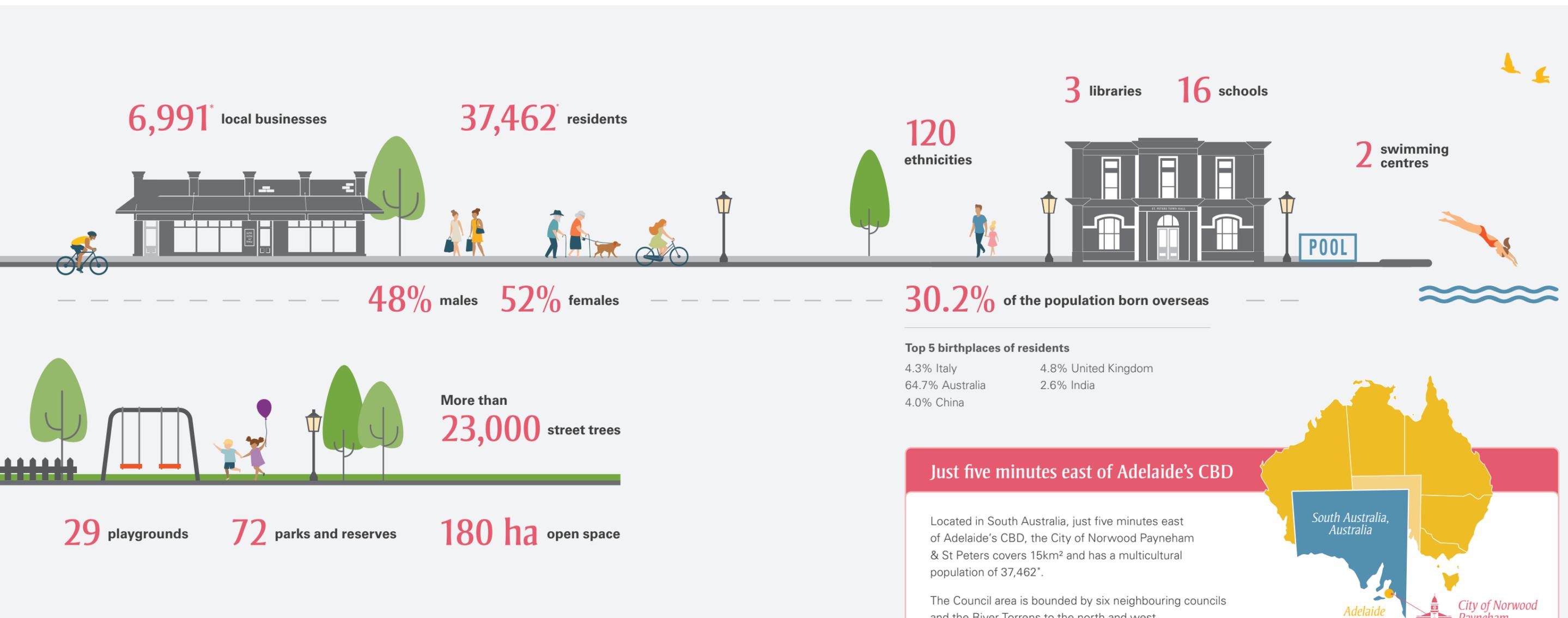
A hub for new and emerging industries, co-working spaces and creative destinations, the proximity to Adelaide’s central business district makes the City an ideal location of choice for businesses of all shapes and sizes.

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.



Source: Australian Bureau of Statistics 2019 Estimated Resident Population
 *Information collected from Economic Development Strategy 2021–2026 & REMPLAN 2021.

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



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

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

“CityPlan 2030 plays a pivotal role in guiding the City of Norwood Payneham & St Peters towards the community’s vision for the future. Achieving the strategies contained in CityPlan 2030 requires transparent and accountable governance structures and processes which are both flexible and responsive to the future opportunities and challenges that will present themselves. It will also require a positive ‘can-do’ attitude and approach to ensure that we realise the future which we want for ourselves and the next generation, rather than just ‘letting things happen’.”

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.

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

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

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

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

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

Year In Review

Performance Highlights

Outcome 1: Social Equity

An inclusive, connected, accessible and friendly community



Come and Try Program, FitKids

Outcome 2: Cultural Vitality

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



Citizenship Ceremony, Australia Day 2021

2020–2021 Achievements

- ✓ Completed the Mid-Term Review of *CityPlan 2030: Shaping Our Future* to confirm the ongoing relevance of our strategic directions. Page 11
- ✓ Completed the annual Capital Works Program, which includes upgrades to civil infrastructure (roads, footpaths and kerbing), buildings and open space assets. Page 156
- ✓ Converted Charlotte Lane to a public road in accordance with the Council's Private Laneway Policy. Page 155
- ✓ Completed the construction of the unisex toilets at Payneham Oval. Page 152
- ✓ Provided more than \$55,800 to 18 community groups to support local initiatives as part of the 2020–2021 Community Funding Program. Page 120
- ✓ Engaged with young people through a range of programs created by the Youth Development Co-ordinator. Page 107
- ✓ Delivered 19,765 hours of Community Care Services. Page 176
- ✓ Provided Home Maintenance Services to more than 340 citizens. Page 176
- ✓ Counted 2284 cyclists at the Annual Bicycle Count. Page 179
- ✓ Consulted with the community about speed reduction in two suburbs in the Council. Page 106
- ✓ Purchased a new community bus. Page 35

Challenges

- Volunteer recruitment and retention has been impacted mainly by the COVID-19 pandemic and to a lesser degree, Volunteers moving interstate for work and other family commitments.
- As a result of COVID-19, reduced participation in events and programs.
- Reduction in funding for Community Care Services from the Federal Government.

The year ahead

- Development and implementation of initiatives in the Smart City Plan.
- Further development of The Parade Masterplan, with a focus on pedestrian safety.
- Delivery of the Capital Works Program.
- Implementation of a trial walking trail in accordance with the Council's Wayfinding Strategy.

2020–2021 Achievements

- ✓ Hosted 2021 History Festival, *Between Two Worlds*. Page 185
- ✓ More than 20 artists took part in Art on Parade. Page 18
- ✓ Received a \$5.6 million grant to assist with the redevelopment of the Payneham Memorial Swimming Centre. Page 186
- ✓ Welcomed 225 new citizens into our community. Page 123
- ✓ The Burchell Reserve Masterplan was endorsed by the Council. Page 186
- ✓ Issued 136 busking permits, on average, twice a week. Page 183
- ✓ Hosted the Australia Day Citizen of the Year Awards. Page 122
- ✓ 1101 development applications were lodged with the Council. Page 186
- ✓ More than 1400 people attended Jazz in the Park and Symphony in the Park. Page 183
- ✓ Showcased 20 Fringe acts, across four venues in the City. Page 183
- ✓ 13 schools took part in the Festival Gallery on Osmond Terrace. Page 184
- ✓ 10 donations were made to the Council's Civic Collection. Page 185
- ✓ The Council investigated 224 local nuisance complaints. Page 204

Challenges

- Cancellation of a number of events including the iconic Norwood Christmas Pageant, Twilight Carols and Zest for Life Program due to COVID-19 restrictions.

The year ahead

- Development of Burchell Reserve, St Peters.
- Work is expected to start in 2022 on the \$20 million redevelopment of the Payneham Memorial Swimming Centre.
- Implementation of the new Home Delivery Library Service to reach many more residents in the community.
- Commissioning of the Council's fourth quadrennial major public artwork.
- Restoration of the Osmond Terrace War Memorial.

Year In Review

Performance Highlights

Outcome 3: Economic Prosperity

A dynamic and thriving centre for business and services



Eastside Happy Hour Extended Session - Lambrook Wines

Outcome 4: Environmental Sustainability

A leader in environmental sustainability



2020 Sustainable Garden Award, Mayor's Award, Prince Alfred College Early Learning Centre

2020–2021 Achievements

- ✓ Adopted the Council's 2021–2026 Economic Development Strategy. Page 213
- ✓ Hosted Raising the Bar Adelaide events across the City. Page 190
- ✓ 55 local businesses participated in the Council's VIP Shopping Day. Page 191
- ✓ Hosted the Eastside Business Awards to recognise the best small businesses in the City, as voted by the public. Page 133
- ✓ Multiple businesses took part in filming for the lifestyle television program, Adelady. Page 187
- ✓ The Parade Norwood Veterinary Clinic inducted in the Eastside Business Award Hall of Fame. Page 134
- ✓ Launched the unique travel competition, Book a Holiday – Win a Holiday. Page 190
- ✓ Local businesses took part in the successful Cellar Door Fest which attracted 10,000 attendees. Page 190
- ✓ Issued 46 electronic direct mail (EDM) communication to businesses within the City. Page 189
- ✓ Presented a series of Business Growth Workshops. Page 192
- ✓ Partnered with Magill Road business BIE creative to deliver 16 Eastside Happy Hour Live sessions. Page 139

Challenges

- Continuing to improve engagement with the Council's four business precincts.
- Meeting the ongoing challenges of building a robust and sustainable local economy.

The year ahead

- Implementation of the Council's Economic Development Strategy.
- Continuing to support local businesses that are recovering from the COVID-19 pandemic.
- Working with traders to boost the local economy by developing new competitions and events.

2020–2021 Achievements

- ✓ Completed the Street Tree Planting Program, which involved planting 300 additional trees over the course of the program. Page 199
- ✓ Endorsed the 2020–2030 Corporate Emissions Reduction Plan, which is aimed at ensuring the Council can achieve its 2030 target of zero corporate carbon emissions by 2030. Page 201
- ✓ Issued more than 3,500 kitchen caddies to households in the City. Page 198
- ✓ Hosted the Sustainable Gardens Awards. Page 126
- ✓ Adopted a Verge Policy to encourage citizens to green their verges. Page 200
- ✓ Endorsed the Low Emissions Fleet Transition Paper. Page 201
- ✓ Diverted 1,313 kgs of batteries and 439 kgs of mobile phones from landfill. Page 198
- ✓ Submitted comments to the State Government's Waste Strategy for South Australia 2020–2025. Page 198
- ✓ Undertook three tours of St Peters Billabong hosted by the Friends of the Billabong Volunteers. Page 200

Challenges

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

The year ahead

- Implementation of the Objectives in the 2020–2030 Corporate Emissions Reduction Plan.
- Continuing to identify open spaces for greening and links to wildlife habitat.
- Implementing energy and water efficiency measures.
- Continuing to increase corporate purchases of products or materials that contain recycled content.
- Encouraging green cover on private land.

Year In Review

Fast Facts

WEBSITE VISITS

291,311

Total website visits. Page 175

270,064 in 2019–2020
277,413 in 2018–2019

JAZZ IN THE PARK ATTENDANCE

810

Event attendance. Page 183

1200 in 2019–2020
1100 in 2018–2019

RAISING THE BAR TICKETS

930

Raising the Bar tickets. Page 190

1,804 in 2019–2020
930 in 2018–2019

GENERAL WASTE COLLECTED

7,223

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

270,064 in 2019–2020 | 277,413 in 2018–2019

COMMUNITY SERVICE

19,675

Hours of Community Care Service delivered. Page 176

20,349 in 2019–2020 | 27,000 in 2018–2019

BIKE COUNT

2,284

Annual Bicycle Count. Page 179

1,283 in 2019–2020
1,296 in 2018–2019

NEW CITIZENS

225

New citizens welcomed into our community. Page 123

222 in 2019–2020
178 in 2018–2019

COMMUNITY FUNDING

\$55,818

Community Funding Program. Page 120

\$53,758 in 2019–2020

STREET TREES

510

Number of new street trees planted. Page 199

391 in 2019–2020
554 in 2018–2019

SERVICE REQUESTS

11,288

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

10,000 in 2019–2020 | 6,290 in 2018–2019

DEVELOPMENT ASSESSMENTS

1101

Development Applications were lodged with the Council. Page 186

917 in 2019–2020
887 in 2018–2019



Linde Reserve, Stepney

Year In Review

Events

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

Like every city in the world, the Council faced a variety of challenges in delivering these much-loved events and, unfortunately, the iconic Norwood Christmas Pageant was cancelled together with the annual Twilight Carols event and Zest for Life festival.

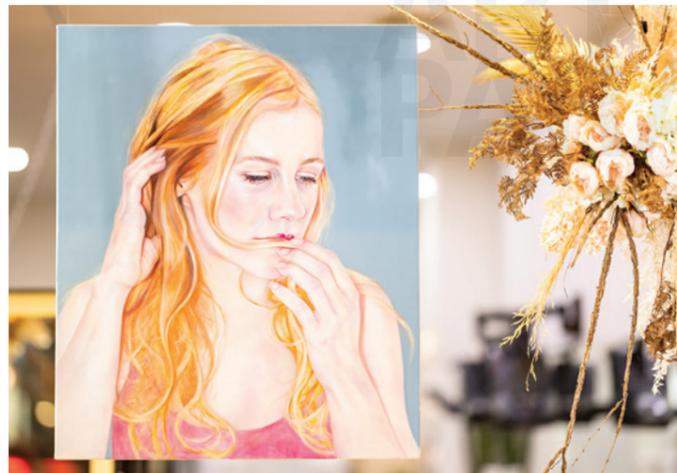
However, the Council Events' team worked closely with SA Health to ensure that many events did go ahead — including Australia Day celebrations, the Concerts in the Park series, St Peters Fair and Art on Parade.

Other events that also took place – with physical distancing requirements in place - included Food Secrets at the Green, the History Festival, Wheel Park and Volunteers Week.



Concerts in the Park

Music lovers, families and friends relaxed and had fun while listening to jazz and symphonies in our City's beautiful parks in February and April as a part of the Concerts in the Park events. The events will be returning in 2022.



Art on Parade

More than 20 artists and venues took part in Art on Parade from 1–30 April. Art on Parade is a self-guided trail where visitors discover an exciting selection of sculptures, paintings, drawings and photographic works on display in retail and commercial businesses along The Parade, Norwood.

ST PETERS FAIR

St Peters Fair

St Peters Fair served up a feast of fun for families and friends with live music, delicious food, and an oval full of free children's entertainment. Families and friends enjoyed a relaxed, affordable and fun-filled day in April, at Linde Reserve, Stepney.



AUSTRALIA DAY

Australia Day

A citizenship ceremony was held on Australia Day in addition to the numerous ceremonies held throughout the year. In addition family and friends had the chance to splash about at Poolside at the Payneham Memorial Swimming Centre on 26 January. Poolside featured classic Australian tunes, a sausage sizzle, giant inflatable pool toys and fun for all the family.



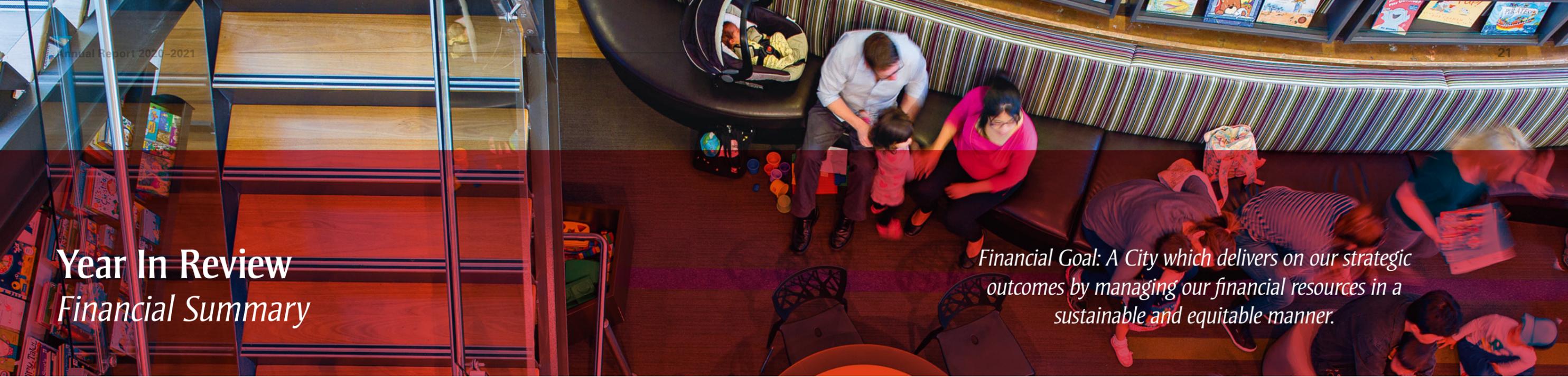
MOVIE ON THE OVAL

Movie on the Oval

Movie on the Oval, was held on Norwood Oval, on Saturday 12 December 2020. This event utilised the Oval's large outdoor LED screen, showing Miracle on 34th Street, with patrons encouraged to bring their picnic rugs to sit and watch from the oval.

The Councils' Event Coordinators worked with SA Health and the Norwood Football Club on a comprehensive COVID Management Plan, as this event could attract more than 1,000 patrons.

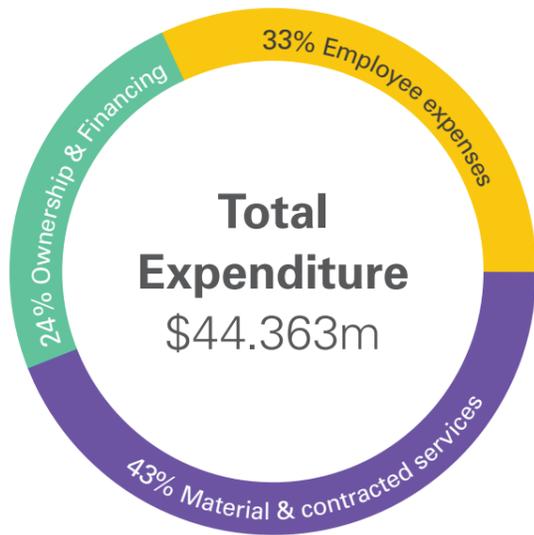
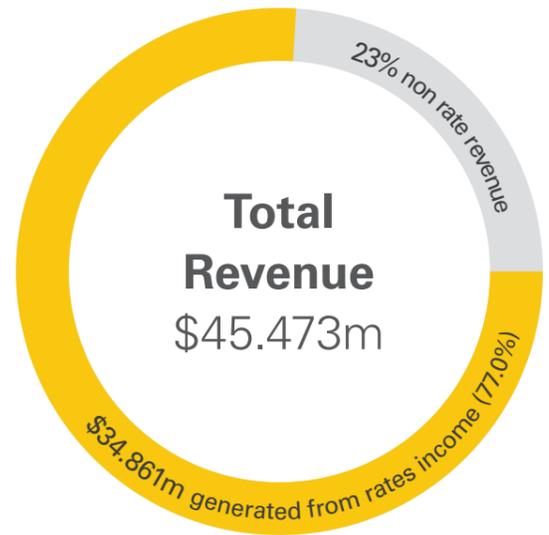




Year In Review

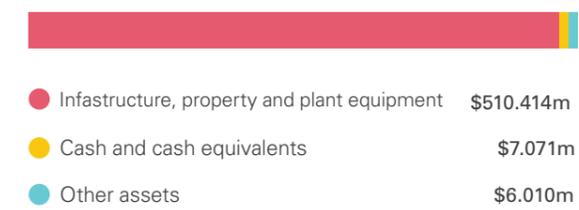
Financial Summary

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



Total Assets

\$523.495m



Total Liabilities

\$24.188m



Net Assets \$499.207m

3.1% increase from 2019-2020

Residential Rate Increase

0.23%

Average residential rate increase from 2019-2020
= \$3 per year based on a mean property valuation of \$670,963

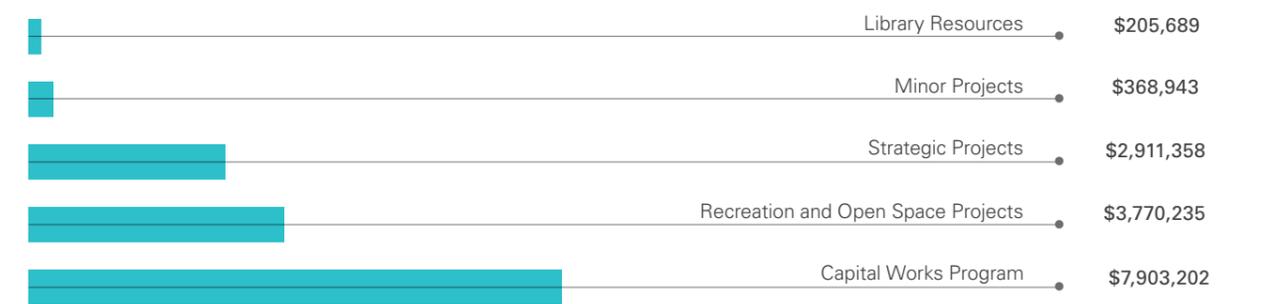
Operating Surplus

\$1.110m

Down on 2019-2020 by 49%

Capital Expenditure

\$15.159m



Year In Review

Financials

Achieving and maintaining financial sustainability is a key ongoing objective for the City of Norwood Payneham & St Peters. In 2020–2021, the Council continued to work towards this objective, achieving a better than expected Operating Surplus of \$1.110 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 227.

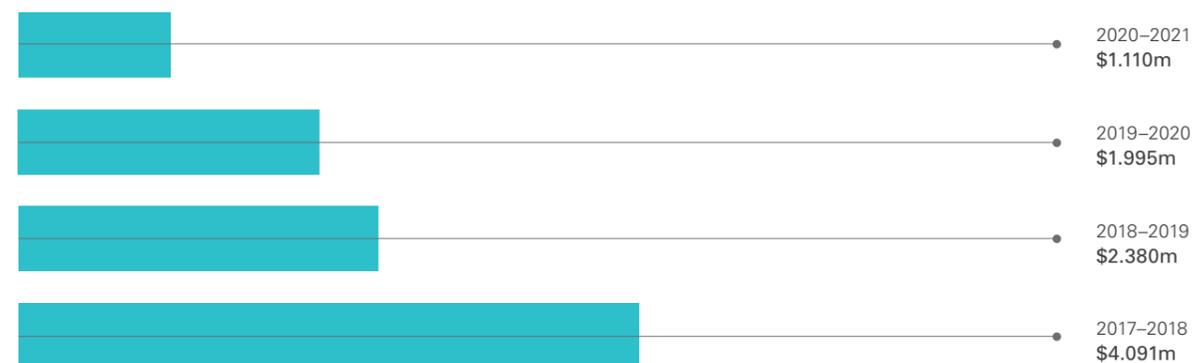
Operating Result

In response to the COVID-19 pandemic and in addition to introducing a number financial assistance measures, the Council’s 2020–2021 Budget was based on the assumption that social distancing and mass gathering restrictions would be in place for an extended period, therefore impacting on the Council’s ability to deliver a number of programs, services and activities. As the health impacts of COVID-19 were contained earlier than anticipated, the financial impact of the restrictions did not eventuate as originally expected.

In 2020–2021, the Council reported an Operating Surplus of \$1.110 million, compared to a budgeted Operating Deficit of \$0.798 million.

Achieving and maintaining financial sustainability is a key objective of the Council. As detailed in Diagram 1 below, the Council continues to deliver an underlying Operating Surplus in line with its financial outcomes and the financial sustainability indicators. 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:

- **Net Financial Liabilities Ratio** measures the extent of the Council’s debt.
- **Asset Sustainability Ratio** measures how well the Council is performing with respect to the renewal or replacement of existing physical assets such as roads, footpaths, kerbs and buildings.

- **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.

	2021 Amount	2021 Indicator	2020 Indicator	2019 Indicator
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Operating Surplus Ratio

Operating Surplus	1,110,219	2.4%	5.2%	5.3%
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Total Operating Revenue 45,473,055

Long-term Financial Plan target between 0% and 10%

Net Financial Liabilities Ratio

Net Financial Liabilities	13,314,192	29%	28%	9.0%
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Total Operating Revenue 45,473,055

Long-term Financial Plan target less than 75%

Asset Sustainability Ratio

Net Asset Renewals	9,651,815	124%	113%	116%
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Infrastructure & Asset Management Plan required expenditure* 7,755,073

Long-term Financial Plan target between 90% and 110%

*Based on the 2017 Infrastructure & Asset Management Plan. Asset Management Plans were reviewed and updated in 2020–2021 for the 10 year period commencing 2021–2022

Year In Review

Income and Expenditure

Income

Council rates are a form of property taxation and are the main source of funding for the activities undertaken by the Council. In response to the COVID-19 Pandemic, the Council provided a Financial Support Package, with the central element being a 0% rate revenue increase (excluding new development). In the 2020–2021 financial year, rates represented 77% of total income compared with 76% in 2019–2020.

The Council collected \$34.861 million in General Rate Revenue. As part of the COVID-19 Financial Support Package to traders and business, the Council adopted a zero rate increase and did not collect The Parade Separate Rate, which resulted in a reduction in rate revenue in the order of \$215,000 compared to prior years.

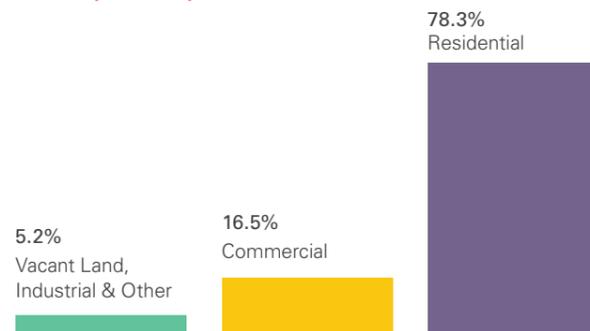
The Council supplements rate revenue with grants and user fees in order to fund services, facilities and projects for the community. Some of the services provided are required to be delivered by the Council under the *Local Government Act 1999*, while others services and programs are delivered to meet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

Income from all sources to fund the services and programs which are provided by the Council in 2020–2021 was \$45.255* million (a 0.3% decrease from 2019–2020).

**The Council granted \$1.021 million of rate rebates to eligible property owners during the year and charged \$93,831 in penalties for late payments of rates.*

General Rates Sources

\$34,861,439



**Excludes Gain on Equity accounted Council Businesses*

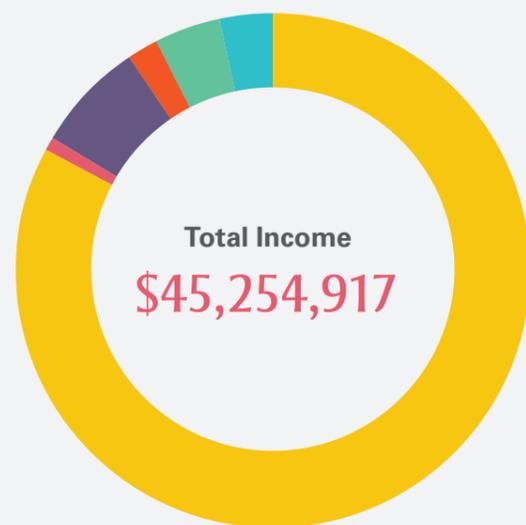
Expenditure

During 2020–2021, the Council spent \$43.048 million to deliver its services, with a further \$987,000 to provide special events and programs, or for the introduction of new services, initiatives and programs. The Council also collected \$1.390 million on behalf of the State Government for its Regional Landscapes Levy.

Initiatives included events such as the Concerts in the Park, Movie on the Oval, Canvas Youth Arts and Events and Wheel Park. Strategy, project and governance reviews included the second year of the Footpath Defect Rectification Program, Traffic and Integrated Transport solution and City-wide Parking Review. Environmental initiatives included the development of a Corporate Emissions Reduction Plan, climate adaptation projects through the Resilient East partnership and the planting of additional street trees. Economic Development and Planning initiatives included the development of the Smart City Plan and contributions to economic development initiatives such as Raising the Bar Adelaide, the Eastside Business Awards and Food Secrets at the Green.



Events	\$98,051
Strategy, project and governance reviews	\$649,062
Environmental initiative	\$112,002
Economic development and planning	\$128,231

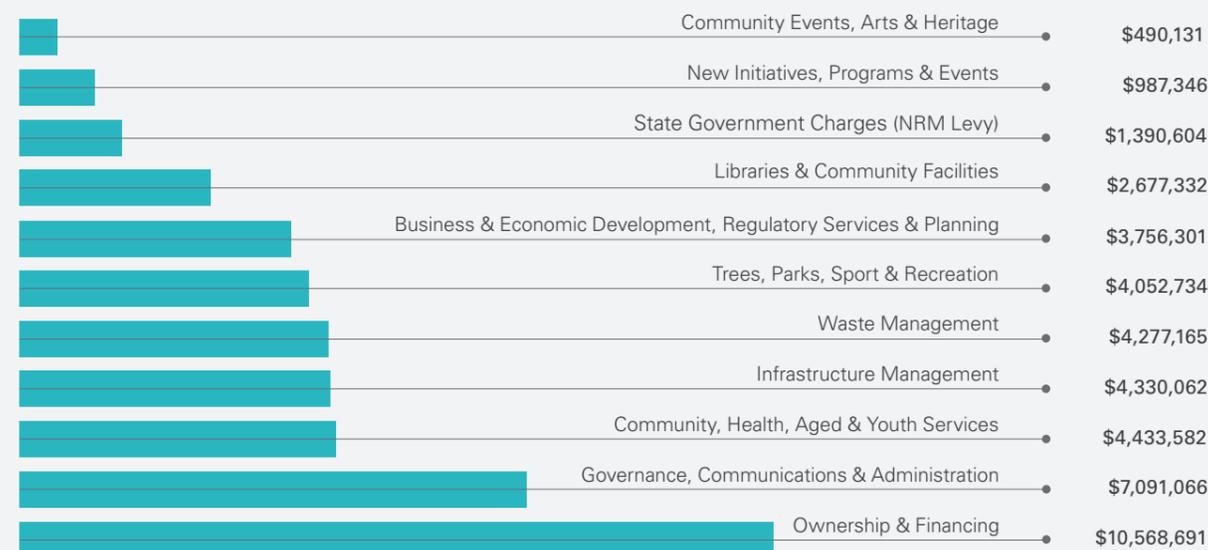


Rates	\$34,861,439
User charges	\$3,505,662
Grants, subsidies and contributions	\$2,921,485
Statutory charges	\$1,751,114
State Government charges (NRM Levy)	\$1,426,381
Other Income	\$789,900

**Excludes Gain on Equity accounted Council Businesses*

Total Expenditure

\$44,035,247*



**Excludes loss on Equity accounted Council Businesses*

Where Your Rates Go

For every \$100 paid in rates, the breakdown in Council expenditure is set out below:



A photograph of a large, modern, abstract sculpture with a large orange circular opening, set in a park-like environment. In the foreground, there are two overlapping circles: a white one with a silhouette of a person jumping and an orange one with the value \$2.65.

Community Events, Arts & Heritage

- Community events
- Community arts
- Cultural heritage



A photograph of construction workers in high-visibility vests working on a concrete structure. In the foreground, there are two overlapping circles: a white one with a gear icon and a purple one with the value \$36.90.

Infrastructure Management

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



A photograph of workers in a recycling facility sorting through bags of waste. In the foreground, there are two overlapping circles: a white one with a truck icon and a green one with the value \$12.11.

Waste & Recycling Services

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



A photograph of a woman interacting with children in a park setting. In the foreground, there are two overlapping circles: a white one with a handshake icon and a purple one with the value \$2.74.

Community, Health, Aged & Youth Services

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



A photograph of a park with a swimming pool, playground, and trees. In the foreground, there are two overlapping circles: a white one with a tree icon and a green one with the value \$13.30.

Trees, Parks, Sport & Recreation

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



A photograph of children sitting on the floor in a library, reading books. In the foreground, there are two overlapping circles: a white one with a book icon and a purple one with the value \$ 7.70.

Libraries & Community Facilities

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



A photograph of a woman in a shop looking at jewelry. In the foreground, there are two overlapping circles: a white one with a person icon and a teal one with the value \$7.99.

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



A photograph of a man and a woman sitting at a desk with a computer monitor. In the foreground, there are two overlapping circles: a white one with a speech bubble icon and a teal one with the value \$16.61.

Governance, Communications & Administration

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

Strategic Challenges

2020–2021

The Parade Scramble Crossing

The Parade Masterplan forms the long-term strategic framework for the planning, redevelopment and activation of Adelaide’s premier mainstreet, The Parade.

Forming part of this Masterplan is the critical upgrade of the intersection at The Parade and George Street, Norwood.

To significantly improve pedestrian safety and smoother vehicle movements through the intersection, the Council has remained committed to introducing a ‘scramble crossing’ at the intersection, in order to allow all pedestrian movements to occur at one time, followed by all vehicle movements.

After working with the Department for Infrastructure and Transport (DIT) over a four-year period in good faith, the ‘scramble crossing’ was endorsed by DIT. Following this, in June 2020, the (former) Minister approved the installation of the ‘scramble crossing’ on the condition that right hand turns from The Parade into George Street would be prohibited only during peak hours.

Though the Council had not advocated for prohibiting right hand turns from The Parade onto George Street, the Council agreed with the conditions set by DIT to trial the right hand turn prohibition during peak hours for a period of 12 months.

However, in September 2020, for reasons not disclosed to the Council, DIT changed its position and chose to support two private property owners who were provided with approval from DIT to undertake significant road works by installing dedicated right hand turn lanes from The Parade into George Street.

The challenge

Given the significant and permanent impact which these changes would have on this intersection, the Council had an obligation to represent the views of the community and other traders that were clearly articulated during extensive community consultation in the early stages of The Parade Masterplan process and therefore pursue the matter in the Supreme Court.

As at 30 June 2021, the matter is ongoing.

State Planning Reforms

South Australia’s new planning system came into effect on 19 March 2021.

The new system, which has been introduced by the State Government, has resulted in a total overhaul of the state’s planning system including the replacement of all Council Development Plans with the state-wide Planning and Design Code.

All new Development Applications will now be assessed against the planning rules contained in the Code.

Other significant changes include:

- the introduction of an online system which is now operational to lodge, track and process development applications;
- how applications are processed including when neighbours are notified of a proposed development and whether those neighbours have appeal rights;
- who makes decisions about proposed developments (Council staff or Council Assessment Panels, State Government, or private Accredited Professionals); and
- the process for amending planning policies in the Planning and Design Code, including the ability for private land owners to request a re-zoning of their property.

The challenge

The period immediately prior to the introduction of the Planning and Design Code was particularly challenging, due to the significant increase (doubling) in the lodgement of Development Applications, due to COVID-19, the Federal Government Home Builder Grant and rushed lodgements in advance of the new planning system.

How we addressed it

The final stage of the State Government’s implementation of the new planning system, resulted in a significant investment of Council resources in the preparation of detailed submissions, system testing and development and staff training. The scope and extent of the planning reforms was the largest in a generation, encompassing an overhaul of new planning legislation, the introduction of new state-wide policy, reforms to private planning and building accreditation and the move from a paper-based application system to an electronic lodgement system.

Following earlier submissions, Council staff undertook a further review of the draft Planning and Design Code during October 2020 and provided detailed comments on further improvements to the Code. From late 2020 until March 2021, the reforms moved into the ‘business readiness’ phase and planning and building staff were heavily engaged in training in the new policy and procedures.

City Plan 2030: Mid-Term Review

CityPlan 2030: Shaping Our Future was adopted by the Council in July 2008. The Plan was subsequently updated in 2012 and again in 2017 as part of the established program of reviews.

The Local Government Act 1999 requires all councils to review their Strategic Management Plans within two years of General Elections. With the most recent Local Government Election held in November 2018, the review of the Council’s Strategic Management Plan was required to be undertaken by November 2020.

As this review represented the Mid-Term Review the intent was to reflect any emerging issues and shifts in the community’s priorities, and therefore an extensive consultation process was planned as part of the review process. This included consultation with:

- residents, business owners/operators and community group representatives, to check existing priorities and the relevance of *CityPlan 2030* Objectives, Strategies and Indicators. This was to be undertaken via a letter sent to 1,500 randomly selected ratepayers inviting them to attend a workshop/s facilitated by an external consultant, with support from Council staff; and
- students from local schools within the City who took part in a number of workshops to check existing priorities and the relevance of *CityPlan 2030* Objectives, Strategies and Indicators.

Challenges

The implications arising from the COVID-19 pandemic, had a significant impact on the consultation and engagement planned for the Mid-Term Review of *CityPlan 2030* and subsequently resulted in unplanned delays to the original project timeframes.

Restrictions imposed by the South Australian State Government regarding physical distancing and limits to public gatherings, resulted in the cancellation of the planned consultation and engagement workshops.

Consultation and engagement with children was unable to be conducted as schools were having to implement online learning modes and having limited numbers of students attend in-class education. Given the challenges faced by schools during that time, it was not appropriate to pursue student engagement for the Mid-Term Review of *CityPlan 2030*.

The two community forums which were originally scheduled with targeted members of the community (including residents, business operators, property owners and community groups derived from the Council’s ratepayers database), were cancelled due to physical distancing restrictions.

How we addressed it

In order to address these barriers and enable the review of *CityPlan 2030* to progress, a revised communications and engagement strategy was designed with a focus on an online and hard copy survey to gather comments from the community.

Subsequently, community members were invited to participate in an online survey. The survey was promoted via a letter and/or email sent to 1,500 randomly selected rate payers which provided a link to the survey or alternatively, the opportunity to request a hard copy version. Participation was encouraged by offering survey participants the opportunity to nominate to go into a draw to win one of 10 \$50 vouchers for use at a business in the Council area.

In total 81, surveys were completed by members of the community representing a response rate of 5.4%.

Following the amended engagement and consultation process and the preparation of an updated *CityPlan 2030*, taking into account the comments which were received during the consultation process, the final document was adopted by the Council in December 2020.

COVID-19 Pandemic

Road to recovery

In early 2020, one of the biggest global health and economic challenges began to unfold. The COVID-19 pandemic not only claimed many lives and created long-term health implications for others, but it also drastically changed everyday life for people across the globe.

As South Australia (and Australia) emerged from the immediate health crisis and re-started our economy, changing work practices, attitudes towards travelling, commuting and consumption of goods and services have continued to impact employment prospects, alter lifestyles and influence social connection, which is likely to continue for years to come.

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

Financial challenges

Substantial Federal and State Government financial support has been provided to reduce the economic impact of the COVID-19 pandemic. JobKeeper, JobSeeker and JobMaker were all designed to help stimulate the economy and secure jobs for Australia's future.

Beyond this, the Council continued to deliver on its promise to support our community throughout the pandemic and through the recovery phase.

By adopting a suite of measures, the Council has continued to provide financial relief for ratepayers, residents, businesses, sporting clubs and other local groups that utilise Council facilities and continue to experience financial hardship as a result of the pandemic.

Ratepayers and community services

- Applications for financial hardship were assessed on a case-by-case basis to provide ratepayers with assistance best suited to their particular circumstance.

Local businesses

- Waived The Parade Precinct Separate Rate for 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).
- Book a Holiday, Win a Holiday competition — encouraged people to book travel and accommodation through the four travel agencies located in The Parade Precinct, to go in the running to win a voucher with that travel agent to spend at a later date. The four-week competition had one winner for each travel agency each week.
- Rebate of Outdoor Dining Permit fees for Outdoor Dining Permit holders from 1 July 2020 until 31 December 2020.
- Allocated an additional \$100,000 to deliver economic development initiatives across the City and all business precincts. Initiatives included:
 - Food Secrets at the Green event — an extension of the Council's Food Secrets initiatives, all businesses in the food and beverage manufacturing sector were invited to showcase their produce on Sunday 16 May at Norwood Green;
 - Extended the delivery of the Eastside Happy Hour (see page 139);
 - Christmas in NPSP Digital Advent Calendar — a digital advent calendar that revealed multiple special offers each day from businesses across the City in the categories of Shop, Eat & Drink, Experience and Live. This campaign resulted in 52 total deals from local businesses and 5,052 website visits during December 2020 and it was the most visited page during December;
 - Business Growth Workshops — 'Reflect. Refuel. Restart.' series of events and workshops tailored to retailers, hospitality owners, fitness and wellness centres, start-up entrepreneurs, creatives and professional service businesses to assist them with their pandemic recovery efforts. Most workshops were delivered free of charge; and
 - Adelady feature segment — a leading South Australian lifestyle television show, the Council invested in a focus on the Magill Road precinct.

Local sporting clubs, organisations and leaseholders

- Waived permit fees for community sporting groups which utilise Council's sporting facilities and grounds.
- Three month rent relief for commercial and community tenants of Council owned buildings (subject to demonstrating financial hardship resulting from the COVID-19 pandemic)

Economic challenges

The COVID-19 pandemic has highlighted the importance of Local, State and Federal Governments being prepared for such a crisis and the need to have a strong economy and working in partnership.

The most affected elements of the economy have proven to be businesses, employment, and consumer confidence and image. Consumer confidence and the image of shopping in a brick-and-mortar store will take some time to restore but is ultimately a high priority action that the Council will focus on.

For many businesses, both locally and globally, the short-term goal has been to survive. 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 Council's Economic Development Strategy, including its Vision, Outcomes, Objectives, Strategies and Actions, has been designed to help businesses recover and rebuild from the COVID-19 pandemic and plan for sustainability and growth for when the economy reaches some level of normality.

This Strategy sets out the Council's commitment to help the business sector as quickly as possible and then maintain a sustainable economy. New strategic directions included as a result of the COVID-19 pandemic, will ensure this strategy maintains flexibility to the situation that will exist post-pandemic and beyond.

Read more about the Council's commitment to economic recovery through the Economic Development Strategy 2021–2026 on page 213.

Community services and facilities

While South Australia has remained in a relatively safe position, our citizens and businesses have been subject to ongoing restrictions put in place by the State Government as a result of the constantly changing nature of the COVID-19 pandemic.

As restrictions eased, the Council's Libraries, Swimming Centres, and community and civic services returned to COVID-safe operations, however services had to remain flexible, agile and responsive to local outbreaks and subsequent restrictions.

A vast majority of the Council's services and facilities operated throughout the year with social distancing and capacity limits in place where required.

Due to a local outbreak, all Council services (aside from those essential services) were suspended for three days in late 2020.

Events

With the easing of restrictions, the Council was able to plan a program of COVID-safe events for the 2020–2021 period. The Council's Events Unit worked closely with SA Health to ensure that all scheduled events could be delivered in a COVID-safe manner and with all the necessary precautions.

Unfortunately, due to local outbreaks and subsequent restrictions and short-term lockdowns, several of the Council's major events were cancelled.

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

- History Festival 2020;
- Zest for Life Festival 2020;
- Norwood Christmas Pageant;
- Twilight Carols 2020; and
- Norwood on Tour 2021 (Held as part of the annual Tour Down Under which was cancelled by Events SA due to the COVID-19 pandemic).

While some events were cancelled, the Council was still able to host a number of other COVID safe events such as Christmas Movie on the Oval, Concerts in the Park and the much-loved St Peters Fair.

Five citizenship ceremonies were also held, together with a variety of events targeted specifically at young people.

See page 18 for details about the Council's major events.

Significant Media Coverage

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

Many of the Council’s media releases have also received air time with interviews with the Mayor and Chief Executive—on the AM radio stations ABC and 5AA—during 2020–2021. The topics that attracted the highest media coverage are set out below:

Legal matter relating to construction of right hand turns on The Parade

The Council vigorously tried to stop the construction of right hand turn lanes at the intersection of The Parade and George Street. In various media releases and statements, the Council made the community aware of the facts relating to the significant roadworks. The works were approved by the Department for Infrastructure and Transport (DIT) after it was lobbied by two private property owners who wanted dedicated right-land lanes installed. As a result of the lanes being installed, there will be significant and detrimental impacts of local businesses, operators, residents and visitors to Adelaide’s premier main street. See more on page 28. Extensive coverage featured in The Advertiser, AdelaideNow, InDaily, the Adelaide East Herald, and ABC and 5AA radio.

Rate relief for local businesses due to COVID-19

The City of Norwood Payneham & St Peters adopted a suite of measures aimed at providing financial relief to ratepayers, residents, businesses, sporting clubs and other local groups that use Council facilities and who were experiencing hardship due to the COVID-19 pandemic. Ratepayers also received immediate relief through the waiver of interest and fines for any unpaid Fourth Quarter Rates instalments. The Council will also continue to assess applications where ratepayers are experiencing financial hardship on a case-by-case basis and provide them with assistance that is best suited to their circumstance. See more on page 30. Coverage in The Advertiser and the Adelaide East Herald.

Cancellation of Christmas events due to COVID-19

As a result of the COVID-19 pandemic and continuing physical distancing requirements, the Council made the difficult decision to cancel both the 2020 Norwood Christmas Pageant and Twilight Carols. In a special message to the community following the Council Meeting on Monday 7 September, Mayor Robert Bria expressed his disappointment, assuring the community that the decisions were not made lightly and with the health and safety of all Volunteers, participants and attendees in mind. The cancellation of the Norwood Christmas Pageant meant that 2020 was the first year that the Pageant has not been held since it began in 1978. See more on page 31. Wide coverage in The Advertiser, AdelaideNow, 5AA and ABC radio and the Adelaide East Herald.

Eastside Business Awards

Following one of the toughest years for businesses and traders in the state’s history, the Eastside Business Awards provided the perfect platform for community recognition and support in 2021. The 4th annual Eastside Business Awards honoured and recognised businesses and traders that excelled in our City. The Award categories included: Best café, customer experience, fashion retailer, independent retailer, restaurant, entertainment venue, coffee, emerging start-up, pub or bar, food and beverage manufacturer and hair or beauty salon. There was also Hall of Fame Award for a business that has been operating in the area for more than 20 years. See more on page 133. Coverage in InDaily, CityMag and the Adelaide East Herald.

Raising the Bar

Award-winning event series, Raising the Bar, returned to the City of Norwood Payneham & St Peters on 20 October for the third year in a row. Ten of the City’s best bars and pubs were transformed into accessible and fun knowledge spaces for people who want to be challenged, inspired and always learning. The City of Norwood Payneham & St Peters was the only City in the world to host the event live and in person in 2020. From gut health, body movement and mental wellbeing, to judicial systems and rebuilding tourism in a post-COVID market, there was a topic for everyone’s tastes. See more on page 190. Coverage in InDaily and the Adelaide East Herald.

Making NPSP a smart city

In October 2020, the Council sought comments on a new draft Smart City Plan, which will guide the City to becoming more digitally connected and technologically enhanced for the benefit of our entire community. The final Smart City Plan, prepared by consultants Delos Delta on behalf of the Council, will set out a governance framework for the delivery of smart city technology—the platform to develop future business cases and partnerships. See more on page 214. Coverage in the Adelaide East Herald.

Have your say: Guiding NPSP’s economic growth in a recovering economy

Some 7,000 businesses operating in the City of Norwood Payneham & St Peters were the focus of the Council’s new Economic Development Strategy which aims to support businesses, increase economic prosperity and guide sustainable local economic growth over the next five years. The Council’s draft Economic Development Strategy 2021–2026 was open for consultation with comments welcomed until 17 August 2020. A clear vision and four key themes are identified in the draft Economic Development Strategy, all of which aim to achieve growth in the local business sector. See more on page 213. Coverage in the Adelaide East Herald.

Payneham Memorial Swimming Centre to undergo multi-million dollar development

In March 2021, the Council announced that Payneham Memorial Swimming Centre will be completely redeveloped with two new pools, high platform slides and water play areas – with a \$5.6 million grant from the State Government. The total cost of the redevelopment is expected to be about \$20 million. This funding will make a huge difference in revitalising the Centre – making it even more popular – especially for thrill-seekers who will enjoy the high platform waterslides. See more on page 186. Coverage in the Adelaide East Herald.

Media Releases

Other media releases that generated coverage included:

- NPSP’s response to State Government Planning reforms;
- Fruit fly outbreaks in the area; and
- Consultation on a proposal to reduce the speed limit in Norwood and Kent Town.

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

Service Reviews

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

Home Support Service Review

The State Government’s Department of Human Services provides the Council with funding to deliver home support services such as Domestic Assistance, Personal Care, Home Maintenance, Transport and Social Programs to help support adults living with disability, aged under 65 years.

However, in April 2020, the Department advised the Council that it was terminating the funding as a result of the roll out of other initiatives including the National Disability Insurance Scheme (NDIS).

As a result, in April 2021, the Council commenced the process of advising clients aged under 65 that the funding had been terminated and, with the assistance of the State Government, helped to transition 19 clients to other services such as the NDIS, My Aged Care and the Royal District Nursing Service’s Community Connections Program.

In the absence of State Government funding, the Council recognised that there were likely to be some residents (who had not accessed services before) under the age of 65 living with disability who were ineligible for the NDIS or My Aged Care support and in need of home support.

The Council agreed to provide \$10,000 funding for Home Support Services such as Domestic Assistance, Personal Care, Transport and Social Programs for up to 12 residents.

This assistance will commence at the start of the 2021–2022 financial year.

Excursion Program

The Excursion Program offers socially isolated clients a range of half day excursions. Participants are transported to a range of destinations such as Victor Harbor, Brighton, Adelaide Hills and Port Adelaide. Excursions on average last for 5 hours.

Due to declining attendances in the Program a review was undertaken. Reasons for the decline included illness, medical appointments and loss of interest.

Comments received from participants indicated that they were interested in going to:

- different destinations for lunch;
- the movies; and
- places to explore.

Based on the comments from participants three different streams of excursions were created:

- Lunch Bunch – participants taken to a range of places across Adelaide for lunch once a month;
- Movie Fans – participants are taken to the movies once a month; and
- Out and About – participants are taken to different destinations to independently explore.

The review has resulted in a more varied program of excursions and more streamlined excursion booking and payment method.

Car Shopping Service

The Council offers a Car Shopping Service to citizens who need assistance with their shopping. The Service has the capacity to assist 50 clients who have reduced mobility and are unable to use public transport.

The three types of support include:

- the client is taken shopping in one of the Council cars;
- a support worker accompanies and provides assistance to the client; and
- a support worker completes a shopping list on the client’s behalf.

A review was undertaken in July 2020, to look how best to resource this service. The outcome of the review was that a partnership model was adopted for the Car Shopping Services. This model allowed the Council to offer a slightly greater diversity in support workers than the Council employee model and at the same time being able to effectively manage the quality of the service through having consistent support workers for clients.

Library Home Delivery Service

As a result of COVID-19, and when physical access to the Council’s Libraries was restricted, a review of the Council’s Library Home Delivery Service was undertaken, resulting in changes to eligibility criteria which had been in place since 1997.

In May 2021, the enhancement of the Library’s Home Delivery Service was unanimously endorsed by the Council, and it is now available to many more residents in the Council area.

The Council’s Library Home Delivery Service assists citizens by connecting them with ideas, information and accessible facilities and services.

The intent of the expanded Service is to facilitate equal access to materials regardless of age, capability, or access to transport services.

The Service also assists in combatting social isolation which is often experienced by people who may be frail, or living with an illness or disability, who cannot easily visit Library locations or access services.

The expanded Library Home Delivery Service will continue to be resourced by a full-time staff member based at the Payneham Library, with the assistance of Volunteers, who undertake the deliveries to residents across the City.

For more information about the Council’s Libraries see page 168.

Purchase of Community Bus

The Council has two community buses—a 12 seater Ford Transit which transports older people to local shopping centres and a 22 seater Toyota Coaster which provides transport services for the Council’s Social programs such as Lunch at the Pub and Excursions and Food Secrets Tours. The Toyota Coaster was an ageing asset which needed to be replaced to ensure that it delivered transport services safely.

A review of the Community Bus services was undertaken to ascertain what type of bus would be suitable for all services. The review included consultation with staff and recipients of the service and Volunteers to identify the issues with the current model and the desired feature that the new bus should possess. Comments from the consultation revealed that the desired features for the new bus should include the following:

- automatic gears;
- seating for a minimum of 15 passengers and drivers;
- comfortable seating with back support for passengers;
- space for wheelchair access and lifter;
- additional step in entry to assist older people to enter the bus;
- microphone;
- GPS; and
- air conditioning.

A 21 Seater Fuso Rosa bus was purchased which included accessibility features such as a wheelchair lifter and additional retractable steps at the entry.



YouthFM Graduate

YouthFM Review

YouthFM is a Youth Radio program which was developed by the City of Norwood Payneham & St Peters in 2005. Since that time, YouthFM has operated as a collaborative project between the Council, Three D Radio and the Eastern Region Councils (City of Burnside, Campbelltown City Council, City of Prospect and the Town of Walkerville), with each Council contributing funds annually to operate the program.

The opportunity to participate in YouthFM is provided to young people who live, study or work in these Local Government areas. The program offers a combination of formal training sessions and hands on experience, through the production of a live to air weekly radio show. The weekly radio show is broadcast under Three D Radio's license on 93.7fm at their studios every Thursday afternoon.

However, since 2017, there had been a gradual withdrawal of contributions by the Partners. In 2017, the Campbelltown City Council and the Town of Walkerville withdrew their annual funding of the Program. In April 2020, the City of Prospect advised that whilst they would like to continue to support the Program, they intended to cease their annual contribution to the Program. In addition the City of Prospect requested an arrangement whereby payment is a pre-determined fee based upon a participant fee structure.

In March 2020, YouthFM was suspended as a result of the COVID-19 pandemic. In April 2020, the City of Burnside advised that they too would be withdrawing their funding as they were intending to use the funds for other youth development activities. The withdrawal of this funding had significant implications for the ongoing viability of YouthFM. A review of YouthFM was undertaken and alternative options for the delivery of the program were considered.

As a youth development program, YouthFM provides an opportunity for youth engagement and participation through the delivery of a radio broadcast show. The radio broadcast show engages and encourages young citizens to participate in the community in the following ways:

- providing local young people with a voice;
- providing young people with training and development opportunities in radio production and communication;
- providing a weekly forum for the promotion of youth participation opportunities;
- showcasing the talents of local young people;
- providing airtime to young musicians; and
- promoting Council initiatives relevant to young people.

As part of the review, discussions were held with representatives from Three D Radio regarding the future of YouthFM and the potential for the program to be delivered by Three D Radio. Three D Radio were keen to retain YouthFM as it targets a younger demographic of listeners.

Whilst the Council considered various options, including discontinuing Youth FM, based on the discussions held with Three D Radio, the Council agreed to enter into a partnership arrangement with Three D Radio, with Three D Radio taking over the co-ordination, training and mentoring of YouthFM participants.

Following the review, the program was named New Vibes, and will be launched in July 2021.

Mayor's Message

After experiencing a full year of the COVID-19 pandemic, the City of Norwood Payneham & St Peters remains as strong and resilient as ever.

The economic, social and cultural shocks of the past 12 months, while significant, have not altered the spirit of our community.

The collective challenges we have faced and the sacrifices we have made together have been enormous, but we have remained true to our values as a caring and compassionate community. We can all be proud of the way we—individually and collectively—have adhered to, and respected, the restrictions and health guidelines designed to slow the spread of COVID-19 in our community.

As a parent of three school-aged children, I empathised with other parents in respect to the difficult decisions they had to make about their children's education during the early stages of COVID-19. As a former small business owner, I appreciated the economic impact that physical distancing restrictions have had on many previously thriving local businesses. As Mayor, I felt disappointment for our community when events were postponed, swimming pools closed, and access to facilities and Volunteer services and programs suspended.

Getting on with the job

As a level of government, the Council remains conscious of its role in the recovery from the pandemic. Accordingly, it committed to large scale infrastructure projects that will create jobs, provide high quality facilities, improve the City's infrastructure and improve the health and well-being of our community. Central to this role, is ensuring that the Council remains steadfast in its commitment to sound financial management. Like many

Councils, the City of Norwood Payneham & St Peters was required to adjust to the disruption of COVID-19, and take into account the hardships on residents and viability of businesses which were forced to endure restrictions in their operations, and in some cases temporary closure.

As such, the Council resolved to keep the 2020–2021 residential (average) rate increase to 0.23%, which meant that any extra rate revenue was only derived from growth (new structures).

At the same time, the Council remained focused on completing a number of significant projects, including the upgrade of Norwood Oval; reconstruction of tennis courts at the Payneham Oval and Buttery Reserve, Norwood; redevelopment of Syd Jones Reserve, Payneham South; and installation of major stormwater infrastructure along Third Creek, Payneham.

An important component of the 2020–2021 Budget included a comprehensive package to provide financial relief and other support measures for businesses. The Council's ongoing support for local traders was demonstrated through the fourth Eastside Business Awards. Establishing a new partnership with Solstice Media, these awards reward innovation, enterprise and longevity of local businesses.

Norwood Payneham & St Peters was the only city in the world to host the 2020 series of 'Raising the Bar' with people in attendance at bars and hotels, thereby providing a more intimate atmosphere. With a number of local businesses experiencing financial impacts from the pandemic, the Council stepped up to provide a significant economic support package for local

traders which included the suspension of outdoor dining licenses, additional funding for marketing and promotion and relaxed car-parking restrictions in commercial zones. All of these initiatives were aimed to help ease the cost of doing business, and position our main streets as attractive and accessible places to shop, dine, play and do business.

COVID-19 also took its toll on community events, most notably the iconic Norwood Christmas Pageant and a stage of the 2021 Tour Down Under. Held every year since 1978, the Norwood Christmas Pageant was cancelled, although the Council was still able to host a number of other Christmas events, activities and attractions for the community to enjoy, including the Christmas movie *Miracle* on 34th Street on Norwood Oval. Residents of Ninth Avenue (Royston Park, Joslin and St Peters) delighted locals and visitors alike by displaying their annual Christmas light installation in a COVID-safe environment. This popular attraction helped to ensure that the spirit of the festive season was alive and well in our City. It was also pleasing that by the early months of 2021 the Council was able to re-introduce many of its popular events, activities and services that brought neighbours and friends together to help rekindle our strong sense of community.

Eyes on the future

A major review of our strategic plan *CityPlan 2030: Shaping Our Future*, at the mid-way point of the document's life, was an important exercise to assist the Council reflect on what we have achieved and where necessary, pivot towards new goals and objectives that reflect the changing needs and

aspirations of our community. The Council is already responding to its community with a doubling of capital expenditure in the 2021–2022 Budget with a number of major projects, including major upgrades to the Payneham Memorial Swimming Centre, Burchell Reserve, St Peters and St Peters Street. These will be followed by other major projects over the next 10 years as part of the Council's revised Long Term Financial Plan (LTFP). The upcoming 2021 Community Survey will again provide the Council with valuable information and insights into our resident and business community's attitudes in regards to the Council; its operations, responsiveness, leadership and provision of services and infrastructure.

Acknowledgments

I would like to thank my fellow Elected Members and Council staff who continue to work as a professional team, dedicated to improving the quality of life and welfare of the City of Norwood Payneham & St Peters community. My sincere thanks also to the Chief Executive Officer, Mario Barone PSM and his Executive Leadership Team who have risen to the extraordinary challenges presented by COVID-19 and have provided stability, experience and integrity to their roles. No community can function and thrive without the selfless service of Volunteers and

the incredible efforts of the 240 Volunteers registered with the Council is a testament to the care, compassion and commitment by people who put others before themselves. While the early months of the pandemic had a noticeable impact on Volunteer numbers, the recruitment of new people, with a range of different skills to provide services to those in need, has been encouraging. Having suspended almost all of its Volunteer services for much of 2020, the Council was thrilled it could honour and thank its selfless Volunteers for their work at a morning tea on 22 May 2021 to celebrate National Volunteers Week. A highlight of the event was the presentation of the Premier's Award for Outstanding Volunteering Service to Nadia McLaren and Greg Coote, Co-convenors of the Friends of the Billabong Group.

The year ahead

With COVID-19 still looming over the horizon, the next 12 months will present our City with a unique set of challenges as it navigates a course towards a new 'normal', while at the same time working to provide a sense of certainty and continuity for our community about the immediate future. Achieving these two objectives will require skill, agility, energy and, above all, a deep understanding of the changing needs and aspirations of residents and ratepayers.

As this Annual Report went to print, South Australia was enjoying reduced restrictions and by and large, good opportunities to conduct business, attend sporting events and socialise—knowing that circumstances can literally change overnight. There is a cautious but growing sense of optimism in our City. Residents are again enjoying outdoor events and our City's many outdoor spaces, businesses are getting back to pre-COVID trade, community groups are celebrating milestones, and sporting clubs are back in action providing a healthy environment for people of all ages and abilities. With these positive steps is a reminder of the importance of the need for all of us to care for, and be kind to each other. Where possible, we should take the time to reach out to our neighbours and other members of our community who may be experiencing isolation, loneliness or hardship. A smile, a wave or an unexpected helping hand can make all the difference to someone's day—you never know how much it may mean to them. That is the Norwood Payneham & St Peters community we all want to be a part of.

**Robert Bria
Mayor**



CEO's Message

I am extremely proud of the City of Norwood Payneham & St Peters' achievements during the 2020–2021 financial year.

For the second year in a row, the Council responded to the changing needs of our citizens, our business sector and the wider community.

While COVID-19 restrictions limited some social gatherings and access to community facilities for part of the year, the Council was very agile and worked quickly to provide innovative solutions and adapted with speed in response to challenges presented by the pandemic.

I am very thankful and grateful for the Council's resilient, committed and hard-working staff who worked together to provide support and stability to the community during these challenging and uncertain times.

Of course, I also want to thank our community for their co-operation in following and adopting the directions of SA Health and the State Government.

Despite the adversity which we all endured, the Council achieved exceptional results in a wide range of areas and I am pleased to present the achievements of the organisation in this Annual Report.

Exciting developments

The City of Norwood Payneham & St Peters is one of the most livable cities in South Australia and the Council is continuing to invest millions to ensure that our community continues to enjoy this reputation now and into the future.

As part of the State Government's Open Space and Places for People Grant Program, the Council was informed in May that it would receive \$1.35 million for Stage 2 of the River Torrens Linear Park Shared Path Enhancement Project with the Council allocating \$1.625 million.

The State Government also agreed to fund \$450,000 for the Dunstan Adventure Playground Redevelopment Project, with the Council allocating \$550,000.

The much-loved Dunstan Adventure Playground at St Peters, has several pieces of outdated play equipment requiring regular maintenance.

In respect to the River Torrens Linear Park Shared Path, Stage 2 of this project involves the completion of the total project which will extend from Battams Road, Royston Park to Twelftree Reserve, College Park. Stage 1 of this Project was completed by the Council earlier in the year.

The Payneham Memorial Swimming Centre will also be redeveloped with two new pools, high platform waterslides and water play areas. The \$20 million redevelopment has been made possible by a \$5.6 million grant through the State Government's Local Government Infrastructure Partnership Program.

Culture and management

In October 2020, the Council undertook two surveys to measure its organisational culture and effectiveness from a staff perspective. The result of these surveys, data from exit interviews and the information provided from the annual Community Survey, was used to develop actions and strategies to improve the Council's performance.

The Council also finalised its Service Project which aims to improve service across the organisation.

The Project involved staff representatives liaising with other staff members and key stakeholders, to develop a Service

Framework for the organisation. The Service Framework sets out a single Service Philosophy and Pillars of Service to guide staff and the expectation of them in delivering excellent services.

Looking forward, the Council is undertaking a Lifestyles Inventory Survey (LSI) for the Senior Managers Group. The LSI provides a 360 review and is commonly used worldwide. It provides holistic feedback to the participant, from a variety of people that they work with. This feedback assists the participant to determine actions and goals related to the style of management and leadership style that is reflective of a constructive culture.

On 31 October 2020, the Council's Local Government Employees Enterprise Agreement expired. This Agreement covers the negotiated working conditions for the Council's Field staff and Swimming Centre staff.

A new Enterprise Agreement was negotiated between July 2020 and January 2021 and the City of Norwood Payneham & St Peter's Local Government Employees Enterprise Agreement No. 8 was approved by the South Australian Employment Tribunal on 12 April 2021 and will expire on 31 October 2023.

I am also pleased to report that following the commencement of a review of all Council policies in 2018, the Council's Policy Manual is now up to date and also includes a number of new policies which were identified as being required as part of the review process. In addition, a number of policies were revoked as they were no longer required or needed.



We are here for you

For most of the year, citizens were enjoying our City's many outdoor spaces, businesses were getting back to pre-COVID-19 trade, community groups were celebrating milestones, and sporting clubs were back in action providing a healthy environment for people of all ages and abilities.

The Council was also pleased that it had been able to re-introduce many of its popular events, activities and services that brought neighbours and friends together.

Events were underway in the late summer with Australia Day celebrations and the Concerts in the Park series, which were followed by the St Peters Fair and Art on Parade.

As a result of the COVID-19 pandemic – and when physical access to the Council's Libraries was prohibited—a review of the Council's Library Home Delivery Service was undertaken, resulting in changes that will have a positive effect for the entire community.

The intent of the expanded Service is to facilitate equal access to materials regardless of age, ability or access to transport services.

The provision of the Library Home Delivery Service also assists in combating social isolation which is often experienced by people who may be frail, or living with an illness or disability who cannot easily visit Library locations or access services.

Our people

The COVID-19 pandemic lockdown, the wearing of masks and social and physical distancing restrictions presented unique challenges this year. The Council continued to deliver its programs, services and facilities. However the almost seamless continuity of work could not have been possible without our committed, loyal and passionate staff, ably assisted by our many Volunteers. As a service provider, our biggest and best resource are our staff and Volunteers.

I would like to formally acknowledge and thank the committed efforts of two of the Council's Volunteer Justices of the Peace, Mick Roche and Sudhir Thakur, who worked tirelessly for four months to provide JP services.

While most of the state was in lockdown and experiencing strict restrictions including the closure of JP services, Mick and Sudhir served more than 3800 clients and processed about 13,330 documents. This equals 47 clients and 161 documents a day! An absolutely incredible effort by Mick and Sudhir.

On behalf of the Council, I extend my sincere appreciation and gratitude to Mick and Sudhir who played an absolutely essential role in helping the community in a time of uncertainty.

Looking ahead

There are a range of major infrastructure upgrades and developments planned for next year and beyond. A significant refurbishment of the Payneham Memorial Swimming Pool and upgrades to Burchell Reserve and St Peters Street form the centrepieces of the City of Norwood Payneham & St Peters 2021–2022 Budget.

These projects are in addition to the \$11 million to be spent on renewal of existing infrastructure such as stormwater drainage, footpaths, kerbs and resealing of local roads.

As another financial year concludes, I would like to extend my personal thanks to Mayor Robert Bria and the Councillors for their leadership, support and direction for our organisation and community alike.

Together we have and will continue to work towards improving the Well-being of our community and creating a dynamic, vibrant and prosperous City.

The outcomes can only be achieved through partnerships and working together.

Mario Barone PSM
Chief Executive Officer

Our Council



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

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Mayor Robert Bria and Elected Members

Mayor and Councillors

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

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

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

In South Australia, the role of an Elected Member is regarded as a voluntary part-time position. The Elected Members who represented the City of Norwood Payneham & St Peters and the various Committees of the Council in 2020–2021 are listed on the following pages.



James Hugo OAM

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.

Vale James Hugo OAM

James Hugo OAM, founded the Council's Justice of the Peace service in 2004, and presided over Oath of Office ceremonies for the Council's Elected Members from 2005 until 2018.

On Friday 12 February 2021, our beloved Volunteer and friend, James Hugo passed away.

A welcoming face at Norwood Town Hall and on The Parade, James had a smile for everyone, making an indelible impression on everyone he met.

In addition to a long and dedicated career with the Department for Correctional Services, James gave a great deal of time and passion to the City of Norwood Payneham & St Peters and our community.

James was awarded the Medal of the Order of Australia in January 2021 for his service to the South Australian community, and prior to this, received an Australia Day Achievement Award (2019) and the Premier's Award for Outstanding Volunteer Service (2008). In 2019 James received a 50 Year Service Medal from the Department for Correctional Services.

A humble man, James had an infectious sense of humour and he will be dearly missed by everyone at the City of Norwood Payneham & St Peters. Our deepest sympathies and condolences to his wife Faye, family and wide circle of friends.



Mayor Robert Bria

I was first elected Mayor in a by-election in October 2005 and was re-elected in 2006, 2010, 2014 and 2018. I previously served as a Councillor representing the Torrens Ward for eight years from 1997 to 2005. My involvement in the sporting, business and community life of the City spans 36 years.

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

I bring a wealth of experience and knowledge to the role of Mayor, having also held a number of senior positions in the Local Government sector, including Chair, Metropolitan Local Government Group of Mayors and Chief Executive Officers; Chair, Eastern Region Alliance (ERA) of Councils Mayors and Chief Executive Officers Group; Member, Local Government Association Board and Member, East Waste Board.

As the current Chair of the Council's Business and Economic Development Committee and Norwood Parade Precinct Committee, I am passionate about supporting local traders and local jobs, and have initiated a number of economic development projects and initiatives.

In 2015 I was nationally recognised for my efforts with a Commendation from Economic Development Australia (Elected Member category).

I hold a Graduate Certificate in Public Sector Management and Bachelor of Arts (1st Class Honours) Degree from Flinders University, and a Diploma of Government.

I am currently working at SA Health, on secondment from Multicultural Affairs, Department of the Premier and Cabinet.

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

I have also served the local community in a number of Volunteer roles. From 2013 to 2019, I participated in the City Christmas Pageant as a Pageant Marshall and I have participated in almost every Norwood Christmas Pageant during my time on the Council.

I was a member of St Joseph's Memorial School Board for six years and has regularly organised 'Footy Nights' and 'Bowls Nights' for the fathers and male caregivers of students. I also assist with the school's fundraising events and coached football teams from 2017 to 2019.

A life-long resident of the City, my family's connection to the City of Norwood Payneham & St Peters goes back more than six decades to 1960 when my father lived in Norwood after migrating to Australia from Italy.

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

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Kensington / East Norwood Ward



Cr John Callisto

I am very proud to have served as the Elected Member for the Kensington/East Norwood Ward for the third year. As a former childhood local of Payneham/Trinity Gardens and now a resident and Councillor, I continue to feel privileged and excited to live in this vibrant and resilient community that embraces our expansive culture, business opportunities, retail and restaurant precinct, and special heritage. I have truly enjoyed meeting and assisting residents from my Ward and business owners, to support and enable them to seek the best appropriate outcomes.

Our Council this year has continued to assist and support local charity organisations, businesses, traders and residents during a continued year of challenges.

Through my involvement on the Business and Economic Development Committee and The Norwood Parade Precinct Committee, I have supported many of the initiatives which have been vital in keeping my Ward safe, sustainable and prosperous for better times to come. I am pleased to see many of our great facilities and local businesses once again operational and positive about the future ahead.

My passion for our local events remains strong and my key focus looking ahead is to continue to support our community and promote our unique location that makes our City and my Ward in particular, a great place to live, work and visit.

I take this opportunity to acknowledge and thank our generous and selfless Volunteers, resident associations, community sporting organisations and support organisations for their dedication in working and supporting our community during this challenging year.

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Cr Christel Mex

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

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

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

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

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

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Payneham Ward



Cr Kevin Duke

I have lived in the Council area for more than 50 years enjoying the development of our infrastructure, parks, sporting facilities, playground and libraries, including the transformation of the reserves along the River Torrens from eyesores to a popular destination.

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

I am a Justice of the Peace. I have served on school boards, Parents and Friends Associations, the Management Committee of the Mental Health Association, Board of Directors of Invicta Sheltered Workshops and the Board of Directors of the Paraplegic Quadriplegic Association of South Australia, including a term as President.

I was initially attracted to the Council by the need to do something about improving traffic behaviour in residential streets. Since that time the State Government has mandated a 50 km/h speed limit, and some local councils have brought in areas with 40 km/h limits. Our Council is now pursuing a 40 km/h limit for residential streets on an area by area basis, which will improve safety for all road users and the quality of life for our residents.

Whilst previously an active participant in sport, especially football and tennis, I am now an active supporter of all forms of sport, delighting in recent upgrades of the tennis facilities at Norwood and Payneham. The improved clubroom and change room facilities at Norwood Oval and Payneham Oval are particularly significant as they now cater for female players.

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

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Cr Carlo Dottore

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

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

My wife Wendy and I moved to our family home in Payneham in 1971 where we raised three daughters and have recently downsized to our new home in Stepney.

First elected to the Council in 1983, I have served continuously in Local Government as Councillor for the Payneham Ward for more than 37 years; chairing and as a member of works, planning and development committees; community arts and cultural heritage committees; Council Assessment Panel, Glynde Corner and Payneham Road Precinct Committees.

I have always found serving and representing the ratepayers and community a privilege.

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

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St Peters Ward



Cr Kester Moorhouse

I live in College Park in the beautiful St Peters Ward. I have a degree in International Studies (Honours in Politics) from the University of Adelaide and I work in the public service.

I was elected to the Council in 2018 and sit on the Cultural Heritage, CEO Performance Review and St Peters Child Care Centre & Pre-School Committees.

I enjoy playing indoor soccer in Stepney, tennis with friends at Joslin Reserve, bouldering in Kent Town, cycling along the River Torrens Linear Path and volunteering with Friends of the Billabong.

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

The Council 2021–2022 Annual Business Plan offers exactly these types of initiatives to let our community flourish. These include a major makeover of the Payneham Memorial Swimming Centre, an upgrade to Burchell Reserve, beautification of St Peters Street, safety improvements to the River Torrens Linear Path and an expansion of our Library Home Delivery service, as well as increasing the number of street trees.

I want to thank all Council staff and Volunteers. Your hard work is particularly appreciated considering the extra challenges posed by working throughout the COVID-19 pandemic.

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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. These are all threatened by urban infill development and McMansions.

I am concerned about the new State-wide Planning and Design Code introduced in March 2021. Initially the Code threatened the protection of most historic dwellings in our Historic Conservation Zones but thanks to the hard work of residents (supported by our Council), a new Planning Minister has allowed protection from demolition of Contributory Items (now called Representative Buildings). This was a great win for residents however, many historic buildings still lack protection from demolition and there remains much work to do in this area.

The Planning and Design Code replaced all individual Council Development Plans to guide new development. As a result of the Code's introduction, our Council's development rules have increased from 250 pages to 5,000 on-line pages. This huge increase in complexity has been a disaster for accessibility and transparency in the planning system.

I work as a Volunteer for the Nature Education Centre and Friends of the Billabong. For many years I worked for Save Our Suburbs and with Cats Assistance to Sterilise 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.

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Torrens Ward



Cr John Minney

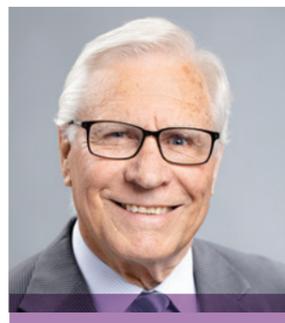
I was elected as Councillor for the Joslin Ward of the City of Payneham in 1971 and served as an Alderman and Mayor until the amalgamation in 1997, when I was elected as a Councillor in the Torrens Ward. I did not seek re-election in the 2000 election but in 2003 I again nominated as a Councillor in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

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

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

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

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



Cr Garry Knoblauch

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

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

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

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

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

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

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West Norwood/Kent Town Ward



Cr Fay Patterson

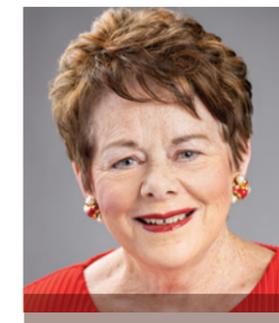
A decades long resident of Norwood, I am proud to be one of two Ward Councillors for West Norwood/Kent Town—a Ward that also encompasses Hackney. I love where I live and care deeply about preserving and improving our Council area—its street trees, heritage buildings, parks and reserves, shops and public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

Born in Port Moresby, raised in Hobart and an Adelaidean by choice since 1999, my heritage is a mixture of British and Chinese. Having degrees in mechanical/electrical engineering and computer science, I practiced as a traffic engineer for more than 20 years in government and as a consultant, and this year completed a PhD in road safety. I also write science 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 the Council in 2018, my goal is to build upon the good work that commenced at Kensington and Norwood's incorporation as the first suburban Council in Australia. This is a tradition of innovation and service, of responding well to challenges and threats, and of adding to a legacy that will stretch far beyond my lifetime.

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

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Cr Sue Whittington

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

I care deeply about our City and am passionate about our cultural heritage programs. I view the State Government's Development Plan reforms as an assault on our heritage and history. Our Council has spent 40 years developing robust policies to protect our City's character which may be undermined by these Plans. 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 Norwood Primary School Board. 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 served on the Board of the Carpe Diem Trust for 11 years. The Trust helped young people financially to achieve their life potential, however the Trust has recently disbanded.

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

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

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Maylands/Trinity Ward



Cr Connie Granozio

I have lived in the Maylands/Trinity Ward for 35 years. I married my husband John in 1986 and together we have raised three children, which has been fantastic due to the schools, parks and recreational facilities and the beautiful amenity of the area.

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

I was elected to the Council in 2000 and have thoroughly enjoyed representing the Maylands/Trinity Ward for the past 21 years. I have also served on a number of other committees, including the Development Assessment Panel, Australia Day Awards Committee, Swimming Centres Committee and the Magill Road Precinct Committee.

I am in partnership with my husband in his electrical business and 14 years ago I opened a lighting shop, Instyle Lighting, on Anzac Highway, which I run.

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

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

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



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.

During 2021, everyone, including the Council, has had to continue 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 improving our Street Tree Planting Program, review of our tree policies and improving cycling and active transport initiatives. The Council has also continued significant investment in local parks and committed to upgrading the Payneham Memorial Swimming Centre.

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.

Whilst the Council must manage the nuts and bolts such as footpaths, roads, parking and waste, I am also keenly aware that, as one of the youngest Councillors, we must focus on the longer term future as well. I continue to be a strong advocate for progressive policies.

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

Maylands/Trinity Ward



Cr Mike Stock

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

My previous Local Government service includes Mayor and Councillor for the Port Adelaide Enfield and (former) Enfield Councils, and more recently as a Councillor at the City of Norwood Payneham & St Peters from 2003–2010.

I have served on various committees including the Audit, Business and Economic Development, Swimming Centres Review, Parade Precinct and Adelaide Fashion Festival Committees. I am currently a director of East Waste which collects rubbish and recycling on behalf of seven South Australian councils, including the City of Norwood Payneham & St Peters, and I also serve on the East Waste Audit Committee.

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

My wife Rita and I moved to the City of Norwood Payneham & St Peters 20 years ago and we've enjoyed life here ever since. Serving on the 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 — when COVID permitted — 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

Council Committee and Board Appointments

Committees

Audit Committee

Mayor Robert Bria
Cr John Minney
Cr Mike Stock

Business & Economic Development Committee

Mayor Robert Bria
Cr John Callisto
Cr Carlo Dottore
Cr Garry Knoblauch
Cr Scott Sims

Chief Executive Officer's Performance Review Committee

Mayor Robert Bria
Cr Kevin Duke
Cr Kester Moorhouse
Cr Garry Knoblauch

Cultural Heritage Committee

Cr Carlo Dottore
Cr Christel Mex
Cr Evonne Moore
Cr Kester Moorhouse
Cr Scott Sims
Cr Sue Whittington

Norwood Parade Precinct Committee

Mayor Robert Bria
Cr Carlo Dottore
Cr John Callisto
Cr Kester Moorhouse*
Cr Fay Patterson
Cr Sue Whittington

St Peters Child Care Centre & Pre-School Committee

Cr Evonne Moore
Cr Kester Moorhouse

Strategic Planning & Development Policy Committee

All Elected Members**

Traffic Management & Road Safety Committee

Cr Carlo Dottore
Cr Kevin Duke
Cr Fay Patterson

External Boards

Eastern Health Authority

Cr Garry Knoblauch
Cr Sue Whittington

Eastern Waste Management Authority

Cr Mike Stock

ERA Water Board

Cr John Minney

Highbury Landfill Authority

Cr John Minney

Marden Senior College Governing Council

Cr Garry Knoblauch

*Term concluded August 2020

**The Committee was wound up on 19 March 2021

Ethics

Elected Member Code of Conduct

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

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

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

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

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

The Code of Conduct comprises the following three parts:

Part 1: Principles

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

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

Part 2: Behaviour

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

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

Part 3: Misconduct

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

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

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

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

Local Government Governance Panel

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

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

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

Ombudsman SA

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

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

Independent Commissioner Against Corruption

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

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

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

During 2020–2021, the Council referred one matter to the Ombudsman who determined that investigation of the complaint was not necessary or justifiable.

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.

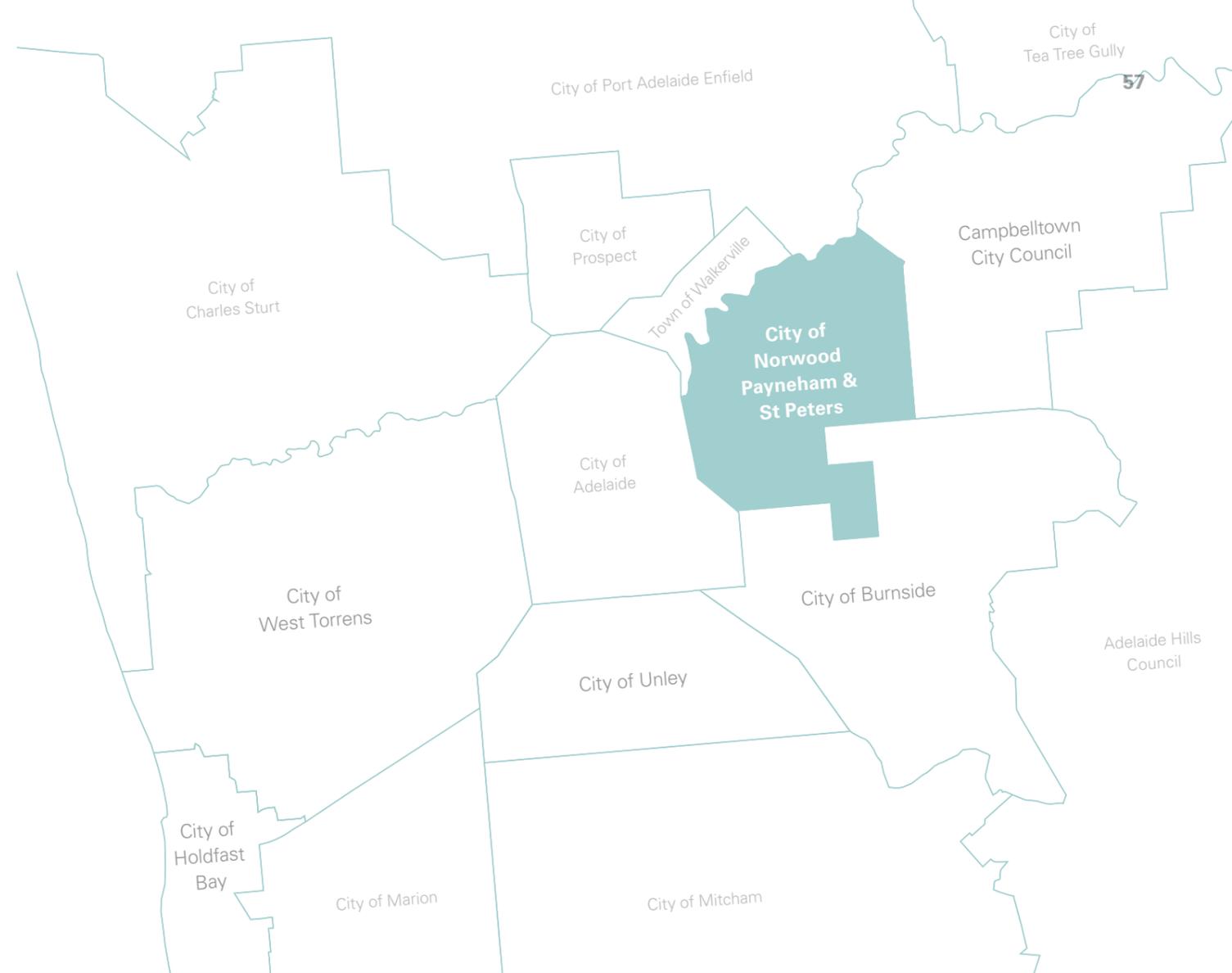
The composition and structure was amended by transferring the suburb of Hackney to the West Norwood/Kent Town Ward (from the St Peters Ward) and a minor amendment to the boundary between the Payneham and Maylands/Trinity Ward.

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 2020–2021 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 2020–2021

Total number of Electors	25,862
Number of Elected Members (including Mayor)	14
Representation Quota (ratio)	1:1847

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

Council	No. of Elected Members	Electors	Ratio
Norwood Payneham & St Peters	14	25,862	1:1847
Burnside	13	32,083	1:2468
Campbelltown	11	36,254	1:3296
Holdfast Bay	13	28,562	1:2197
Unley	13	27,602	1:2123
West Torrens	15	42,378	1:2825

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 2020–2021, Council meetings were held on the first Monday of each month (and when required due to public holidays, on the first Tuesday of each month) commencing at 7.00pm. These meetings were held in the Council Chambers, Norwood Town Hall, 175 The Parade, Norwood.

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

Elected Member Attendance at Council Meetings

Twelve ordinary Council meetings were held during 2020–2021. Table 3 sets out the attendance of Elected Members over this period.

Table 3: Elected Member Attendance at Council Meetings July 2020–June 2021

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

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 2020–2021 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 (disbanded on 19 March 2021)
- Traffic Management and Road Safety Committee

*Statutory Committees

More information about the role of Elected Members, Council's decision making and Council Committees, is detailed (Pages 44–73)

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 2020–2021, the Council considered 35 items (out of 184 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 July 2020–June 2021

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	12
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	6
90(3)(d)	Commercial information of a confidential nature	4
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	3
90(3)(k)	Tenders for the supply of goods, the provision of services or the carrying out of works	7

Informal Gatherings

Section 90(8) of the *Local Government Act 1999*, 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 2020–2021 and the attendance of Elected Members.

Table 5: Informal Gatherings July 2020–June 2021

		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
13 July 2020	Review of CityPlan 2030	No	●	●	●	●	●	●	—	●	●	●	●	●	●	●
22 July 2020	Local Government Reform	No	●	●	—	●	●	●	●	●	●	●	●	●	●	●
22 July 2020	Long Term Financial Plan	No	●	●	—	●	●	●	●	●	●	●	●	●	●	●
10 August 2020	Payneham Oval Car Parking	No	●	●	●	●	●	●	—	—	●	●	●	—	●	●
10 August 2020	Trinity Valley Drainage Design Concept Options	No	●	●	●	●	●	●	—	—	●	●	●	—	●	●
10 August 2020	Magill Road/Portrush Road Intersection Upgrade	Yes	●	●	●	●	●	●	—	—	●	●	●	—	●	●
24 August 2020	Council Benchmarking	No	●	●	—	●	●	●	●	●	●	●	●	●	●	●
31 August 2020	Leasing & Licensing Policy and Civic Bands & Orchestra Policy	No	●	●	●	●	●	●	—	●	●	●	—	●	●	●
14 September 2020	Integrated Waste Services Policy	No	●	●	●	●	●	●	—	●	●	●	●	●	●	●
28 September 2020	Verge Policy	No	●	●	●	●	●	●	—	●	●	●	●	●	—	●
12 October 2020	City Wide Parking Review	No	●	●	●	●	●	●	—	●	●	●	●	●	●	●
12 October 2020	Long Term Financial Plan & Asset Management Plans	No	●	●	●	●	●	●	—	●	●	●	●	●	●	●
30 November 2020	Access & Inclusion Strategy	No	●	●	●	●	●	●	●	●	●	●	●	●	—	●

		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
30 November 2020	Service Project	No	●	●	●	●	●	●	●	●	●	●	●	●	—	●
30 November 2020	CRM System	No	●	●	●	●	●	●	●	●	●	●	●	●	—	●
27 January 2021	CEO Contract of Employment	No	●	●	—	●	—	●	●	●	—	●	—	●	●	●
17 March 2021	2021–2022 Budget Workshop 1	No	●	●	●	●	●	●	●	●	●	●	●	●	●	●
22 March 2021	New Planning System	Yes	—	●	●	●	—	●	●	●	—	●	—	●	●	●
31 March 2021	2021–2022 Budget Workshop 2	No	●	—	●	●	—	●	—	●	●	●	●	●	—	●
12 April 2021	Legislative Responsibility for Tree Management	No	●	●	●	—	●	●	●	—	—	●	—	●	—	—
31 May 2021	Update on Strategic Projects: Burchell Reserve, Osmond Terrace and The Parade Detail Design	Yes	●	●	●	●	●	●	●	—	●	●	●	●	●	●
8 June 2021	The Parade and George Street Scramble Crossing Legal Proceedings	No	●	●	●	●	●	●	●	●	●	●	●	●	—	●
16 June 2021	City Wide Parking Review Outcome of the Community Consultation	No	●	●	●	●	●	●	●	●	●	●	●	●	●	●
28 June 2021	Youth Development Programs	Yes	●	●	●	●	—	●	●	●	●	●	●	●	—	●
28 June 2021	St Peters Billabong	No	●	●	●	●	—	●	●	●	●	●	●	●	—	●

— 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:

- an Australian citizen or have been a member of a Council at any time between 5 May 1997 and 1 January 2000; and
- 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 2020–2021 were as follows:

Mayor:	\$72,400 per annum
Councillors:	\$18,100 per annum

In addition to the allowance which is paid to Elected Members, Sections 77 and 78 of the Act provide that an Elected Member may be reimbursed for expenses (as prescribed), incurred in performing or discharging official functions and duties, and the Council may also determine to provide facilities and other forms of support to Elected Members of the City of Norwood Payneham & St Peters to assist them in performing or discharging official functions and duties.

The Elected Member Allowances & Benefits Policy has been developed to set out the framework associated with Elected Members allowances, benefits and support, to ensure that Elected Members are adequately equipped to perform their official duties and functions.

Elected Members are entitled to receive reimbursement for:

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

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

- an expense incurred in the use of a telephone for the business of the Council;
- travelling expenses incurred by the Elected Member as a consequence of the Member's attendance at a function or activity on the business of the Council (other than for which the Elected Member is reimbursed under Section 77(1)(a) of the Act);
- expenses for the care of a dependent of the Elected Member incurred by the Elected Member as a consequence of the Elected Member's attendance at a function or activity on the business of the Council (other than for which the Elected Member is reimbursed under Section 77(1)(a) of the LG Act); and
- expenses incurred by the Elected Member as a consequence of the Elected Member's attendance at a conference, seminar, training course or other similar activity which is directly or closely related to the performance or discharge of the roles and duties of an Elected Member (other than for which the Elected Member is reimbursed under Section 77(1)(a) of the Act).

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

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

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 2020–2021 period, the Council received five requests for a review of decision. Of these reviews, three were completed with two decisions upheld and one decision overturned. As at 30 June 2021, two reviews were still in progress.

Training and Development

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

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

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

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.

No training was undertaken by Elected Members during 2020–2021. This was due in part to the extensive training program provided following the 2018 Local Government Election and as a result of the COVID-19 restrictions in place for most of 2020.

Council Committees

Audit Committee

The Council's Audit Committee was established in January 2007 and has remained in place with a structure comprising of the Mayor and two Elected Members and two Independent Specialist Members.

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

The Audit Committee assists the Council in the effective conduct of its responsibilities in respect to financial reporting, management of risk, maintaining a reliable system of internal controls and facilitating the organisation's ethical development.

For the period commencing 1 July 2020 until 30 June 2021, the Audit Committee comprised the following Members:

- Cr John Minney (Presiding Member)
- Mayor Robert Bria (Elected Member)
- Cr Mike Stock (Elected Member)
- 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.

Audit Committee Annual Work Program

The principal matters considered and addressed by the Audit Committee during 2020–2021 included the following:

- review of the 2019–2020 Annual Financial Statements;
- monitoring and review of financial performance against the Adopted Budget;
- monitoring and review of borrowing & investment performance;
- consideration of the 2019–2020 Audit Completion Report;
- review of all insurance coverage and claims;

- review of various Strategic Management Plans, including:
 - *CityPlan 2030: Shaping the Future*;
 - Long Term Financial Plan; and
 - Infrastructure & Asset Management Plans.
- review of Regional Subsidiary Annual Financial Statements, Eastern Health Authority Long Term Financial Plan and ERA Water Long Term Financial Plan.

The following Internal Audit Reviews were completed:

- procurement post implementation;
- sale service & revenue process; and
- contract management framework.

A review of the Council's Cyber Security was also undertaken.

A total of 15 policies relating to financial management matters were reviewed and updated as required.

The Committee also reviewed the Council's proposed 2021–2022 Annual Business Plan and Budget and recommended to the Council that the Council needed to maintain the proposed rate revenue increase at no less than 4.35% for the 2021–2022 financial year. The committee also recommended that the Council give serious consideration to deferring some Capital projects to future years to improve the cash flow position for the 2021–2022 period.

The Council considered the Audit Committee's recommendation at its meeting held on 5 July 2021 and resolved to adopt a rate revenue increase of 4.35%, which translates to a rate-in-the-dollar increase of 1.98% as part of the 2021–2022 Budget.

In addition, the Council deferred the following three projects:

- extension of Reclaimed Water System (\$175,000);
- year 3 of the Major Public Art Funding Program (\$110,620); and
- public road conversion of Salisbury Lane and Kingsborough Lane (it was acknowledged that while the deferral of the conversion of Salisbury Lane and Kingsborough Lane will have a minimal impact on the Budget, it will relieve pressure on the 2022–2023 Capital Works Program).



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 *Planning, Development and Infrastructure Act 2016* (the Act).

In particular, the Council's Building Fire Safety Committee is established under Section 157 of the Act as an 'appropriate authority' to exercise its powers in relation to building fire safety matters within the Council area.

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

Committee membership for the reporting period comprised:

- Mr Troy Olds (Presiding Member) of the Committee and a person with expertise in fire safety
- Mr Demetrius Poupoulas as a Member of the Committee;
- Peter Hilhorst – nominated by the Chief Executive Officer of South Australian Metropolitan Fire Service (SAMFS)
- Mario Hlavati – as a person with 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 on five occasions during the 2020–2021 reporting period and dealt with 12 matters, comprising eight matters that carried over from the last reporting period and four new matters, and undertook six inspections. Two matters were fully resolved during 2020–2021 reporting period.

The Committee liaised with the Department for Infrastructure and Transport (DIT) and owners of identified buildings regarding the presence of non-compliant Aluminum Composite Panel (ACP) Cladding and other flammable cladding in response to a state wide audit led by DIT. Currently 3 buildings with ACP cladding are due to be remedied by the end of 2021.



Demetrius Poupoulas *Committee Member*

Demetrius has been a member of several metropolitan council fire safety committees for more than 30 years.

He is a Fellow of the Institution of Engineers and has been a member of the Australian Institute of Building Surveyors from 1970 – present.

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

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

Troy Olds *Presiding Member of the Committee*

Troy has over 25 years' experience in Building Surveying in both Local Government and private practice.

His expertise is multi-disciplinary in the areas of building surveying, fire engineering, urban and regional planning and disability access.

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

Peter Hilhorst *Committee Member*

Peter has been employed with the South Australian Metropolitan Fire service for 26 years. He has served as a Firefighter for 15 years, and Station officer for 11 years. Peter has 6 years' experience within, and is currently the Acting Commander of the Built Environment Section of the MFS.

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

Mario Hlavati *Committee Member*

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

Mario has 8 years' experience in the Local Government sector, predominately working in the field of building surveying.

Accredited Professional Level 1 with DIT, and accreditation with Australian Institute of Building Surveyors as Level 1 Building Surveyor, Mario has held positions on fire safety committees since 2015.

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

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 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 membership of the Council Assessment Panel, are reviewed annually by the Council.

For the period commencing 1 July 2020 until 30 June 2021, the CAP comprised the following Members:

- Terry Mosel (Presiding Member)
- Cr John Minney (Elected Member)
- Phil Smith (External Member)
- Jenny Newman (External Member)
- Fleur Bowden (External Member)

The Presiding Member was paid a sitting fee of \$550 and Specialist External Members were paid a sitting fee of \$450 per scheduled meeting of the Council Assessment Panel. Cr Minney, the Elected Member on the CAP, did not claim a sitting fee.

During 2020–2021, the Council's Assessment Panel met monthly on the third Monday of each month. The CAP determined 44 of the total of 1101 Development Applications which were determined by the Council throughout 2020–2021.

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.



Terry Mosel *Presiding Member*

Terry's extensive professional career as a City Planner, has now culminated in his role as a sessional Commissioner of the Environment, Resources and Development Court. With specialist skills and expertise, and tertiary qualifications in planning and economics, Terry is well positioned to guide the Council's Assessment Panel as its Presiding Member.

Fleur Bowden *External Member*

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 *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.

Phil Smith *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.

Cr John Minney
Elected Member
Elected Member bio on page 38.

Business & Economic Development Committee

The principal task of the Business & Economic Development Committee, which comprises of five Elected Members and four Independent Specialist Members is to assist the Council to facilitate and promote economic growth and development in the City of Norwood Payneham & St Peters.

The Council's Business & Economic Development Committee played an integral role in the development of the Council's Economic Development Strategy 2021–2026.

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

The strategy is the Council's commitment to help businesses recover as quickly as possible and then maintain a sustainable economy. New strategic directions are included as a result of the COVID-19 pandemic, and the Committee has assisted the Council to adapt its response to suit the needs of businesses during the 2020–2021 financial year.

For the period commencing 1 July 2020 until 30 June 2021, the Business & Economic Development Committee comprised of the following members:

- Mayor Robert Bria (Presiding Member)
- Cr Carlo Dottore (Elected Member)
- Cr Scott Sims (Elected Member)
- Cr Garry Knoblauch (Elected Member)
- Cr John Callisto (Elected Member)
- John Samartzis (Specialist Independent Member)
- Professor Richard Blandy (Specialist Independent Member)
- Trish Hansen (Specialist Independent Member)
- Skana Gallery (Specialist Independent Member)

The Committee met quarterly during 2020–2021. Committee Members do not receive a sitting fee.



Cr Scott Sims
Elected Member
Elected Member bio on page 41

Cr Garry Knoblauch
Elected Member
Elected Member bio on page 41

John Callisto
Elected Member
Elected Member bio on page 41

Mayor Robert Bria
Mayor
Elected Member bio on page 34

Trish Hansen
Independent Member

Trish is a strategist and systems designer in the fields of health, wellbeing, arts and culture, committed to enriching the creative and cultural life of people, places, neighbourhoods and cities.

Trish is the Founding Principal of Urban Mind Studio, CEO of Kindred Australia, Ambassador with Good Design Australia, Board Director SALA Festival, Fellow at the Centre for Conscious Design and serves on other committees.

Professor Richard Blandy
Independent Member

Richard holds a PhD in Economics and Education from Columbia University and has been a Professor of Economics at Flinders University, Ronald Henderson Professor of Applied Economics and Social Research at the University of Melbourne, an Adjunct Professor of Economics at the University of SA. He is presently an Emeritus Professor of Economics at Flinders University. For the past 20 years, Richard has co-operated an economics consultancy business.

Skana Gallery
Independent Member

Skana is an experienced economic and regional development adviser with substantial experience working in Local and State Government. Skilled in small business support, retail and precinct management, China engagement as well as governance and committees, Skana also has an in-depth knowledge of parliamentary processes and legislation. Skana was appointed to the Business & Economic Development Committee in February 2019.

John Samartzis MBA
Independent Member

John has extensive business and retail experience spanning 40 years in leading retail and consumer organisations David Jones and Myer. He is currently at the Adelaide University completing a Post Graduate Diploma in Oenology and Viticulture, at the Waite Campus, driven passionately by his passion for winemaking. Since retiring he has consulted to a variety of businesses.

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 premier main street and as a vibrant shopping, cultural and leisure destination for businesses, residents and visitors.

The NPPC comprises five Elected Members and seven 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 2020 until 30 June 2021, the Norwood Parade Precinct Committee comprised of the following members:

- Mayor Robert Bria (Presiding Member)
- Cr Sue Whittington (Elected Member)
- Cr Fay Patterson (Elected Member)
- Cr John Callisto (Elected Member)
- Cr Carlo Dottore (Elected Member)
- Ross Dillon (Specialist Independent Member)
- Annie Lovejoy (Specialist Independent Member)
- Joshua Baldwin (Specialist Independent Member)
- Terry Dalkos (Specialist Independent Member)
- Phillip Rollas (Specialist Independent Member)
- Rimu Good (Specialist Independent Member)
- Hao Wu (Specialist Independent Member)

The Committee met seven times during 2020-2021. Committee Members do not receive a sitting fee.

Traffic Management & Road Safety Committee

The Traffic Management & Road Safety Committee, which comprises three Elected Members, a SAPOL representative and two Specialist Independent Members, was established to make a final determination of traffic management issues which are referred to the Committee by the Council and to consider proposals and recommendations which seek to improve traffic management and road safety throughout the City.

The Committee played an integral role into the investigation of the introduction of a 40km/h speed limit in the City in 2020-2021. These investigations are ongoing.

For the period commencing 1 July 2020 until 30 June 2021, the Traffic Management & Road Safety Committee comprised of the following members:

- Cr Kevin Duke (Presiding Member)
- Cr Carlo Dottore (Elected Member)
- Cr Fay Patterson (Elected Member)
- Senior Sergeant Kevin Carrol (SAPOL)
- Shane Foley (Specialist Independent Member)
- Nick Meredith (Specialist Independent Member)

The Committee meets every two months (unless there are no items for discussion) and three meetings were held in 2020–2021. The Specialist Independent Members receive a \$300 sitting fee per meeting.



Cr Fay Patterson
Elected Member
Elected Member bio on page 41

Cr Kevin Duke
Elected Member
Elected Member bio on page 41

Cr Carlo Dottore
Elected Member
Elected Member bio on page 41

Gayle Buckby
Manager, Traffic & Integrated Transport

Nick Meredith
Independent Member

Member of Committee since 2012, Nick has more than 50 years of experience in all facets of traffic engineering, traffic management and transport planning. Nick has attended the Transport Planning and Management Course at the University of New South Wales, has a Land Use Technicians Certificate from the South Australian Institute of Technology and was a qualified Road Safety Auditor. Nick's experience extends across State and Local Government and as a traffic consultant in the private sector.

Shane Foley
Independent Member

Member of Committee since 2012. Shane graduated with a First Class Honours Degree in Engineering from the University of Adelaide and worked as a traffic and transport planning consultant for 45 years. He ran his own consulting engineering practice for more than 35 years in South Australia, providing traffic engineering services to Local Government, State Government and private clients.

Kev Carroll
Senior Sergeant (SAPOL)

Kev has been a member of SAPOL since 1980, and worked for 31 years in traffic policing. As well as being a regional traffic member and Traffic Supervisor, he worked for 12 years in Major Crash and the last 10 years as the Traffic Manager at Holden Hill and Sturt. He has extensive knowledge and experience in traffic law and local traffic issues which impact both councils and ratepayers.

Kev is absent from the photograph above.

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.



Huan Wang
Coordinator, Community Visitor Scheme



Adrian Ivanovic
Works Coordinator, Glynda Depot



Alice Parsons
Director, St Peters Child Care Centre & Preschool



Peter Collins
Senior Compliance Officer, Regulatory Services



Michael Moshos
Project Officer, Civil Assets



Marlise De Nieuwe
Technology Operations Support Officer, Payneham Library



Henry Colston
Officer, Building Maintenance



Antonietta Spiniello
Coordinator, Corporate Records

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.



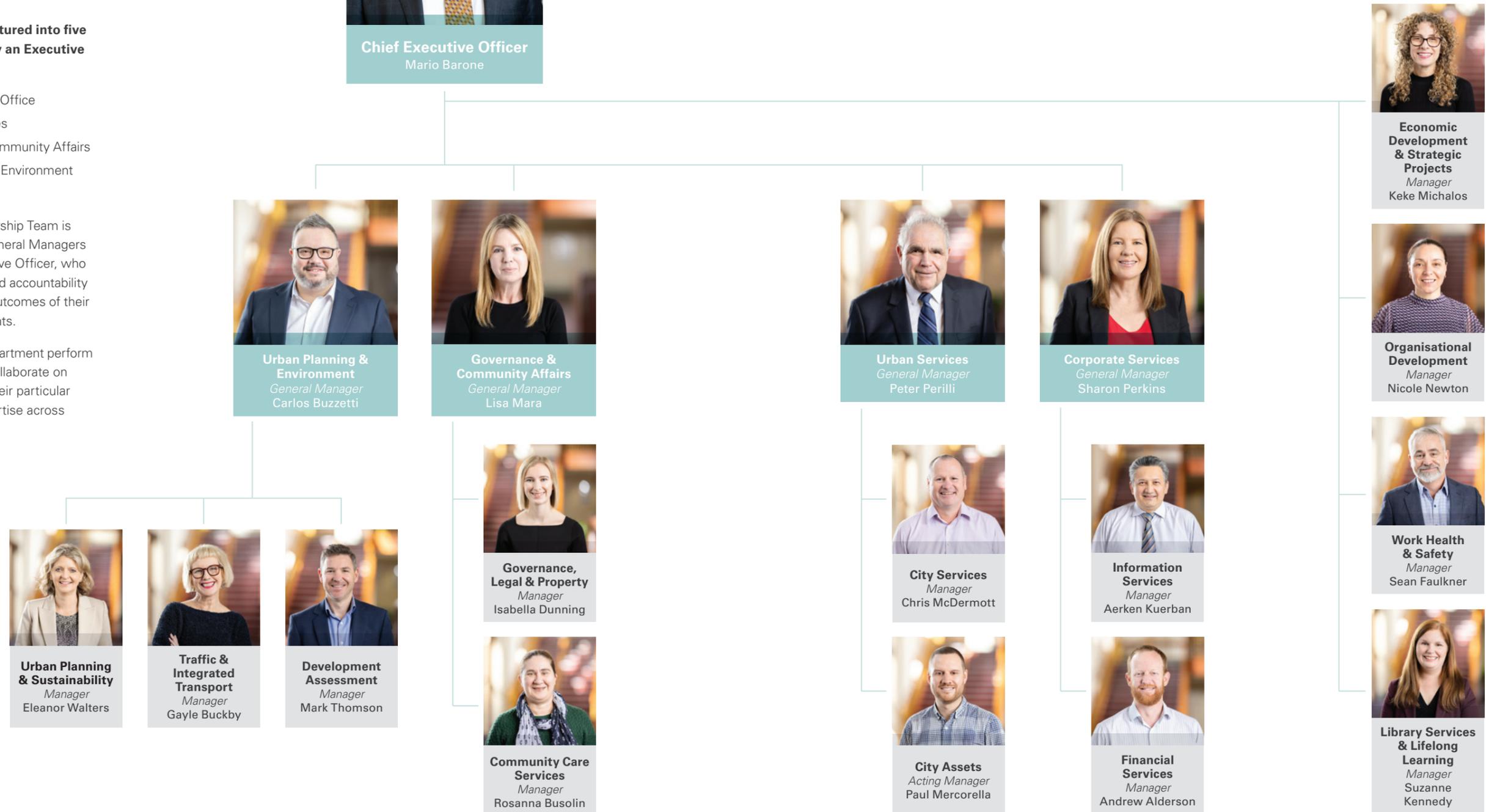
Chief Executive Officer
Mario Barone

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

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

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

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



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

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 the Chair of the Eastern Region Zone Emergency Management Committee and a member of the Local Government Association of South Australia Chief Executive Officer's Advisory Committee.

With an extensive background as an Urban, Regional and Environmental Planner, my formal qualifications are a Bachelor of Arts in Planning and a Graduate Diploma in Environmental Planning, and a Fellow of the Planning Institute of Australia.

In 2016, I was humbled and I am 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.

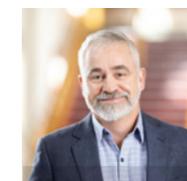
I am passionate about Local Government and the City of Norwood Payneham & St Peters, and creating positive outcomes which improve the quality of life for our community and to ensuring our City's unique 'sense of place' is maintained and carefully curated.



Keke Michalos
Manager
Economic Development & Strategic Projects



Nicole Newton
Manager
Organisational Development



Sean Faulkner
Manager
Work Health & Safety



Suzanne Kennedy
Manager
Library Services & Lifelong Learning



Carlos Buzzetti

*General Manager
Urban Planning & Environment*

Joined the Council in 2003

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

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

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

Recognised by the Planning Institute of Australia as a Fellow and Registered Planner (RPIA), I also hold a Bachelor of Arts in Urban Planning, a Graduate Diploma of Urban and Regional Planning and Certificate of Management. I am currently undertaking a Postgraduate Degree in Psychology of Business and Management.



Lisa Mara

*General Manager
Governance & Community Affairs*

Joined the Council in 2004

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

I love working in Local Government and am passionate about the integrity of Local Government, and firmly believe that it is essential that Local Government demonstrates its ability to manage its governance responsibilities effectively; consider contemporary governance practices and the importance of a robust governance framework to provide strong leadership for the community.

I am privileged to lead and work with an exceptional team who are committed to delivering excellent outcomes for our community across a range of services, programs and events. I oversee the Council’s governance, community services, arts, cultural heritage, events, regulatory services and communications functions – all vital activities in achieving the Council’s collective vision of Community Well-being.

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



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*



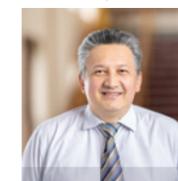
Rosanna Busolin
*Manager
Community Care
Services*



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 all staff and underpin the culture of our organisation, and the way in which we work and behave as individuals and as an organisation.

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

During 2020–2021, 20 staff members and four teams 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 staff recognition program is based on our values under the following categories:

Our Values
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

Andrew Alderson, Manager, Finance

Working Together

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

Awarded to

Josef Casilla, Project Officer - Urban Services
Adam Bowey, Urban Planner - Planning Services
Anna Wilson & Claire Betchley - Events Unit

Leadership

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

Not Awarded in 2020–2021

Excellence

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

Awarded to

Kieran Fairbrother, Compliance Officer - Planning Services
Sean Faulkner, Manager - WHS & Risk

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

Chris McDermott - Manager, City Services

Service

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

Awarded to

Sally Martin - Library Customer Service Officer
St Peters Child Care Centre & Pre-School Staff
Customer Service Staff

Meet some of our Staff



Mark Fletcher

Team Member, Civil Maintenance

Mark's passion for the outdoors and being part of a hard-working team, has undoubtedly been a key ingredient for his success as part of the Council's Civil Maintenance Unit.

"After starting my Local Government career with a traineeship at Campbelltown City Council, I moved to the City of Norwood Payneham & St Peters in 2007—and I haven't looked back since."

Notching up 15 years of service, Mark is still as motivated now as he was back then.

"I love working outside with a great bunch of people and I even get to use excavation equipment—my favourite part of the job!"

Having completed a Certificate 3 of Civil Construction in 2003, Mark also holds a number of machinery and equipment licenses including backhoe, front end loader, skid steer loader, forklifts and trucks.

With a broad set of skills, Mark notes that he has been lucky enough to work on some significant construction projects.

"The Footpath Defect Program was the largest and longest project I've been a part of—we fixed thousands of footpath defects across the Council area over a two year period."

"I have also been involved in multiple capital works projects to repair the City's kerb and water table issues."

Knowing that he is playing a crucial role in delivering outcomes for our community drives him to perform at his best every day.

"Our maintenance work is vital to maintain the integrity of our assets for safety of the broader community. We not only react to requests but proactively repair and replace footpaths, kerbs, stormwater outlets and roads."

A footy fanatic and long-suffering Carlton supporter, Mark enjoys the camaraderie with his colleagues.

"It's no secret that Carlton's lack of success is a feast for my team members but the truth is I love the banter and take great joy in the rare victories, especially the ones over South Australian teams!"



Jennifer Nguyen

Graduate Building Inspector

While she was undertaking her high school studies, Jennifer Nguyen's parents were building a new home—an experience that inspired her to pursue a career in the building industry.

"My parents experienced many obstacles and challenges with the builder which made me want to learn and understand more about residential development so I could help others avoid the same fate."

Jennifer went on to complete a Bachelor of Construction Management and Economics at the University of South Australia.

Following her graduation, Jennifer became a Cadet Quantity Surveyor but quickly realised that it wasn't all she had hoped for.

"During my degree I specialised in building surveying so decided to take a deviation in my career path and explore this area."

In October 2020, Jennifer was appointed by the City of Norwood Payneham & St Peters as Graduate Building Inspector

"I realised I wanted to help people more and Local Government was a bright opportunity to help people build their forever homes or dream development safely and up to standard."

In her role with the Council, Jennifer is involved in surveying a variety of residential and commercial developments.

"The work I do as a Building Inspector is important—we inspect new homes, renovations, fencing, swimming pools and other building works in the community to ensure the work meets standards and is compliant during all stages of construction."

An avid green thumb, Jennifer enjoys her time away from work gardening, playing volleyball and exploring her creative side through painting.

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.



Matilda Zander
Lifeguard, Payneham Memorial Swimming Centre

218 full time, part time and casual staff

8 years average length of service

59% of our workforce is permanent

10.5% staff turnover

49% administrative roles (including casual)

Gender profile

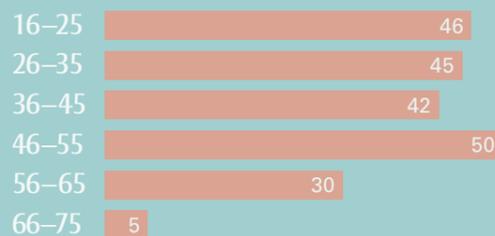
60% Females



40% Males



Age profile



As at 30 June 2021, the Council employed 218 staff, including 105 full time, 41 part time and 72 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;
- Community Services;
- Economic Development;
- Engineering;
- Environmental Planning;
- Events;
- Horticulture Services;
- Information Technology;
- Library Services;
- Management;
- Planning and Building;
- Recreation Services;
- Regulatory Services;
- Strategic Planning; and
- Work Health & Safety.

Length of Service

As of 30 June 2021, the average length of tenure of the staff at the Council was eight years and the longest tenure at the Council was 42 years.

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

Tina Zullo	40 Years of Service
Clifford Grimes	30 Years of Service
Gillian Clifton	30 Years of Service

Demographics

Our staff range in age from 17 through to more than 74 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 40% males and 60% females, and represents a diverse range of cultures, with many employees fluent in languages other than English, including Italian, Greek, Farsi, Mandarin and Japanese.

Salaried employees

Classification	Female	Male
Local Government Employees Award		
LGE Grade 4	24	25
LGE Grade 5	0	13
LGE Grade 6	0	2
LGE Grade 7	0	3
LGE Grade 10	0	1
Municipal Officers Award		
Child Care Assistant Director	1	0
Childrens Service Employee Level 1	1	0
Childrens Service Employee Level 2	13	0
Childrens Service Employee Level 3	0	1
Childrens Service Employee Level 5	3	0
Childrens Service Employee Level 7	1	0
Childrens Service Employee Level 11	1	0
Childrens Service Employee Level 12	1	0
Childrens Service Employee Level 14	2	0
Childrens Service Employee Level 15	1	0
Childrens Service Employee Level 16	3	0
Contracted Salaries	4	2
General Officers Level 1	3	1
General Officers Level 2	24	7
General Officers Level 3	17	9
General Officers Level 4	16	3
General Officers Level 5	5	3
General Officers Level 6	6	2
General Officers Level 7	3	6
General Officers Level 8	0	3
Senior Officers Level 6	2	3
Senior Officers Level 7	2	1
Total		218



Kieran Fairbrother
Compliance Officer, Planning Services



Anna Wilson
Coordinator, Events Unit

Staff Changes and Recruitment

During 2020–2021, 34 new staff members commenced employment with the City of Norwood Payneham & St Peters. This included 21 casual staff members in the Council’s Libraries, Swimming Centres and Childcare Centre. The majority of new staff were appointed to replace staff who left the organisation. Of the 34 staff who resigned from their employment during this period, 14 were casual employees.

During 2020–2021, the Council recruited for the following positions and staff were promoted to three of these positions:

- Child Care Cook;
- Child Care Educator;
- Child Care Team Leader, Educator;
- Norwood Concert Hall Theatre Assistants;
- Swimming Centre Kiosk Attendants;
- Library Customer Service Officer;
- Graduate Building Inspector;
- Communications Officer;
- Strategic Planner;
- Accounts Officer;
- Team Member, Parks & Gardens;
- Team Member, Civil Maintenance;
- Leading Worker, Civil Maintenance; and
- Works Coordinator, Parks & Gardens.

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

Job Description Spotlight

Team Member, Parks & Gardens - Craig Lowe

The Council employs up to sixteen Team Members, Parks & Gardens and Apprentices, who are responsible for the maintenance of the Council’s parks, gardens, playgrounds and landscaped areas. These positions work in small groups and undertake a wide variety of horticultural tasks including mowing, mulching, pruning, tree maintenance, planting,

watering and irrigation, weed control, playground safety inspections and responding to service requests that are related to the Parks & Gardens area of responsibility. Staff are skilled and licensed in a variety of areas, including the use of chainsaws and pole saws and backhoes, as well as undertaking irrigation maintenance and Work Zone Traffic Management.

Coordinator, Library Outreach Services

In order to enhance the Council’s Library Home Delivery Service, this position was recently reviewed. This position focuses on new and innovative ways to provide traditional library services to the community. The Library Outreach Services Coordinator oversees the Library Home Delivery

Service and is responsible for developing new outreach services, such as promoting the services at community events, providing borrowing services at community and public locations and providing online and digital content to the community.

Coordinator, Swim School - Brigitte Valente

This position is responsible for coordinating the two Swim Schools that are run from the Council’s Swimming Centres. This position develops the swimming lessons, in line with the AUSTSWIM Guidelines. The Swim School Coordinator oversees administration of the enrolment process, scheduling

lessons and rostering staff to ensure the lessons are delivered effectively and in compliance with all relevant laws and policies. This position also provides customer service in respect to the swimming schools and Swimming Pool facilities offered by the Council.

Coordinator, Events Unit - Anna Wilson

This position is responsible for delivering events that are hosted and supported by the Council including the Norwood Christmas Pageant, the Council’s Citizenship Ceremonies, the Concerts in the Park series, St Peters Fair and Australia Day celebrations. Council events have an important role in enhancing culture and lifestyle across the City and are enjoyed by citizens, residents and visitors of all ages and interest groups.

The position of Events Coordinator is responsible for working together with other positions, to plan, schedule and deliver Council events in a safe manner, with a focus on creating a ‘sense of place’ for participants and attendees. The events provided by the Council promote the City of Norwood Payneham & St Peters’ cultural diversity and cosmopolitan lifestyle and the Events Coordinator position is paramount in this promotion.

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 2021, 144 of the 218 individuals employed by the City of Norwood Payneham & St Peters were covered by the Municipal Officers Enterprise Agreement. The remaining 74 (field staff and Swimming Centre casual staff) are covered by the Local Government Employees Enterprise Agreement.

A new Enterprise Agreement for staff employed under the Local Government Employees Award was negotiated and the City of Norwood Payneham & St Peters Local Government Employees Enterprise Agreement No. 8 was approved by the South Australian Employment Tribunal on 12 April 2021 and will expire on 31 October 2023.

The new Enterprise Agreement includes a small increase in the Chief Fire Warden Allowance, a revised Classification Criteria for Leading Workers, better management conditions of accrued Time Off In Lieu (TOIL) and weekly Award allowances paid to staff, improved commitment, which sets out a collective commitment to 'best value' and continuous improvement by the parties bound by the Agreement and a new Clause setting out arrangements to offer Fixed Term Contracts Clause to new staff.

The City of Norwood Payneham & St Peters 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

Employee Benefits

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

- Employee Assistance Program which offers staff (and members of their immediate family and household) confidential and independent counselling for personal or professional support;
- Healthy Lifestyles Program which provides information and opportunities to take part in workshops, seminars, activities and initiatives that promote a healthy and balanced lifestyle, including annual sun cancer screening and health assessments;

- access to the Worksite Immunisation Program which provided the Quadrivalent Influenza and Pneumococcal vaccinations;
- income protection and journey insurance;
- training and professional development opportunities, including support to study a Qualification, support to maintain membership with a Professional Association and Leadership Development programs;
- options for part-time, job share and pre-retirement employment conditions;
- access to additional leave provisions such as purchased leave, extended carer's leave, family violence leave and Aboriginal and Torres Strait Islander people's leave; and
- support for working parents including paid parental/ adoption leave and arrangements for breastfeeding in the workplace.

Training and Professional Development

Professional development is highly valued at the City of Norwood Payneham & St Peters and, as such, staff benefits extend to learning opportunities for career development and progression and enhanced performance.

Professional development benefits include:

- participation in the EMPOWER Performance Development Review program. This program provides a formal opportunity to assess individual and group 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;
- annual Training Needs Analysis and the development of an Annual Corporate Training Plan that supports training and development opportunities for staff;
- leadership development opportunities; and
- study assistance, to support staff to obtain TAFE, undergraduate or postgraduate qualifications, that provides financial assistance or leave to study.

Staff participated in a range of development and skills based training during 2020–2021, 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.

Equal Opportunity Employment

The City of Norwood Payneham & St Peters is an equal opportunity employer committed to the principles of providing a working environment free from discrimination, bullying and harassment.

The Council's policies and practices meet both the diverse needs of staff and those of the community. The Fair Treatment and Equal Opportunity Policy prohibits discrimination and provides for treating people as individuals without making judgements based on characteristics such as sex, chosen gender or sexuality, race, physical or mental disability, age, and religious appearance or dress. The Policy aims to ensure that all employees can work in an environment that fosters mutual employee respect and working relationships free from harassment and where each employee has the opportunity to progress to the fullest extent of his or her capabilities.

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

During 2020–2021, 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 is reviewed every three years and it contains the following policies:

- 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;
- Disciplinary and Under Performance Management Policy;
- Breastfeeding in the Workplace Guidelines; and
- Ageing and Work Health Statement.

Culture Development Program

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 and the data from the survey is used to identify areas of opportunity and improvement in the Council's functions and business.

Organisational Culture Survey & Organisational Effectiveness Survey

In October 2020, the organisation undertook its third Organisational Culture Survey and Organisational Effectiveness Survey.

All staff were invited to participate anonymously in the two surveys over a three week period and 102 staff responded to the surveys.

The surveys provided results of the Council's current organisational culture, eleven sub-cultures and the Council's effectiveness in 32 business indices.

The results showed a positive improvement in 10 of the 12 cultural styles that were measured in the surveys and positive improvement in the Council's effectiveness in all 32 business indices that were measured in the survey.

Staff Well-being

The Council is committed to ensuring the health and well-being 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 40 employees (18% of all staff).

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

	2020–2021	2019–2020	2018–2019
Influenza vaccinations	105	136	50
Pneumococcal vaccinations	5	17	-
Health assessments	40	41	36
Skin cancer screenings	70	69	51

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

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

The Employee Assistance Program provides free, confidential counselling to staff and their immediate family and household members. In the last financial year, 16 people (staff, family or household members) accessed the Council's Counselling service with most attendees reporting a non-work related reason for attending the service.

In addition, in November 2020 the Council engaged the provider of the Employee Assistance Program to undertake a training and information session for all staff on Employee Resilience.

Keeping Staff Informed

Keeping staff informed and connected is central to ensuring that our staff are engaged with their role and the broader objectives and goals of the Council.

The Council's intranet, OneNPSP, is a hub of important information, staff news and events; a knowledge board where staff share information relating to their department; a training calendar; policies and processes; and career opportunities, to keep staff informed and inspired.

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

Charitable Contributions

During 2020–2021, staff participated in several fundraising activities to raise a total of \$666.00, which was used to sponsor a child in need through the Smith Family.

Staff also donated goods including books, personal care items, clothing, toys and children's activity packs, to the following charities:

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

On Christmas Day in 2020, as a staff generated initiative, several of the Council's staff, Elected Members and their friends volunteered to host a Christmas Day Breakfast for people facing financial hardship and or isolation.

The staff and Elected Members partnered with the local branches of the Salvation Army, St Vincent De Paul Society and local businesses to deliver the event which included:

- breakfast to 10 local citizens facing hardship;
- Christmas Day meal remotely to 70 citizens facing hardship across Adelaide;
- Christmas Day meal to local Police Officers working during the Christmas period; and
- More than 30 presents to children.

In May 2021, Council staff hosted a staff event for the Cancer Council, Australia's Biggest Morning Tea. 30 people attended and \$204.45 was raised for the charity.

COVID-19 Response

In response to the COVID-19 pandemic, the Council was responsive and agile in respect to the new working conditions and to the immediacy of the situation created by the COVID-19 pandemic. For example:

- hygiene and social distancing practices were established in all Council facilities, public programs and Volunteer programs, including the provision of masks, sanitising wipes, hand sanitiser, perspex screens and instructional signage;
- hand wash stations and 'QR code check ins' were established at the entrance of all Council facilities, for staff and visitors who enter the Councils' work spaces;
- masks were provided free of charge to citizens and the community;
- Special Leave was provided to staff who required leave for the purposes of maintaining isolation under a Government requirement, whilst awaiting clearance following a COVID-19 test, if they may have been exposed to an active case and during periods of lock down;
- leave was provided to staff to attend vaccinations, to cover period of leave required as a result of suffering symptoms resulting from vaccinations and to cover periods of leave to attend medical appointments associated with COVID-19;
- maximum occupancy rates (i.e the number of people allowed per square metre), were set at a higher level than the rates recommended by the State Government, based on Work Health and Safety Assessments, and were introduced in all Council facilities and vehicles;
- a Risk Analysis Assessment was established for every program—including Volunteer programs—offered by the Council;
- changes in staff working hours (start and finish times) and shifts changes were introduced to reduce potential cross contamination and potential exposure between staff;
- mandatory COVID-19 testing and paid 'stand down' provisions were implemented for staff that had been at risk of exposure;
- free counselling support and free crisis counselling support was made available to Council Staff, Elected Members and their immediate family; and
- the Council maintained a confidential Staff and Volunteer Tracing Record, to assist in managing potential outbreaks and exposure to other staff and Volunteers.

The State Government announced a six day state-wide lock down on Thursday, 19 November 2020, with the exemption of essential services.

During this period, the Council identified the following essential services and positions to continue to operate:

- the Commonwealth Home Support Program including home shopping support for essential goods, domestic assistance and personal care;
- the St Peters Child Care Centre & Pre-School to provide child care services for children of essential workers;
- emergency response services provided by the Council's Field Staff;
- Human Resources;
- Work Health Safety & Risk;
- Compliance and Regulatory services; and
- the Chief Executive's Office.

In addition, for the purpose of maintaining business continuity, some staff were approved to work from home during the period of lock down.

All Volunteer programs and services were suspended.

The State Government ended the lock down three days earlier than first planned and all staff resumed normal working arrangements on Monday, 23 November 2020.

Risk assessments were conducted of the Council's work spaces and for each Volunteer program before staff returned to work and Volunteer programs were resumed.

The organisation's office accommodation has sufficient space, desk space, hygiene facilities and layouts, and this means that the organisation is able to operate at full capacity whilst maintaining all social distancing and hygiene requirements and as such, there has been no requirement for the Council to have staff working from home, except during periods of lock down, when working from home was encouraged by the State Government.

As a result, the Council has maintained business continuity, excellent internal communications, team work and staff well-being and social interactions for staff and Volunteers, during the COVID-19 pandemic.

Career Path



Tyson McLean, Strategic Projects Officer

Tyson McLean

Strategic Projects Officer

Tyson McLean's aspirations to become a Town Planner were planted when he undertook a work experience placement as a Year 10 student in Mildura.

At the encouragement of his parents, Tyson dipped his toes into planning and Local Government at Mildura Rural City Council—and he hasn't looked back since.

"From that point I was hooked and went on to complete a Bachelor of Urban and Regional Planning (Honours) following a move to Adelaide," says Tyson.

"The diversity of what you learn during a planning degree is incredible and allows for flexibility in career paths and aspirations."

Tyson first joined the City of Norwood Payneham & St Peters team as part of his university placement.

"Undertaking my placement in Local Government was a great experience as I was exposed to so many different aspects of planning in such a short period of time—from development assessment and policy planning, to attending site visits and undertaking duty shifts."

Following his placement, Tyson secured a short-term contract within the Council's Planning Unit where he continued to leverage every learning opportunity.

"I was able to see how different units across a council collaborate as a team to achieve common goals and outcomes for the community."

Recognising Tyson's knowledge, skills and desire to continue his professional development within Local Government, the Council then offered Tyson an opportunity within the Economic Development and Strategic Projects Unit.

"I knew that my experience within the Planning Unit would be valuable in my new role as Strategic Projects Officer and I was excited by how I could potentially transform my career path while supporting the local business community and the Council's strategic projects."

When asked what he loves most about his role, Tyson was clear that it largely comes down to those he works with and for.

SMALL STEPS
LEAD TO BIG
THINGS...

"The people of course! My role calls for a lot of interaction and collaboration with other staff and the community.

"The diversity of the role also makes it incredibly enjoyable—with more than 6,000 businesses in the City, the types of businesses and people you interact with each day is so varied—and devising strategies to enhance the environment they operate within is challenging but ultimately rewarding knowing that the entire community benefits."

One of the stand-out projects that Tyson reflects on is the Eastside Happy Hour—an initiative born from the COVID-19 pandemic and designed to reignite the local live music and pub scene.

"While complying with capacity limits, local pubs were encouraged to host live music sets which were live streamed through social media to home audiences—engaging people through online song requests and shout outs.

"Not only did the sessions offer unique opportunity for musicians to resume performances, but they were beneficial in maintaining connections between the venues and their audiences during the height of the pandemic.

Read more about the Eastside Happy Hour on page 139.

While Tyson enjoys everything sport and Marvel in his spare time, he doesn't shy away from the fact that building a career, no matter what direction you take it in, requires dedication and hard work.

"My life motto is 'small steps to big things' which acknowledges that to reach your goals or dreams, the hard work needs to be done."

"If the opportunity to work within Local Government presents itself, I would encourage anyone to apply—the diversity of career opportunities and experience is amazing and ultimately you're working hard to make life better for a community."

Awards

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

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



Year	Description	Award	Project
2019	Australian Institute of Landscape Architecture (AILA) Awards	Landscape Architecture Award, Parks and Open Space	Felixstow Reserve
2019	Australian Institute of Landscape Architecture (AILA) South Australia Awards	Excellence in Cultural Heritage	Felixstow Reserve
2019	Australian Institute of Landscape Architecture (AILA) South Australia Awards	Healthy Parks Healthy People South Australia Award	Felixstow Reserve
2019	Australian Institute of Landscape Architecture (AILA) Awards	National Landscape Architecture Award, Parks and Open Space Award	Felixstow Reserve
2019	IES The Lighting Society	Award of Commendation, Lighting Design	Felixstow Reserve
2019	Australian Civic Trust	People's Choice Award, Urban Category	Felixstow Reserve
2019	Planning Institute of Australia (PIA)	Award for Excellence in Public Engagement and Community Planning	Felixstow Reserve
2019	Planning Institute of Australia (PIA)	Award of Commendation, Best Planning Ideas – Large	Felixstow Reserve
2019	Planning Institute of Australia (PIA)	Award of Commendation, Great Place	Felixstow Reserve
2019	Master Landscapers of SA	Most Environmentally Sensitive Project	Felixstow Reserve
2019	Master Landscapers of SA	Landscape Maintenance Commercial	Felixstow Reserve
2020	Australasian Reporting Awards	Gold Award	2018–2019 Annual Report
2021	Australasian Reporting Awards	Gold Award	2019–2020 Annual Report

Work Health & Safety

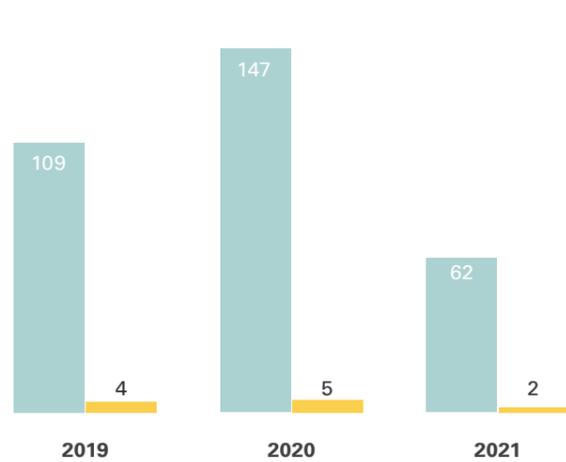
The COVID-19 pandemic has fundamentally changed our lives and the way our community functions—and is likely to have lasting effects. During these unprecedented times, the safety and well-being of our staff and Volunteers, and that of the broader community, has never been more important. Pleasingly, the 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 our citizens is now paramount. The Council is committed to maintaining the highest possible standard of health and safety for everyone who enters our workplaces, whether interacting with our friendly customer service staff, utilising one of our pools or libraries or simply enjoying our beautiful urban parkland environment. This concept is reflected in our WHS strategy, policies and safety management systems, and continues to be the cornerstone of our approach to workplace safety.

Despite the challenges over the past 24 months, the Council has continued to achieve ongoing safety performance improvements. The Council has once again systematically reduced the severity of incidents (as shown in Graph 1). This is the fourth consecutive year in which the Council has recorded a reduction in the severity of incidents and it has been achieved due to the sustained efforts of the Chief Executive Officer, General Managers and all staff members. In addition, half of all incidents which were reported resulted in no physical harm to our staff or members of the public (as shown in Graph 2). The Council’s strong WHS performance has also again been reflected in the Council’s Workers Compensation Claims data (as shown in Graph 3).

Graph 1

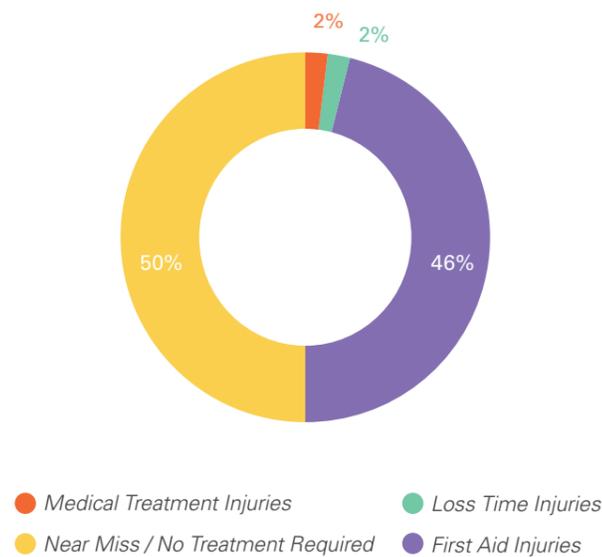
Incident Reports vs Severity



● Total number of incidents
● Incidents requiring medical treatment

Graph 2

Incident by type



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

Challenges

The Council’s biggest challenge in terms of WHS, is maintaining and improving its safety culture. Over recent years, the Council has been able to make significant improvements in its safety performance data, however the key question is: How can the Council sustain that level of improvement and enthusiasm? When safety systems are working well, it is all too easy for staff to become indifferent, and even apathetic, towards individual safety. Rather than rely on what has worked in the past, the Council needs to promote and evaluate new safety programs to ensure the long term effectiveness of its approach to safety.

While the Council’s leadership team has embraced our new approach to safety, the Council will soon look to empower local safety champions to get all employees involved in safety improvements from the grassroots level. To that end, the Council will soon be conducting staff awareness training sessions which will aim to keep safety front of mind and help provide staff with the necessary knowledge to improve safety. Linked to this initiative will be ongoing safety leadership training for managers and supervisors to ensure that the Council continues to foster the best environment for maintaining positive trends and outcomes in safety performance.

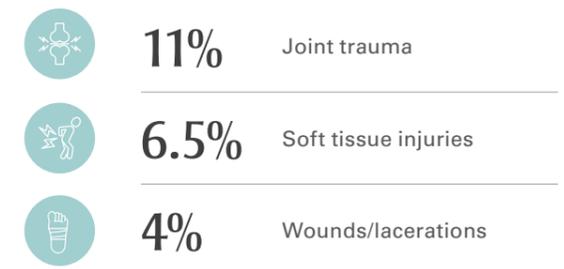
Drug and Alcohol Testing

The Council’s Drug & Alcohol Policy recognises that many of the positions at the Council are considered high risk and staff must be fit for duty and not impaired at work. As a result, the Council has a zero tolerance policy and it undertakes quarterly random drug and alcohol testing of staff.

Each year, up to 20 staff—which equates to approximately 10% of all staff—are routinely and randomly tested for the inappropriate use of drugs and alcohol.

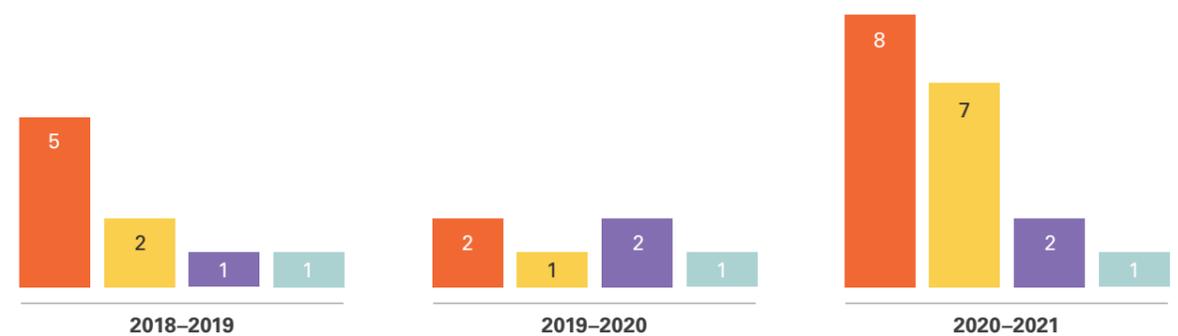
In 2020–2021, no staff members returned a positive test. In fact, for the past 10 years, no staff members have returned a positive test.

Most common types of injury



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



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



How we engage

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

Why this is valuable to us

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

Provides knowledge, participation and feedback opportunities.

Guides delivery of services for our people.

Contributes to Community Well-being.

What is the value to our Community

Civic and community leadership.

Service and facility provision.

Partnership, collaboration, and representation.

Sustainable social and community management and growth.

Partners in Business



How we engage

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

Why this is valuable to us

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

Assists with opportunities for new business.

What is the value to our Community

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

Technical and practical support, advice and guidance.

Internal



How we engage

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

Why this is valuable to us

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

Delivery of services or programs with assistance from our Volunteers.

What is the value to our Community

Employment opportunities within a supportive environment.

Training and career development
Community participation and well-being.

Partners in Government



How we engage

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

Why this is valuable to us

Provision of funding for growth opportunities.

Input into policy and legislative development.

What is the value to our Community

Collaborative efforts for representative government.

Collaboration for resources partnerships and networks.

Media



How we engage

- Council meetings
- Media releases
- Interviews
- Publications
- Social media platforms

Why this is valuable to us

Raise awareness and promotion of activities within the City.

What is the value to our Community

Builds reputation.

Creates awareness of issues in the City.



Norwood Town Hall Reception

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



The Council's 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.

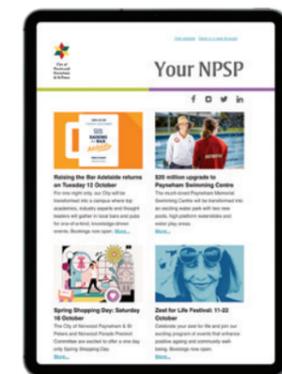
Look East features profiles of local citizens, groups and organisations who make positive contributions to our community, as well as information about the Council's current events, activities, initiatives and major projects.

Social Media

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

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

Your NPSP



Complementing a suite of communications for our citizens, the Council's eNewsletter Your NPSP delivers timely updates about Council events, initiatives, major projects and business activities, via email and straight to a subscriber's inbox.

An opt-in bi-monthly communication, Your NPSP is well received with a 45% average open rate, which is considered strong engagement against a Government benchmark of 28.8%*

As at 30 June 2021, Your NPSP had 1,539 subscribers compared to 1,356 subscribers at the end of 30 June 2020.¹

In the year ahead, a comprehensive marketing campaign will be undertaken to encourage more subscribers to Your NPSP and the Council's e-services in general, including rates notices via email.

¹Accoustic 2019 Marketing Benchmark Report (formerly IBM marketing and commerce)

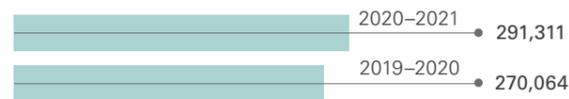
Website Usage

The Council’s website is a hub of information about the City of Norwood Payneham & St Peters, detailing its major projects, services, initiatives, projects and events for ratepayers, residents, businesses and visitors.

Website Visits

The website experienced an increase in the number of visitors during 2020-2021, with 291,311 visits—an increase of 7.90% on the previous financial year.

This increase in visits may be attributed to the easing of COVID-19 restrictions and subsequent recommencement of Council programs and events, and the launch of the refreshed homepage and responsive design in early September 2020.



Most Popular Content

The images below show the top six most visited website pages and the number of visits each received during the 2020–2021 financial year period.

Devices

Audience behavior analysis shows that 62% of website visitors viewed the website on mobile devices.

Online Services Overview

The Council’s online services make it easy for our citizens to do business with us 24 hours a day.

Popular online services include:

- make a payment (e-services);
- report a problem;
- email rates;
- library catalogue and app; and
- My Local Services app.

Online Forms

Online forms are an important part of the Council’s suite of online services.

In 2020–2021, 29 online forms were created for the convenience of customers and to streamline the way we collect and process service requests, enquiries, feedback and complaints.

Completed Website Improvements during 2020–2021

The homepage refresh and responsive upgrade, launched in early September 2020, provides a fresh new look homepage and easy to navigate website layout which is fully responsive on all mobile devices.

The refreshed homepage provides website visitors with:

- increased homepage access to Council and Elected Member information;
- quick links to online services and feedback options;
- more links to essential services and facilities for hire;
- engaging features and profiles;
- opportunities to social share, follow, subscribe; and
- improved user-friendly and accessible design.

The new design was the outcome of a thorough planning and design process which included a competitor analysis, user behavior research, online community survey, internal stakeholder engagement and an agile design approach.

Upcoming Website Improvements 2021–2022

Community Consultation Section

To further support the Council’s commitment to effectively consult with citizens and other stakeholders on issues which affect them, a number of improvements will be made to the Community Consultation section including more online engagement tools and a refreshed design.

Major Projects Section

The Major Projects section will be refreshed to improve the delivery and management of current and previous major project information, to keep citizens and the wider community informed of important infrastructure projects which are delivered for the benefit of the entire community.

Job Recruitment System

The following targeted upgrades will be made to the online Job Recruitment System:

- increased file security and protection of personal applicant information;
- improved workflow and backend administration; and
- increased compatibility with electronic document records management processes.



Swimming Centres, 67,021 visits



Waste & Recycling, 38,000 visits



Libraries, 34,952 visits



Contact Us, 17,612 visits



Planning & Development, 15,825 visits



Make a Payment, 12,223 visits



2020–2021 Community Consultation Posters



Jenah Bambrick, Coordinator of Youth Programs

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 2020–2021 which included:

- Proposed 40km/h speed limit in residential streets of Norwood and Kent Town;
- Draft Annual Business Plan 2021–2022;
- Draft Corporate Emissions Reduction Plan;
- Norwood Parade Precinct Consultation (Separate Rate, Draft Annual Business Plan);
- Draft On-Street Parking Policy;
- Proposed Declaration of Separate Rate — Charlotte Lane, Norwood;
- Long-term Financial Plan 2021–2031;
- Draft Asset Management Plans 2020;
- Draft Smart City Plan;
- *CityPlan 2030: Shaping Our Future*— Mid-Term Review; and
- Draft 2021–2026 Economic Development Strategy.

Engaging With Our Young People

Coming up with clever ideas and programs to keep young people engaged (and educated) is not always easy—but for Jenah Bambrick, it is a dream job.

Jenah is the Co-ordinator of Youth Programs for the City of Norwood Payneham & St Peters, and since starting in April 2020, she has been the driving force behind a variety of new events and activities including:

- The Skills Sessions;
- The Hearty Cooking Course;
- Canvas Snapshot;
- Friday nights @ the Pool; and
- Wheel Park.

“I love working with our community to create places and programs for young people to find and grow their spark,” Jenah said.

“Once you find the thing that inspires and drives you, you’re one step closer to happiness.”

Jenah manages to deliver these incredible programs while also being a mum to two girls aged five and eight.

Jenah has a Bachelor of Sport and Recreation Management and has also completed a post graduate Certificate in Human Resources.



Children Capture the Spirit of Christmas

Children from 18 local schools and pre-schools captured the spirit of Christmas through drawing, painting and decorating festive scenes to enter the 2020 Mayor's Christmas Card Competition.



The 2020 competition marked the 12th Mayor's Christmas Card Competition presented by the City of Norwood Payneham & St Peters, which invites local school children to participate in a fun and creative festive activity.

This has been a challenging year, in particular for children, so it was heart-warming to see more than 370 entries in this year's Christmas Card competition," says Mayor Robert Bria.

"The competition was a great opportunity for local school children to express their feelings about Christmas through art.

The competition was open to children from pre-school to Year 7, attending any school located in the City of Norwood Payneham & St Peters.

A panel of judges, including Mayor Robert Bria, considered all entries, awarding first, second and third prizes to children from each year level, in addition to an overall competition winner.

The Mayor presented the prizes at a reception held on Thursday, 5 November at the St Peters Banquet Hall.



Mayor's 12th 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.



Eastern Region Men's Shed Volunteer, John Lush

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.



Peter Mann
Justice of the Peace

“Being a volunteer has improved my personal life and self-esteem, I have made friends and have expanded my vocabulary. It has helped me stay young and I am a very positive person.....I say to everyone—yes, become a Volunteer. It will change your life. I am very happy.”

Smiljka Pasicv - St Peters Library Volunteer

238 Volunteers
(SA Local Government average 161)

5,350 Hours committed to the community

51 New Volunteers

54% Live in the City of NPSP

\$241,736 Value of hours*

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

Gender ratio

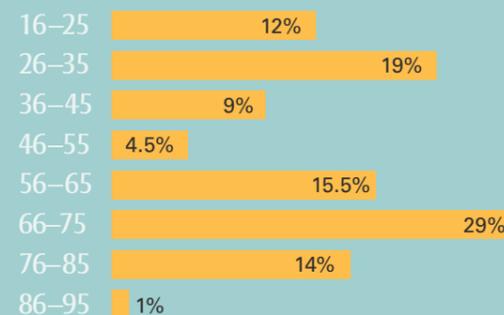
56% Females



44% Males



Age profile



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

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

During 2020–2021, 238 Volunteers provided 5,350 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;
- Community Visitors Scheme;
- 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;
- Pet Care Program;
- Stepping-Out Program; and
- Youth FM.

NPSP Volunteer Length of Tenure



Volunteer Management

The Council employs a consistent approach to people management systems and processes for Volunteers as it does for staff. This includes the Council applying a similar process for both Volunteers and staff and specifically in respect to Volunteers the following occurs in respect to recruitment and induction including;

- 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.

Challenges

During the COVID-19 pandemic, in response to the State Government’s announcement of a six day State-wide lock down, the Council temporarily suspended Volunteer programs on Thursday 19 November 2020 and 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 State Government ended the lock down three days earlier than first planned and Council services resumed on Monday 23 November 2020.

Risk assessments were conducted for each Volunteer program prior to Volunteer programs resuming.

Like many cities around the world, the City of Norwood Payneham & St Peters experienced a reduction in the number of Volunteers as a result of the COVID-19 pandemic.

As a result, in June 2021 the Council undertook to recruit more Volunteers for the Community Bus Service and the Shopping Program, which involves Volunteers helping residents with their weekly shopping.

At the end of June 30, the Council was liaising with applicants in order to ensure they were ideal candidates.

Award-winning Volunteers



Nadia McLaren and Greg Coote

Volunteers

Volunteer Years of Service Awards

In November 2020, the following Volunteers received Certificates for the Years of Service to the Council.

- | | |
|--|---|
| John Brittle
10 years of service | Shirley Rowe
10 years of service |
| Trevor Hage
10 years of service | Colin Gameau
15 years of service |
| Graham Hall
10 years of service | Smiljka Pasic
15 years of service |



Just three kilometres from the centre of Adelaide CBD and a stone’s throw from the River Torrens, the St Peters Billabong is a local treasure which is home to a thriving ecosystem—and a popular place for families and friends to spend time with nature.

The Billabong and its surrounding natural landscape have been carefully nurtured over many years by a group of professional and passionate Volunteers, including Nadia McLaren and Greg Coote.

It was for their tireless efforts and exceptional dedication, that the Council nominated them both for the 2021 South Australian Premier’s Awards for Outstanding Volunteer Contribution.

In May 2021, Nadia and Greg were both honoured with the prestigious accolade during a very special presentation during National Volunteers Week.

Volunteering at the Billabong for more than ten years, Nadia brings a wealth of knowledge and experience as an ecologist—eclipsed only by her commitment to restoring the Billabong to its natural state pre-European settlement.

Nadia says that volunteering is ideal for people who are in transition.

“Whether moving into the workforce or into retirement, or moving to a new suburb, state or country, volunteering in the local community is a great way to form connections to people and place,” she said.

“Our work affords us all the opportunity to connect with nature, environment, people and self.”

Nadia and Greg have a well-earned reputation for welcoming Volunteers to the Billabong and have shown patience, understanding and great leadership with the new Volunteers who are from a wide range of backgrounds and cultures, often with English as a second language.

The Council extends its sincerest and most heartfelt congratulations to Nadia and Greg for their highly-deserved Award.

Meet some of our Volunteers



Smiljka Pasic

St Peters Library Volunteer



Jihad Andary

Payneham Repair Cafe

When Smiljka Pasic migrated to Australia from Serbia more than twenty years ago, she did not speak a word of English.

A respected teacher in Serbia's education department, Smiljka was overcome with emotions as she left her economically ravaged homeland that began to fall apart as a result of the Yugoslav civil wars of the 1990's.

However, Smiljka was eager to embrace Australian culture and decided immediately that she wanted to learn as much as she could about her new country.

"When I came to Australia and then to Adelaide, I thought to myself, you can't love something you don't know," Smiljka said.

That is when Smiljka, now 72, decided to volunteer her services and learn more about South Australia, its people, history and way of life.

After various roles including volunteering at the Migrant Resource Centre, Smiljka now volunteers weekly at the Council's St Peters Library.

"Being a Volunteer has improved my personal life and self-esteem, I have made friends and have expanded my vocabulary."

"By being in touch in with books I have stayed young—I am a very positive person."

Smiljka – who speaks multiple languages—says she has read at least 10,000 books—her favourite subjects being philosophy, roman literature and geography.

"I say to everyone —yes, become a Volunteer. It will change your life. I am very happy".

Smiljka has volunteered at the St Peters Library for more than 16 years.

There is no 'planet B'—the time to take action for a more sustainable future is now. And while the issues of climate change and reducing pollution are complex, there are simple things that each of us can do to make a big difference.

For 70-year-old, Jihad Andary, volunteering at the Payneham Repair Café means he's doing his bit to help reduce unnecessary waste, as well as connecting with other locals.

Now retired after a career in sales, promotions and hospitality, Jihad doesn't have any formal training in repairs but has developed a keen interest in repairing and taking on handyman jobs over the years—and now has a wealth of practical experience.

"Sometimes, it just takes patience to find the problem. Of course, there are times when I'm unable to fix something or I don't have the right tools, but

most of the time, it just takes a little perseverance," Jihad says.

Initially volunteering at the Repair Café with a friend, Jihad was keen to put his practical skills to work fixing broken or damaged items to keep them out of landfill.

The primary repairer at the café, Jihad works with other likeminded Volunteers who have different skills, including sewing.

For Jihad, the greatest enjoyment he gets from volunteering comes from meeting people of all ages and backgrounds.

"An elderly lady brought in an object inherited from her grandmother which was broken. She was so disappointed as she hoped she could continue to pass it on to the younger generations in her family and keep it as a family heirloom. She was so happy when we fixed it for her," he says.

While Jihad doesn't have a particular area of expertise, he'll attempt to fix anything—including small appliances, furniture, bikes, watches, clocks, shoes and more.

"I was asked to fix a transistor radio that stopped working after it had been dropped. I don't have any kind of electrical background, but I knew that the radio would otherwise end up as landfill. Eventually, we found that a wire had dislodged when it had been dropped—I reconnected it and successfully fixed the radio. The fixing was the easy bit—the hardest part was finding the problem, but we got there," Jihad says with a smile.

It's clear that Jihad gets great satisfaction from tackling a challenge and helping community members, but he is also doing wonders for our precious planet by increasing the lifespan of household items and reducing waste.

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.



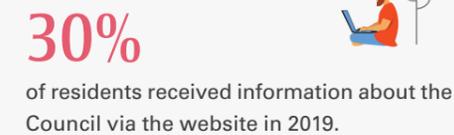
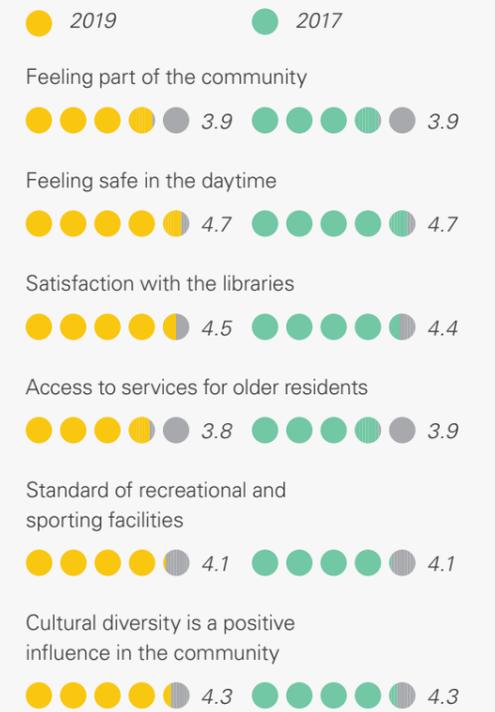
Jazz in the Park 2020

Community Well-being Snapshot

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

A total of 401 face-to-face interviews with residents and 203 telephone and online 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. The next Community Survey will be conducted in late 2021.

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 \$55,818.00 in funding to 18 community groups to support local initiatives as part of the 2020–2021 Community Funding Program which included:

Organisation	Initiatives	Amount
Adelaide Gem & Mineral Club	Purchase of faceting machinery for teaching programs	\$5000
New Age Pasifika Collective	Music and Dance Performances	\$5000
NPSP Community Garden	Installation of paving around the outdoor pizza oven to ensure users, who have restricted mobility or physical impairment, particularly wheelchair patrons, can access the undercover area and the pizza oven.	\$5000
Orange Lane Strata Group	Three murals in Orange Lane to depict the history of the area	\$5000
Kensington Residents' Association	Storage Shed at Borthwick Park	\$4960
St Peters Probus Club	Audio Visual Equipment for Meetings and Programs	\$4408
St Barts Anglican Church Volunteer Group	Community Pizza Evenings aimed at creating a connection point for local residents with each other and with the community.	\$4000
SA Country Women’s Association	Purchase and installation of an external Community Noticeboard	\$3500
Act for Kids	Programs for young Mothers and Pregnant Women	\$3416
Clifford Practical Self Defence	Trailer to transport Club equipment	\$2638
East Torrens Payneham Lacrosse Club	Lacrosse Equipment	\$2500
Kensington & Norwood Brass Band	Marketing for 3 Community Concerts	\$2500
Pembroke Old Scholars Soccer Club	Program to support to immigrant/refugee players who are financially and socially disadvantaged to participate in Soccer	\$2500
Rotary Club of St Peters	Coffee Machine for Fundraising	\$1650
Kent Town Residents Association	Launch Event for the Community Garden	\$1586
Trinity Gardens Soldiers Memorial Tennis Club	Club Honour Board and Perpetual Trophy	\$1500
Adelaide Sound Connection	Come @ Try Event – Acapella	\$500
Lutheran Homes	Christmas Lighting for the Community Courtyard	\$160



Kensington Residents' Association

Kensington Residents' Association

When the Kensington Residents' Association applied for a Council grant to build a shed for its tools, they didn't realise the impact the structure would have on morale.

The shed has become a landmark for the Association's members who are actively involved in a biodiversity project in Borthwick Park, located in Thornton Street, Kensington.

The Association received \$4960 in funding in December 2020 from the Council's Community Funding Program.

John Legg, who is the Association's biodiversity facilitator, proudly details the history of both the Association and the Park – which boasts trees up to 400 years old.

"The Association—which started in 1977—is one of the oldest in South Australia," Mr Legg said.

The Association was instrumental in the establishment of Borthwick Park in 1985 as a Council reserve. In 2010, the Association entered into a partnership with the Council to revegetate the Park. With assistance from Green Adelaide they have planted and maintain more than 5,000 native grasses, ground-covers, shrubs and low trees.

The project won a Commendation in 2016 under the Mayor's Sustainable Garden Awards. In 2020 it was decided to seek funding for a storage shed.

"We wanted something secure that disappears into the fabric of the park. We used our contacts to acquire a third of a shipping container. It has been fantastic. It gives us a physical identity and a sense of place."

Mr Legg says the Association is keen to support residents' initiatives for Borthwick Park including building more bird and bat boxes or bee hotels for solitary native bees.

"We are also interested in creating an Interpretive Trail or even a native vegetable garden," he said.

"The Park is steeped in history. The bend in Second Creek was a traditional meeting place for Kaurna people and there are still pieces of horse tethering equipment embedded in the trees from the early settlers."

Around 10 to 20 Volunteers meet at the park every second Sunday morning of each month for a busy bee with the group always keen to welcome more.

"We have recently managed to attract younger people which has been great. Together we are doing our bit to counter global warming, improve the plant and animal biodiversity and nurture the heritage that is at the Park."

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.



Donald Looker and Mayor Robert Bria

Donald Looker

Citizen of the Year

Ever since he was a young man, Donald (Don) Looker, of Royston Park, has provided exceptional and dedicated service to his community and his country.

Don, who was born in 1923, enlisted in the Royal Australian Air Force in June 1942—at the age of 19—where he was trained as a Wireless Air Gunner.

He was posted to the United Kingdom and flew 38 operations with No. 115 Squadron. For his contribution to “restoration of freedom from enemy occupation”, Don was awarded the Legion of Honour by the French Government.

In his civilian life, Don trained as an electrical fitter and served in various positions in the trade, including senior supervisory and training roles, until he retired in 1980.

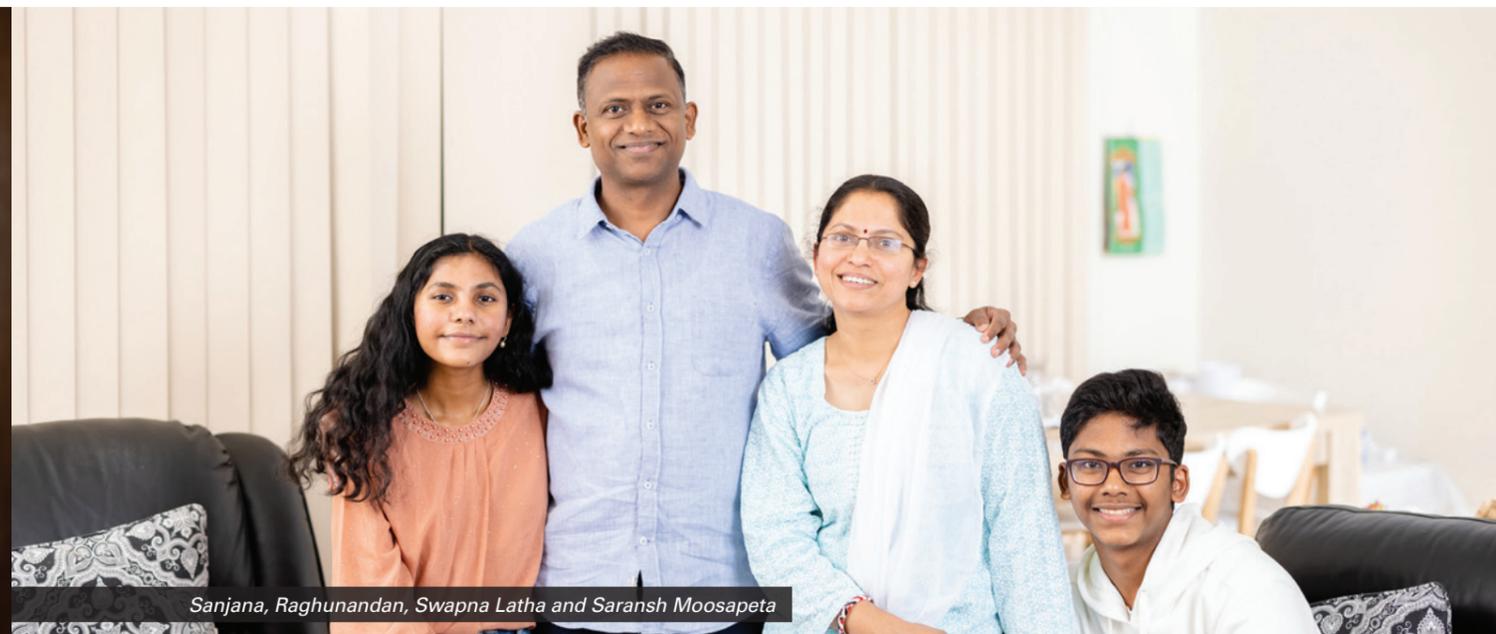
For the past 45 years, Don has been an integral and much loved member of the RSL. For 34 years he has provided his tireless service to Neighbourhood Watch. He has also been a Justice of the Peace since 1982.

Don is also a Life Member of the Payneham Football Club and the Veteran Golfers Club and Vice President of the Payneham Cricket Club. Mayor Robert Bria said Don is “absolutely and unquestionably worthy of the Citizen of the Year Award”.

New Australian Citizens

In 2020-2021, the Council hosted five Citizenship Ceremonies and officially welcomed citizens from 47 countries.

The Citizenship Ceremonies—which were hosted by Mayor Robert Bria—took place between November 2020 and May 2021 and included an event on Australia Day.



Sanjana, Raghunandan, Swapna Latha and Saransh Moosapeta

The Moosapeta Family

New Australian citizens

When Raghunandan Moosapeta moved from India to South Australia, his intention was to create better opportunities for his wife and two children.

Mr Moosapeta—his wife Swapna Latha and teenage children Sanjana and Saransh—chose Adelaide’s eastern suburbs, initially living in Norwood and then recently moving to Kensington.

On 17 May this year, all four family members were officially declared Australian citizens at a special ceremony hosted by Mayor Robert Bria.

Five years after arriving in Australia, Mr Moosapeta says his family could not be happier.

“It is such a calm place, with lots of friendly people and it feels so homely,” Mr Moosapeta said.

Mr Moosapeta is now very focussed on giving back to the country that has embraced his family.

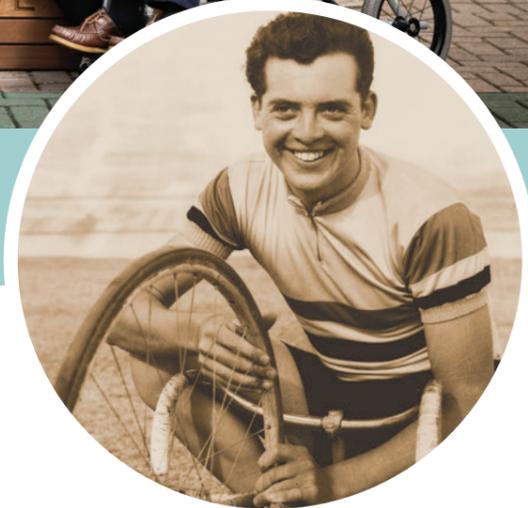
“I am so proud to be a part of this great country and contribute towards its growth,” he said.

Mr Moosapeta believes he chose the best part of South Australia to live.

“We are close to some very good schools, and The Parade has a beautiful outlook and is full of lovely people.



Barry Skinner OAM



At a very special event, in a stunning setting, Barry Skinner OAM, was honoured for his outstanding contributions to cycling with the unveiling of the Barry Skinner Reserve in Norwood.

Mayor Robert Bria told the gathering of close family and friends, that Barry has been instrumental in inspiring generations of cyclists and cycling enthusiasts.

For more than 40 years, Barry Skinner OAM was at the heart of his beloved Norwood Cycling Club, taking on key roles of President, Vice President, Treasurer and Major Events Organiser at various times between 1977 and 2007.

Barry also served as President and Vice President of State Cycling bodies over many years, as well as Team Manager for State Cycling and World Championship teams.

Barry's voluntary commitment to the Norwood Cycling Club and cycling in South Australia has helped to build and maintain ongoing community support for his treasured local Club over many years. Congratulations Barry!

Tara Asikas

Local artist Tara Asikas, of Tara Rose Art, showcased her creative talent as part of the Council's 2021 Art on Parade exhibition.

Art on Parade is an exciting combination of local businesses and South Australian artists, resulting in a curated cultural experience in an urban setting.

One of 40 artists selected to exhibit as part of Art on Parade, Tara paid tribute to the opportunity to be presented.

"I had the most rewarding and amazing experience to expose my art business and share my art with the public."

Tara's work was displayed from 1–30 April in the foyer of Bendigo Bank on The Parade.

"This artwork is a commission artwork, it's a beautiful experience to work with the client to then see the final painting, it is truly amazing, I can't wait for more opportunities."

"I am so blessed to have this opportunity—a sincere thank you to Art on Parade and Bendigo Bank Norwood."

Art on Parade is a self-guided trail of contemporary art, which is arranged by the Council, featuring a selection of unique and inspiring works on display in retail and commercial businesses along The Parade, Norwood.

Art on Parade comprised more than 120 artworks including paintings, illustrations, photography and indoor sculptures on display in 25 venues. Read more on page 183.



Award-winning Gardens

Sustainable Garden Awards

Open to all residents, businesses, schools and community groups, the Council's Sustainable Garden Awards is a bi-annual program to celebrate and showcase a variety of gardens and landscapes which make a positive contribution to the environment and well-being of the community through sustainable principles, design and innovation.



Margherita (Rita) Pietrobon

Residential Winner

Margherita (Rita) Pietrobon
6 First Avenue, Payneham South

Rita has lived on her traditional quarter acre block in Payneham South since 1971.

For almost 50 years, Rita and her late husband, tended their garden together, planting and harvesting, bottling their own tomatoes and making wine.

Around 20 fruit bearing trees—oranges, mandarins, lemons, peaches, apples, pears, almonds and walnuts—were planted around the property in the 1970s and 1980s that still produce an abundance of fruit to this day, which Rita generously shares with her neighbours.

Proudly spreading across the front lawn is a grand persimmon tree—grown from a seed gifted to Rita by her sister many years ago.



Since her husband passed away, Rita has continued to enjoy and maintain the garden but with a greater emphasis on non-food producing, drought tolerant plants.

Rita has created a garden with water conservation in mind, storing rainwater harvested from the house roof in a large rainwater tank and using moveable drainage pipes to distribute it to front and back lawns and fruit trees. In fact, in summer Rita doesn't use a drop of tap water on her lawn!

The garden is also home to a grape vine that shades the pergola and provides a cooling effect on hot days.

Weeds are controlled in Rita's insecticide-free garden by hand, while her happy chickens peck at and eat weeds and other pests.

Mayor's Award Winner

Prince Alfred College Early Learning Centre
23 Dequetteville Terrace, Kent Town

Inspired by Reggio Emilia education philosophy, staff at Prince Alfred College Early Learning Centre encourage students to learn through exploration, discovery, questioning and experimenting, so it's no surprise that they have invested in creating a garden firmly based on sustainability principles.

Children are encouraged to explore the garden where they can learn about the importance of urban greening, sustainability and biodiversity.

The garden features a number of large shade trees, including gum trees which also provide valuable habitat for native wildlife and a bug hotel attracting native bees and other insects.

Water conservation has been carefully considered, with permeable and porous surfaces allowing water to soak into the soil. A 4000L rainwater tank provides water for the veggie garden and even the popular water pump in the nature play area.

Food produced in the veggie garden and citrus orchard are used in the classroom to provide children with an understanding of where food comes from and encourage participation in gardening from a young age.

Resident chickens close the gap for this sustainable garden, creating a circular garden as food scraps from the on-site kitchen are used to feed chickens which then produce the manure used on the veggie garden.

The nature play area, built using recycled materials and natural elements, has been designed to develop children's balance and core strength, and also features a mud kitchen and decking area.

The Prince Alfred College Early Learning Centre garden also received a commendation in the Community Category.

Commercial Award Winner

No nominations were received in the Commercial category during for the 2020 Awards program.



Our Business Community

A City of opportunities built on thriving businesses that is recognised for its innovation, diversity and vibrancy,
Economic Development Strategy 2021–2026



Ever Flowers Collective

Snapshot of the Local Economy

The City of Norwood Payneham & St Peters is characterised by a number of mainstreet precincts—each with a unique character and shopping experience—and 6,674 businesses which the Council is committed to supporting and nurturing.

The City has experienced a positive growth rate of 36.7% in the number of businesses over the last four years with the City’s percentage of South Australia’s Gross State Product remaining steady.

Rental, Hiring & Real Estate Services, followed by Professional, Scientific & Technical Services and Construction, top the list with the highest number of businesses registered by sector with Health Care & Social Assistance and Cultural & Creative Industries, making up the top five sectors.

Whilst employment opportunities grew by 2,028 between 2016 and 2019 to a total of 24,367 jobs—representing approximately 3.3% of the South Australian workforce—it

is worth noting that the effects of the COVID-19 pandemic will influence this number significantly as unemployment rates are expected to rise in the first few years of implementation of the Economic Development Strategy 2021–2026 before once again declining.

Health Care & Social Assistance, Professional, Scientific & Technical Services, Retail Trade, Construction, and Education & Training make up the top five sectors that generate the greatest number of jobs within the City.

The Construction, Health Care & Social Assistance and Professional, Scientific & Technical Services sectors are represented in the top five in both employment by industry and in the number of business registrations.

Job and Employment Overview



Economic Overview

6,991* businesses

As at May 2021 there were 6,991 businesses trading within the City.

\$1,304 median household income

Compared to \$1,265 in Greater Adelaide.

\$2.912 billion value added

The total value added by the City's industry sectors is \$2.912 billion, which is the difference between total expenditure and revenue.

\$3.147 billion gross regional product

The total Gross Regional Product was estimated at \$3.147 billion and represents 2.88% of South Australia's Gross State Product. It has remained steady since 2014.

\$1.400

billion regional imports

\$2.460

billion regional exports

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

\$220,193

average value per development approval

For the 2020–2021 financial year, 662 Applications were granted Development Approval with a development cost of \$145,768,093, which equates to an average development cost of \$220,193 per application.

Business Community Values

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

- ✓ Open space – street appeal, green vegetation
- ✓ Location – close proximity to the CBD
- ✓ Attractive, vibrant and diverse place
- ✓ Activation and placemaking
- ✓ The Parade – drawcard location
- ✓ Diverse business community and high level of collaboration
- ✓ Unique eclectic mix of businesses
- ✓ Connection with the local community
- ✓ Accessibility – pedestrian and cycle friendly
- ✓ Quality, fresh and local produce

*Information collected from Economic Development Strategy 2021–2026 & REMPLAN 2021.

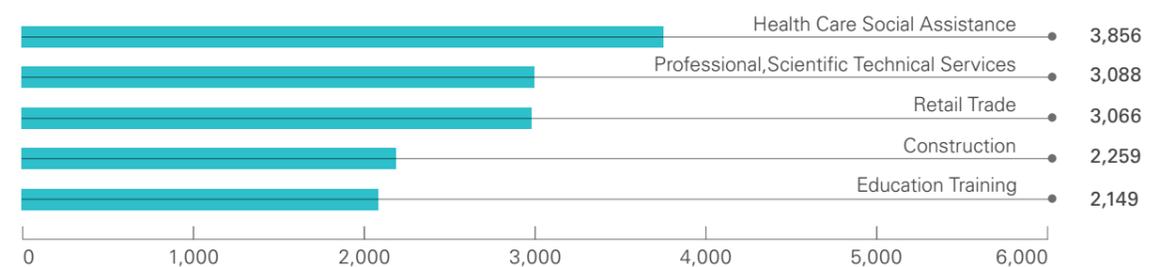
Top 5 Business Sectors

Top 5 sectors with the greatest number of business registrations.



Top 5 Sectors by Employment

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





The Parade, Norwood



2021 Eastside Business Award Winners

Road to recovery

Economic Development Strategy

With almost 7,000 businesses creating more than 24,300 jobs in our City, there's no doubt that the strength of our local economy is the backbone of our community.

The Council has always had a strong focus on ensuring continued economic growth and in October 2020, endorsed the 2021–2026 Economic Development Strategy for the City of Norwood Payneham & St Peters.

What is it?

This strategy will carefully guide sustainable local economic growth over the next five years to deliver positive outcomes for our economy, and social and cultural sustainability within our community.

It will also act as a blueprint for helping to guide our community through the recovery stage from the effects of the COVID-19 pandemic, which have been felt by all.

In the coming year, the Council will embark on the first of a five-year strategy, with a focus firmly on the 'Recovery and Rebuild' phase which holds particular significance given the challenges presented as a result of the pandemic.

It has been designed to assist businesses recover and rebuild from the pandemic, and plan for sustainability and growth for when the economy reaches some level of normality.

Who will it help?

Our strong vision is supported by four key themes, all of which aim to achieve growth in the local business sector, promote the City as a destination with dynamic and vibrant precincts, as well as encourage innovation and investment. It is also essential that we continue to invest in the future, by making it easy for people to start, own and grow a business.

Focus will be on food and beverage manufacturing; retail; cultural and creative industries; as well as professional, scientific and technical services.

How was it developed?

Our local business and commercial property owners, were carefully considered in the process, with the Council investing significant research, including discussion papers and workshops, as well as inviting businesses and the broader community to provide feedback on the draft strategy.

As the Council begins to implement this new strategy, it wishes to remind all business and commercial property owners, and the broader community, that the Council is committed to assisting our business sector to recover as quickly as possible.

The Council is prepared to maintain the flexibility and resilience that is needed in this current climate, but most importantly, the Council looks forward to working together to build a brighter and more secure future for all.

Eastside Business Awards

The 2021 Eastside Business Awards were once again an overwhelming success with 9,584 votes being cast.

The fourth annual Eastside Business Awards honoured and recognised businesses and traders that excelled in the City of Norwood Payneham & St Peters during 2020–2021.

Mayor Robert Bria said this year's Awards were more significant than previous years, following months of long-term uncertainty as a result of the COVID-19 pandemic.

"The 33 finalists—across 12 categories—should feel extremely proud of their success and the recognition they have received from their clients and customers," Mayor Bria said.

"This year's Awards have further reinforced what many people already know—that the City of Norwood Payneham & St Peters boasts the State's most diverse and successful businesses," Mayor Bria said.

"Voters overwhelmingly showed their support for The Parade Norwood Veterinary Clinic to be inducted into the Hall of Fame, as it has been an integral part of the Norwood community and The Parade Precinct for more than 20 years," Mayor Bria said.

"I would also like to formally acknowledge Shouz Boutique, winner of the Best Fashion Retailer category for the third year in a row."

"Pave Cafe also deserves a special mention after successfully being crowned the winner of the Best Coffee category."

The Awards—which are a partnership between the City of Norwood Payneham & St Peters and Solstice Media—celebrate an array of businesses and sectors from emerging creative industries, successful start-ups and family owned enterprises to vibrant cafes and restaurants, iconic food manufacturers and retail precincts.

Award winners received digital advertising to the value of \$1,000 to be spent with Solstice Media and a choice of business advisory service (business planning, budget and forecasting or bookkeeping training) to the value of \$1,000 with BIAS, while winning voter Janita Keating chose to receive a \$250 voucher from OV Hair Studio on The Parade.

Congratulations to all of the winners!

1. Hall of Fame (20+ years)

The Parade Norwood Veterinary Clinic
27 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

Taste of Nepal
300 The Parade, Norwood

5. Best Coffee

Pave Café
138b The Parade, Norwood

6. Best Pub/Bar

The Colonist
44 The Parade, Norwood

7. Best Hair/Beauty Salon

Johnny Slicks Barber Shop
254 The Parade, Norwood

8. Best Customer Experience

GR Phones Norwood
3/1 Margaret Street, Norwood

9. Best Independent Retailer

GR Phones Norwood
3/1 Margaret Street, Norwood

10. Best Entertainment Venue

Little Bang Brewery
25 Henry Street, Stepney

11. Best Emerging/Start-Up Business

Cheeky Grin Coffee
79a Gage Street, Firlie

12. Best Food/Beverage Manufacturer

Chef on Wheels
89 Lewis Road, Glynde

Meet Our Business Community



Dr Derek McNair

The Parade Norwood Veterinary Clinic



Matt Heavyside

Physio Smart, 296 Payneham Road, Payneham

“Humbled, honoured and thrilled” – that’s how Dr Derek McNair felt when it was announced at the Eastside Business Awards that The Parade Norwood Veterinary Clinic had been inducted into the prestigious Hall of Fame.

But to his loyal clientele, who travel from as far away as Ceduna and Millicent, with pets ranging from cats, dogs, rabbits, guinea pigs, sheep, snakes, rats, birds, as well as rescued wildlife, the Hall of Fame Award should come as no surprise.

Dr McNair, who prefers to be called Derek, is also known across the state for his weekly radio segment on FIVEaa, where he offers advice on a range of pet-related questions.

Derek has been a fixture on South Australian radio for some 25 years, speaking to more than 7,500 callers.

“It’s a lovely compliment that people want to chat with me and that they travel so far to come to the clinic,” Derek said.

“Right now, we have a few thousand clients, as well as 18 staff, including eight vets.”

“The best part about my job is meeting all of the people and their pets and working with such a great team.”

“Generally, if people care enough to take their pets to a vet, then they are nice people. I love my job because every day is different.”

“Most situations have a happy ending, but obviously it can be sad at times.”

Derek started the clinic in 1997 from scratch, converting the building from an interior design showroom into a veterinary clinic.

Over the years, Derek has worked in many different countries including Scotland, England, New Zealand and Venezuela.

But he is always happiest working in his Norwood clinic.

“I love this Council area and I really love working on The Parade,” Derek said.

“Thank you very much and thank you for entrusting me with the care of your pets. I am very touched and very honoured to receive this award.”

Pleasingly, the Clinic is always happy to take on new clients!

Matt Heavyside is on a mission to help the community ‘move’. He has grave concerns that 40 year olds are trapped in the bodies of people double their age and the consequences could be dire.

Matt, who is the owner/operator of Physio Smart, bases his movement philosophy on the Latin word Motum—which means mobility and movement.

He and his team of six physios and two massage therapists, achieve results by encouraging the movements we were all born with—such as crawling, rolling, and touching toes.

While touching toes may seem daunting to some potential clients, Matt’s growing client list is proof that more and more people are investing in their health and wellbeing.

“When I took over the business six years ago, there were between 50 to 70 clients a week and now we have about 300 a week—from junior athletes to people over the age of 80.”

This surge in clients is also a result of the COVID-19 pandemic, with more people having time to reflect on their health.

Importantly “word of mouth” also plays an important role for Matt and his team with people travelling as far as Port Lincoln, Kadina and the Riverland to improve their movement and relieve their pain.

“Unfortunately, many people have adopted poor movement patterns which is putting extra stress on their joints and spines. Humans aren’t moving the way they were designed to move,” says Matt.

“My ultimate goal is to help people move better and reduce risks in the future, working towards a preventative model for health.”

“Australia has a muscul-skeletal health crisis which costs the nation \$14 billion a year. By 2032, we will be faced with an epidemic in joint replacements,” he says.

“I urge anyone who is in pain or who wants to move better to come and see us. We will help create a better version of you.”

Matt was one of the first Australian physiotherapists to be certified in Selective Functional Movement Assessment™, after travelling to the USA in 2013.

Since then his passion has been to teach the fundamentals of movement patterns within his practice.

“We are physio with a difference. It’s certainly not a stock-standard response to physiotherapy.”

Chefs on Wheels story



Paul Baker, Annabelle Baker and Jimmy Day

Chefs on Wheels

Driven to success

In March of 2020, the hospitality industry was thrown into chaos.

Restaurants, cafes and lunch spots were forced to close and many staff were stood down as the COVID-19 pandemic reached all corners of the globe.

Renowned South Australian chef Paul Baker, his partner Annabelle Baker and Jimmy Day, were all contemplating a very bleak future.

"It was shattering. The industry was in free-fall," Annabelle said.

"It was then that we came up with the "crazy idea" to pull Adelaide's hospitality industry together and find a solution for what was looking like, at the time, a six month long shutdown.

"Our City's best restaurants and talent jumped on board to recreate their restaurant quality food as ready-made meals for people to enjoy at home.

"Within hours of launching Chefs on Wheels, we had to turn the website off and catch our breath - we'd taken hundreds of orders and it was showing no sign of slowing down."

The concept worked by having restaurants cook huge amounts of delicious ready-to-eat restaurant quality food, that would come back to Chefs on Wheels HQ to be packed and then delivered out to hundreds of households.

In another ingenious sign-of-the-times, pilots who had lost their jobs due to the worldwide travel restrictions, filled the roles of much needed delivery drivers.

"By May 2020, we'd sent out over 4,000 orders, collaborated with the best in the industry and people went mad for the food," Annabelle said.

Chefs on Wheels also generously delivered to hundreds of people experiencing homelessness and in quarantine.

Annabelle said when COVID restrictions started to ease, her, Paul and Jimmy pondered the future of their successful COVID start-up.

"We agonised over the decision but in the end we decided to let Chefs on Wheels customers decide our fate.

"We asked the 3000 people who had ordered over lockdown and the answer was a resounding yes! Chefs on Wheels is here to stay."

One year on, Chefs on Wheels is driving towards being one of the largest independently owned ready-made meal companies in Australia and have recently hit the road, delivering to New South Wales, Victoria and Queensland.

March 2020

Paul, Annabelle & Jimmy launch Chefs on Wheels on 23rd March.

April 2020

Through overwhelmingly generous donations, more than 190 Chefs on Wheels Motel Meal Boxes were cooked and packed for people experiencing homelessness during the pandemic, as they are moved into temporary motel accommodation.

June 2020

Paul leaves his position at Botanic Gardens Restaurant to focus on Chefs on Wheels as a full-time venture.

Paul, Annabelle and Jimmy confirm that Chefs on Wheels is here to stay!

November 2020

Chefs on Wheels delivers more than 170 emergency orders to people in quarantine and isolation during South Australia's second lockdown.

December 2020

More than 450 Christmas orders were delivered throughout South Australia, making a difficult Christmas for many as delicious as possible.

March 2021

Chefs on Wheels hits the road and delivers to New South Wales, Victoria and Queensland.

April 2021

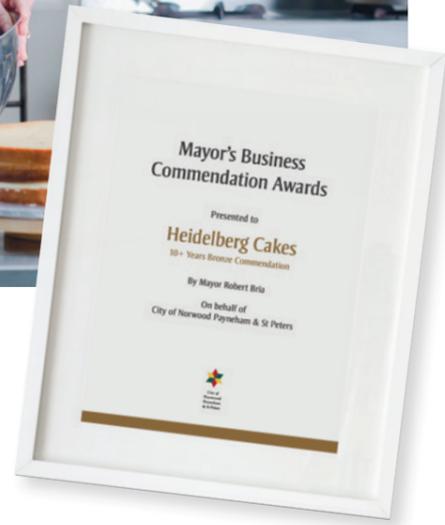
Chefs on Wheels won the Best Food & Beverage Manufacturer in the 2021 Eastside Business Awards.

Mayor’s Business Commendation Awards

Our City is full of small business success stories.



James & Carolyn Schmidt, Heidelberg Cakes



The inaugural Mayor’s Business Commendation Awards recognise small businesses that contribute to our City’s unique cosmopolitan lifestyle and sense-of-place, which makes our City so liveable.

The 2021 categories included:

- 10+ years Bronze Commendation;
- 25+ years Silver Commendation;
- 50+ years Gold Commendation; and
- 3+ generations Generational Family Business Commendation.

Five businesses nominated in the 10+ years of trading category: Leaver and Son Piano & Furniture Specialists, Well2, Granite Kitchen Makeovers, Heidelberg Cakes and NumberWorks'nWords.

Five businesses nominated in 25+ years of trading category: Ambrosini’s Restaurant, European Café, Venture Corporate Recharge, Natural Floors and Calèche Bridal House.

The Awards were scheduled to be presented at the Council’s Mid-Year Business Networking Event however, due to the COVID-19 pandemic, the event was cancelled. The Awards will be presented to business owners by Mayor Robert Bria at the 2021 End of Year Business Networking Event.

Live and Local

Eastside Happy Hour reignites live music scene



Happy Hour Live & Local

Live music is a significant contributor to the social, cultural and economic fabric of our City.

Committed to the promotion of live music events and opportunities within the City and in an effort to boost its reach throughout the COVID-19 pandemic, the Council partnered with local business, BIE creative, to host an exciting new series of local live music events.

The Eastside Happy Hour—Live and Local Sessions, is built around the concept of taking live music events into homes through free streaming sessions.

In the wake of the social and economic impacts of the COVID-19 pandemic, the initiative was developed by BIE creative and designed to support hospitality venues and local musicians alike.

Initially supporting a four-week trial, the Council and BIE creative, were able to deliver live music to patrons at four venues across the City, while also live streaming the performances to many more in the comfort of their own home.

Mayor Robert Bria said, “The Council is excited to be able to support an idea that was initiated by a local business as well as support the numerous hospitality and entertainment venues across the City”.

Live music performances were welcomed back to enthusiastic—and physically distanced—crowds in venues and proved to be an ideal addition to a Friday night in for households across the City and beyond.

Musician Zkye Compson-Harris said that the live music entertainment industry has taken a hard hit due to the COVID-19 pandemic.

“Performing as part of the Eastside Happy Hour was my first opportunity to play to a live audience in seven months.”

Due to its resounding success, the Council committed to support ongoing events with an Eastside Happy Hour—Live & Local session being held on the first Friday of every month in a local venue.

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.



The Parade, Norwood

Strategic Planning Framework

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



Long-term Financial Plan

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

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

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

Annual Business Plan

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

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

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

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



Wetlands, Felixstow Reserve

Sustainability Statement

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

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

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

Results of the Council's commitment to environmental sustainability practices and initiatives are detailed on pages 196–203.

Looking forward

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

- less resources—including natural resources—being used, proactively monitoring our waste production and recycling and adapting our programs to continue to reduce our waste;
- impacts of climate change underpin everything we do;
- best practice procedures are in place for managing stormwater—including capturing and re-using it throughout the City;
- infrastructure for alternative transport methods is provided which assists in reducing the number of cars on the road;
- our natural environment is protected, particularly 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;
- our City's trees are protected, with more trees being planted over time and increased species diversity contributing to an attractive and cooler urban environment;
- open spaces are protected and enhanced, creating a highly valued and diverse open space network; and
- our natural habitats are healthy and widespread, creating areas for native plants and animals to thrive.



To view the Long-term Financial Plan, visit www.npsp.sa.gov.au



To view the Annual Business Plan, visit www.npsp.sa.gov.au

Our Performance



OG Road Intersection

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 2020–2021, for the benefit of the broader 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



Payneham Oval women's facilities
\$1,100,000

Payneham Oval precinct parking
\$250,000

Street and Footpath Cleaning Program
City-wide
\$920,000



The Parade Scramble Crossing
\$115,000

Stephen Street Upgrade
\$280,000

The Parade Masterplan detail design and documentation
\$300,000

Major Projects



Payneham Oval Tennis Courts

Payneham Oval and Buttery Reserve Tennis Courts

Complete

Tennis aficionados and casual players have been spoilt for choice with major upgrades at two tennis facilities in our City.

Revamps have been undertaken at both the Payneham Oval and Buttery Reserve Tennis Courts.

The \$1.1 million upgrade of the Payneham Oval Tennis Courts and \$900k upgrade of Buttery Reserve Tennis Courts included:

- reconstruction of six tennis courts at Payneham Oval and four tennis courts at Buttery Reserve
- installation of LED court lighting;
- installation of Book a Court systems;
- new perimeter fencing;
- landscaping and paving;
- furniture (e.g. bench seating, drinking fountains); and
- car parking, shelter structure and storeroom refurbishment at Payneham Oval.

The State Government—through the Office of Recreation and Sport—provided grants \$375,000 towards the Payneham Oval project and \$450,000 for Buttery Reserve.

The upgrades provide modern playing facilities for the community and the Norwood Tennis Club and East Adelaide Payneham Tennis Club.

The lifespan of these valuable community assets has also been increased by at least 20 years.

Mayor Bria said the Council has a key role in providing, encouraging and facilitating sport, recreation and leisure opportunities within the City that lead to positive health and well-being outcomes for our community.

“Payneham Oval and Buttery Reserve are set to become a recreational destinations in the City of Norwood Payneham & St Peters with the upgrade of the tennis courts,” he said.

“Playing tennis has a wide range of health benefits that make it an ideal physical activity for anyone, at any age.

“So far the response has been fantastic with a lot of positive comments from players—and other community members—who are appreciative of the Council’s role in securing this much-needed funding and then delivering the project.”

Third Creek Stormwater Drainage Upgrade

Stage 2 construction complete

The City’s stormwater drainage network is one of many infrastructure assets which is provided and maintained by the Council for the community.

Last year, work was completed on Stage 1 of the Third Creek Stormwater Drainage Upgrade Project.

The Project forms part of the Council’s \$38.4 million program to upgrade the City’s stormwater drainage network over the next 15 years. This program has been endorsed by the Council in response to issues raised by residents as well as ensuring our existing system copes with the impact of climate change.

The \$2.5 million project, which upgraded the section of Third Creek from Payneham Road to Lewis Street, was completed in August 2020.

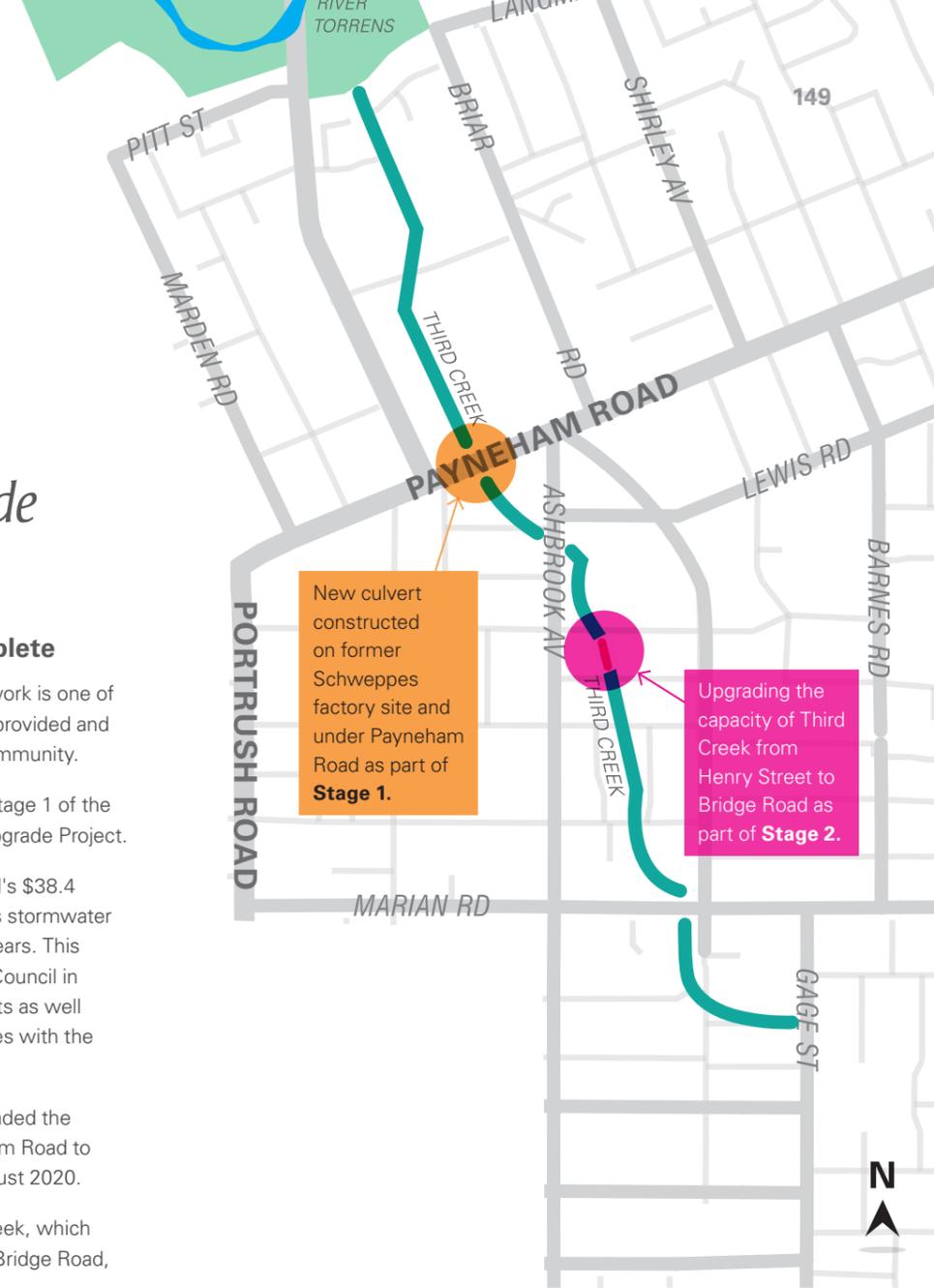
In April this year, Stage 2 of Third Creek, which included work from Henry Street to Bridge Road, Payneham, was completed.

Residential properties in this area will benefit from the improved stormwater network.

The Council also provided drainage inlets into the new infrastructure for each property, resulting in increased protection from flooding.

In June 2021, work also commenced on Marian Road, Firlie, after it was identified as a high priority area in the Council’s City-wide Floodplain Mapping and Long Term Drainage Program.

In particular, the roundabout located at the intersection of Marian Road and Hampden Street had significantly deteriorated over time due to local traffic conditions and poor drainage networks.



To resolve the excessive surface runoff and flooding issues, the upgrade work involves the reconstruction and re-alignment of the roundabout, incorporating a new drainage network and water sensitive urban design to capture and redistribute surface runoff directly into localised rain gardens before discharging into Third Creek.

Upgrades to the existing roundabout and pedestrian crossings located at the Marian Road and Avenue Road intersection, are also included as part of the project.

It is anticipated that the work will be completed in October 2021.

Beulah Road Bicycle Boulevard

Connecting Magill with the Adelaide CBD, Beulah Road Bicycle Boulevard improves cyclist safety, increases connectivity and builds higher levels of cycling participation as an environmentally friendly, healthy alternative to vehicle travel.

Offering an alternative to cycling on Magill Road or The Parade, Beulah Road is a popular cycling route and forms part of the Beulah Road Bicycle Boulevard.

During community consultation on the Council’s City-wide Cycling Plan, Beulah Road was identified as a key road requiring improvements to cycling infrastructure in order to cater for the high volume of cyclists.

Traffic data indicated that vehicle speeds were too high for a residential street popular among cyclists, while crash data showed a high number of crashes involving cyclists on Beulah Road over a five-year period.

As a result, Beulah Road was identified within the Council’s City-wide Cycling Plan as an appropriate location to construct a bicycle boulevard to offer an alternative to cycling on main arterial roads as well as creating a more inviting place to walk and more attractive place to live.

The bicycle boulevard is a key deliverable of the Council’s City-Wide Cycling Plan and promotes the Council’s commitment to maintaining well-designed, sustainable urban environments and an integrated, sustainable and active transport network.

The project commenced in 2016 with initial design concepts being developed, discussions with the Department of Transport (formerly Department of Planning Transport and Infrastructure) and community consultation.

Initial project timelines were extended to explore important issues that arose during the design phase, including local stormwater capacity and solutions, a street lighting review and other engineering issues. Construction of the bicycle boulevard was completed in August 2020.



Safe cycling

Sharrows have been painted in the centre of the lanes to indicate the safest area for cyclists. Sharrows:

- assist cyclists to position themselves away from parked cars to reduce the chance of being hit by an opening door of a parked vehicle;
- alert motorists of the lateral position on the road that cyclists are likely to occupy; and
- raise motorist awareness that they are driving on a bikeway, and so are required to share the road.

These markings are relatively new to South Australia but have been widely used in cycle-friendly cities around the world.

Benefits of the Beulah Road Bicycle Boulevard

A more enjoyable route for people to cycle compared to parallel arterial roads.	Lower traffic volumes and speeds to increase cyclist safety.	Shared roadway for motorists and cyclists.	Improved pedestrian accessibility and safety.	Enhanced tree planting and landscaping.	Increased liveability through the creation of Streets for People.
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Award-winning design

In 2016, the Beulah Road Bicycle Boulevard Project received the Hard Won Victory Award and a commendation from the Minister for Planning, in the Planning Institute of Australia (PIA) SA Awards for Planning Excellence.

The PIA Award judging panel acknowledged the Council’s significant achievement in balancing the provision of infrastructure to calm traffic, improve safety and accessibility for cyclists and pedestrians, whilst ensuring continued access for motorists.

Next stage

Implementation of Stage 2 of the Beulah Road Bicycle Boulevard Project—the upgrade of a portion of Osmond Terrace median strip—is about to commence.

These works will include a paved central plaza area with wider cyclist and pedestrian paths, public artwork commemorating Norwood cycling icon Nino Solari, new seating, additional landscaping and a bike repair station.



Syd Jones Reserve

● ●
Complete

The new-look Syd Jones Reserve—featuring a central playground, new outdoor table tennis and multipurpose court area, climbing wall, toilets, barbecue and picnic facilities—is a picture perfect place to enjoy a sunny afternoon with family and friends.

Payneham Oval Unisex Change Room Facilities

● ●
Complete

The new unisex change rooms and upgrade of the existing change room facilities at Payneham Oval, were officially completed in February 2021.

The Council allocated \$799,800 towards the planning, design and construction of the facilities, with the State Government providing \$490,000 through the Grassroots Football, Cricket and Netball Facility Program. The facilities are for players and umpires and were built to support the increasing number of females playing cricket and football.



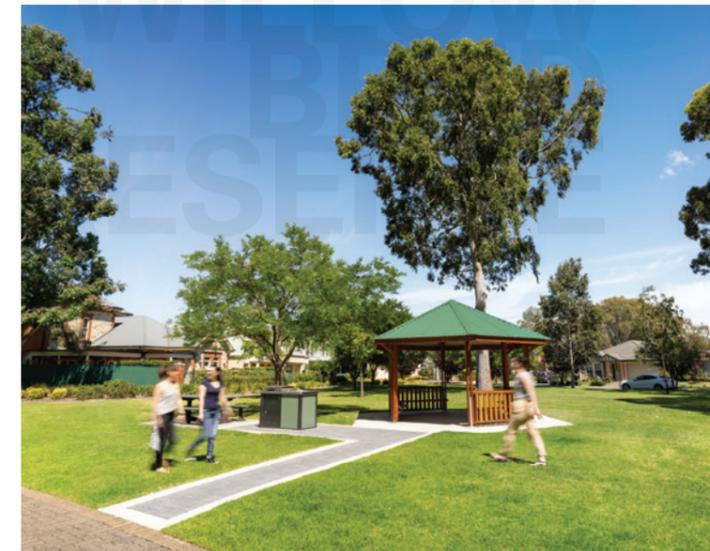
Willow Bend Reserve

● ●
Complete

As part of a \$50,000 upgrade to Willow Bend Reserve, a new shade shelter and barbecue facilities were installed in January 2021.

The upgrade followed consultation with the local community providing input into the shelter design and location.

To complement these improvements, \$17,000 has been approved to install new path lighting in 2021–2022.



Kent Town Streetscape Upgrades

● ●
Partially Complete

The Council undertook two streetscape upgrades in Kent Town. The upgrades included widening and improving footpaths, planting trees and garden beds, and installing new street furniture.

The first upgrade, adjacent the Kent Town Hotel at Rundle Street and College Road, was completed in April 2021 and cost \$170,000. The second project on The Parade West which cost \$250,000, is scheduled to be completed in late 2021 following a temporary delay to install a new stormwater pipe.



River Torrens Linear Park Path

● ●
Complete

In 2019, the Council enhanced the 2.59 kilometre stretch of path that extends from Felixstow Reserve to Ninth Avenue and Battams Road, St Peters. The new and enhanced pathway is now more appealing for all visitors to the park.

The path has been aligned around a number of large trees, so that they can be preserved and enjoyed by generations to come. The project was funded by the Australian Government as part of the Roads to Recovery Program. The upgrade was completed in March 2020.





Norwood Oval Clubrooms and Members Facilities



Complete

The clubrooms at the much-loved and iconic Norwood Oval were completed in September 2020—bolstering its appeal for AFL fans and Redleg devotees.

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 Local Heritage Listed 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 also have 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 level, 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.

The redevelopment was one of the most complex and expensive projects that the Council has undertaken in its history.

Charlotte Lane



Complete

Charlotte Lane, Norwood, was selected as part of the Council’s Private Laneways Conversion Project.

The project focuses on converting privately owned laneways in poor condition throughout the City to public roads for the benefit of adjoining residents and businesses.

In order to convert Charlotte Lane a range of infrastructure improvements were undertaken including:

- relaying of asphalt;
- construction of stormwater drainage;
- line-marking;
- signage; and
- newstreet lights.

Charlotte Lane was an ideal candidate due to its high residential and commercial usage and its maintenance requirements, with the laneway spanning over 180 metres in length.

Following consultation with adjoining property owners, the Council declared Charlotte Lane a public road under the *Local Government Act 1999* and resolved to take over ownership and responsibility for its ongoing maintenance.

The capital work upgrades to the laneway were completed in May 2021.

The Council’s Private Laneways Conversion Project will continue in 2022.

Other major projects progressed in 2020–2021 and due for completion in 2021–2022

- Burchell Reserve Upgrade
- Dunstan Reserve Adventure Playground
- Payneham Memorial Swimming Centre
- St Peters Street Streetscape Upgrade

For details about major and significant projects planned for 2021–2022, see page 162.

Capital Works Program

2020–2021

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.



Charlotte Lane Upgrade

The 2020–2021 Capital Works Program budget of \$6,589,906 incorporated:

Civil infrastructure works to the value of \$4,622,416 including;

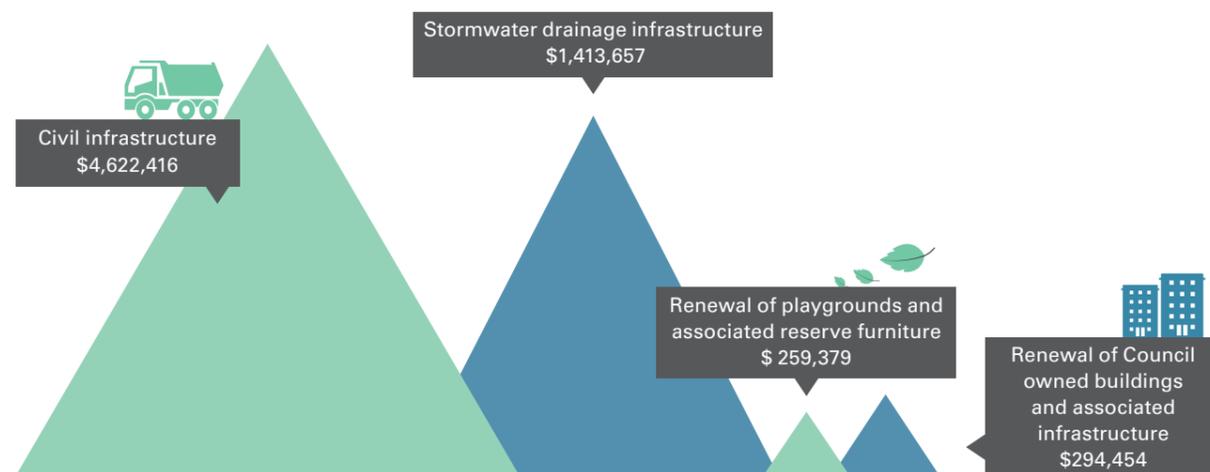
- resealing 51 road segments totalling 73,291 square metres;
- reconstructing 10,593 square metres of footpaths along 35 road segments; and
- replacing 3,232 lineal metres of kerbing along 30 road segments.

Building works to the value of \$294,454 including refurbishment of Sir Edwin Smith Grandstand seating at Norwood Oval, upgrade of air conditioning system at Trinity Gardens Bowling Club, replacement of all lighting at Webbe Street Car Park with LEDs, upgrade of CCTV system at Webbe Street Car Park, and replacement furniture for various community facilities.

Recreation and open space infrastructure works to the value of \$259,379 including refurbishment of the Norwood Oval Memorial Fountain, minor upgrades to Trenorden Reserve, replacement barbecue at Koster Reserve and upgrades to street and park furniture.

Stormwater drainage works to the value of \$1,413,657 including upgrades to stormwater drainage at Third Creek, the second 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 2020–2021 Civil Infrastructure Capital Works Program

N = Northern side S = Southern side E = Eastern side W = Western side

Suburb	Street	From	To	Side of Street
College Park				
Footpath	Richmond St	Hatswell St	Torrens St	S
	Torrens St	College St	Richmond St	W
Road Seal	Marlborough St	Ruby St	College Rd	
Evandale				
Footpath	Olive Rd	Loch St	5 Olive Rd	N
Kerb	Bakewell Rd	Payneham Rd	Frederick St	
	Frederick St	Janet St	Bakewell Rd	
Road Seal	Bakewell Rd	Payneham Rd	Frederick St	
	Bakewell Rd	Wellesley Ave	Portrush Rd	
	Frederick St	Janet St	Bakewell Rd	
	Wellesley Ave	Bakewell Rd	Llandower Ave	
Felixstow				
Kerb	Kapoola Ave	Payneham Rd	End	
Road Seal	Fisher St	Wicks Ave	Laver Tce	
	Fisher St	Laver Tce	Hilltop Ave	
	Kapoola Ave	Payneham Rd	End	
	Langman Gr	Wicks Ave	Pembury Gr	
Firle				
Footpath	Frick Ave	Scott St	Glyburn Rd	S
	Gough Cres	Ryan Ave	End	W
	Pam Crt	Marian Rd	End	
Kerb	Pam Crt	Marian Rd	End	
	Ryan Ave	Gage St	Hampden St	
	Shelley St	Gage St	Glyburn Rd	
Road Seal	Pam Crt	Marian Rd	End	
	Ryan Ave	Gage St	Hampden St	
	Shelley St	Gage St	Glyburn Rd	

A summary of the 2020–2021 Civil Infrastructure Capital Works Program continued

N = Northern side S = Southern side E = Eastern side W = Western side

	Street	From	To	Side of Street
Glynde				
Footpath	Alford Rd	Payneham Rd	4 Alford Rd	E
Kerb	Barnes Rd	Sunbeam Rd	Lewis Rd	
Road Seal	Barnes Rd	Sunbeam Rd	Lewis Rd	
	Wakelin St	Lewis Rd	Payneham Rd	
Hackney				
Footpath	Oxford St	Hackney Rd	Hatswell St	S
	Regent St	Richmond St	End	W
	Richmond St	Hackney Rd	Hatswell St	S
	University St	Cambridge St	Oxford St	W
Kerb	Oxford St	Hackney Rd	Hatswell St	S
Road Seal	Oxford St	Hackney Rd	Hatswell St	S
Joslin				
Footpath	Fifth Ave walkway	Fifth Ave	Sixth Ave	
	First Ave walkway	First Ave	Payneham Rd	
	Lambert Rd	Payneham Rd	First Ave	N
	Third Ave	77 Third Ave	Lambert Rd	W
	Werrina Ave	Sixth Ave	Ninth Ave	S
Kerb	Lambert Rd	Payneham Rd	First Ave	N
Road Seal	Booroo St	Eleventh Ave	End	
Kensington				
Kerb	Hill St	Bridge St	Shipsters Rd	
Road Seal	High St	Portrush Rd	Thornton St	
	Hill St	Bridge St	Shipsters Rd	
	Marchant St	Phillips St	End	
Marden				
Footpath	Lower Portrush Rd	Payneham Rd	Beasley St	W
	OG Rd	Turner St	Linear Park	E
	Peter Cres walkway	Lower Portrush Rd	Peter Crt	
	Wear Crt walkway	Marden Rd	Wear Crt	
Kerb	Beasley St	Caleb St	Broad St	
	Kildare Ave	Pitt St	Wear Ave	
	River St	Battams Rd	Broad St	
Road Seal	Beasley St	Caleb St	Lower Portrush Rd	
	River St	Battams Rd	Portrush Rd	
	Willowbank Cres	Pitt St	Pitt St	
Maylands				
Footpath	Portrush Rd	Clifton St	Devitt Ave	W

	Street	From	To	Side of Street
Norwood				
Footpath	Plane Tree Lane	Beulah Rd	End	E
Kerb	Beyer St	Sydenham Rd	Woods St	
	Church Ave	26 Church Ave	43 Church Ave	
	Henry St	Queen St	Portrush Rd	
Road Seal	Beyer St	Sydenham Rd	Woods St	
	Church Ave	26 Church Ave	43 Church Ave	
	Foster St	Queen St	13 Foster St	
	Gilbert St	Sydenham Rd	End	
	Henry St	Queen St	Portrush Rd	
	Sydenham Rd	The Parade	Beulah Rd	
	Taylor St	Edward St	Birrell St	
	Jude Lane	Clarke St	Charles St	
	King St	Edmond St	Runge St	
	Moulden St	Bonney St	Magill Rd	
	Polomka Lane	Jude Lane	John St	
	Sheppards Lane	Charles St	Kensington Rd	
	Sydenham Rd	Kensington Rd	Williams St	
	Sydenham Rd	The Parade	Beulah Rd	
	Taylor St	Edward St	Birrell St	
Payneham				
Footpath	Marian Rd	Ashbrook Ave	Avenue Rd	S
Kerb	Harcourt Rd	Kapunda Tce	Portrush Rd	
	Payne St	Taylor Ave	Rosella St	
	Taylor Ave	Portrush Rd	Payne St	
Road Seal	Argent Pl	Marian Rd	End	
	Ashbrook Ave	45 Ashbrook Ave	Payneham Rd	
	Ashbrook Ave	Bridge Rd	Henry St	
	Harcourt Rd	Kapunda Tce	Portrush Rd	
	Payne St	Taylor Ave	Rosella St	
	Taylor Ave	Portrush Rd	Payne St	
Payneham South				
Footpath	Devitt Ave	Aveland Ave	Ashbrook Ave	N
	Second Ave	Ashbrook Ave	47 Second Ave	S N
Kerb	Pam St	Luhrs Rd	End	
	Slape Gr	Coorara Ave	Luhrs Rd	
Road Seal	Ashbrook Ave	Coorara Ave	Luhrs Rd	
	Pam St	Luhrs Rd	End	
	Slape Gr	Coorara Ave	Luhrs Rd	

A summary of the 2020–2021 Civil Infrastructure Capital Works Program continued

N = Northern side S = Southern side E = Eastern side W = Western side

	Street	From	To	Side of Street
Royston Park				
Kerb	Battams Rd	Addison Rd	Ninth Ave	
	Oaklands Ave	Ninth Ave	Tenth Ave	
Road Seal	Battams Rd	Addison Rd	Ninth Ave	
	Oaklands Ave	Ninth Ave	Tenth Ave	
St Morris				
Footpath	Fifth Ave	26 Fifth Ave	Green St	N
	First Ave	Gage St	Green St	N
	Frank St	Magill Rd	Third Ave	E
	Third Ave	Williams Ave	Glynburn Rd	S
St Peters				
Footpath	River St	14 River St	Tenth Ave	N
	Seventh Ave	Harrow Rd	St Peters St	E
	Stephen Tce	Tenth Ave	Second Ave	W
	Winchester St	N	Second Ave	N
Kerb	Fifth Lane	St Peters St	Stephen Tce	
	Fifth Lane	St Peters St	Stephen Tce	
	Fourth Ave	Harrow Rd	St Peters St	
	Stephen Tce	Eighth Ave	Second Ave	W
	Stephen Tce	Tenth Ave	Second Ave	W
Road Seal	Fifth Lane	St Peters St	Stephen Tce	
	Fifth Lane	St Peters St	Stephen Tce	
	Fourth Ave	Harrow Rd	St Peters St	
	Third St	Hereford Ave	Breaker St	
Stepney				
Footpath	Battams St	Loch St	Olive Rd	E
	Cornish St	Nelson St	End	E
	Henry St	Stepney St	Nelson St	S N
	Loch St	Olive Rd	Flora St	E
Kerb	Alfred St	Nelson St	Ann St	
	Battams St	Loch St	Olive Rd	E
	Henry St	Stepney St	Nelson St	S N
	Mary St	Laura St	Flora St	
Road Seal	Alfred St	Nelson St	Ann St	
	Mary St	Laura St	Flora St	
Trinity Gardens				
Kerb	Amherst Ave	Magill Rd	Albermarle Ave	
	Hereford Ave	Lechfield Cres	Seventh Ave	
Road Seal	Amherst Ave	Magill Rd	Albermarle Ave	
	Hereford Ave	Lechfield Cres	Seventh Ave	



New Culvet at Third Creek Stormwater Drainage Upgrade

The Year Ahead

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

Social Equity

Civil Infrastructure
Whole-of-Life Works Program
\$6,420,831

Buildings Whole-of-Life
Works Program
\$1,032,500

Recreation & Open Space
Works Program
\$432,000

Acquisition of library stock
\$209,013

Youth Development Strategy
\$44,000

Street lighting renewal
and upgrade
\$40,000

Biennial Community Survey
\$30,000

Cycling Plan 2021–2026
Year 1 Implementation
\$25,000

40km/ph Speed Limit Norwood
and Kent Town
\$25,000

Cultural Vitality

Community Event
\$105,000

Economic Prosperity

Eastside Business Awards
\$37,000

Raising the Bar Adelaide
\$35,000

Business & Networking Events
\$20,000

Environmental Sustainability

Stormwater drainage
Whole-of-Life Works Program
\$2,646,000

Borthwick Park Creek Improvements
\$100,000

Greening of Verges Program
\$25,000

Urban Greening Program
\$12,500

Smart City - Year 1 Implementation
\$15,000



Concerts in the Park
\$120,000

Rectification of footpath defects
City-wide
\$100,000

Burchell Reserve Upgrade Project
\$2,026,000

Raising the Bar
which is a City-wide event
\$35,000



Willow Bend Reserve Path Lighting
\$17,000

Payneham Memorial Swimming Centre Redevelopment Project, Stage 1
\$3,000,000

Additional 200 street trees
City-wide
\$100,000

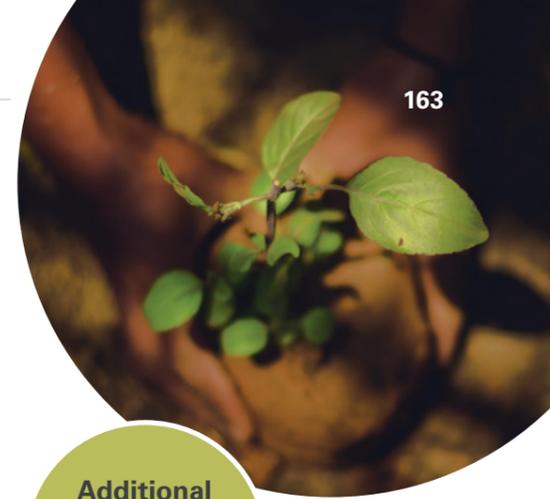
Dunstan Reserve Adventure Playground Project, Stage 1 - detailed design
\$100,000

Private laneways to public roads conversion
\$190,000

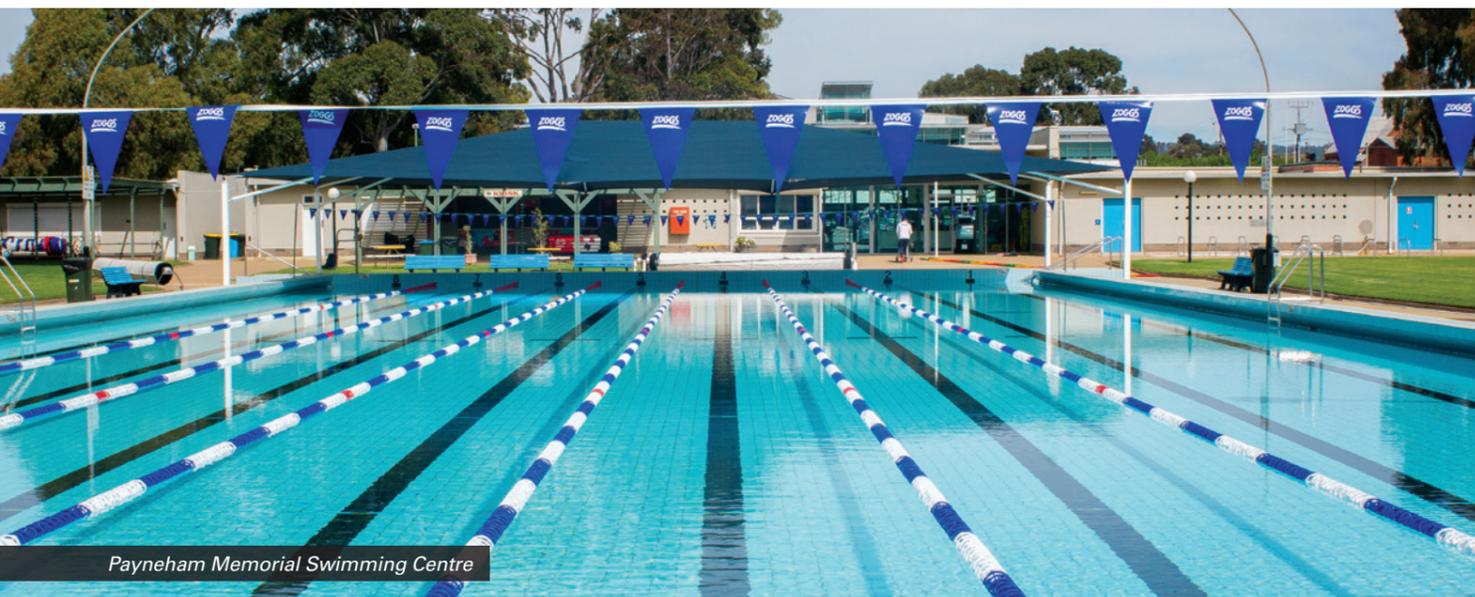
River Torrens Linear Park Shared Path Upgrade Project
\$2,148,000

St Peters Street Streetscape Upgrade Project
\$2,470,000

George Street Upgrade
\$800,000



Community Facilities



Payneham Memorial Swimming Centre

Swimming Centres



Our Swimming Centres are conveniently located in the leafy suburbs of Kensington and Felixstow and offer the ideal environment for aquatic fitness and education, social gatherings and fun.

The season opening at Payneham Memorial Swimming Centre was three weeks prior to the Norwood Swimming Centre, allowing the Council to plan for a swimming season of 26 weeks between the two facilities. The Payneham Memorial Swimming Centre was opened to the public on 10 October 2020, with the season concluding on 28 March 2021.

The Norwood Swimming Centre opened to the general public on 24 October 2020, with the season concluding on 11 April 2021.

Combined, both Swimming Centres attracted 9,085 entries for the school term swimming and water safety education program, a decrease from 14,056 in 2019–2020 and 15,310 in 2018–2019. The significant decrease observed was due to the Government restrictions associated with the COVID-19 'November Parafield Cluster'. As such, the Department for Education decided not to recommence its water safety program until January.

Payneham Memorial Swimming Centre increased lane hire usage by 59% in 2020–2021 with lane hire equating to 1,892 hours.

The Swimming Centres reported a combined operating deficit of \$519,000 in 2020–2021, compared to an adopted operating deficit of \$489,000, an unfavourable variance of \$30,000.



**Swimming Season
2020–2021**

77,466

Patrons attended in the swimming season
72,484 in 2019–2020

4,226

People in the swimming lesson program
4,035 in 2019–2020

9,085

Entries in water and safety education program
14,056 in 2019–2020

Challenge

As the Council provides two outdoor Swimming Centres, environmental factors impact significantly on the patronage. The Bureau of Meteorology reported that the 2020–2021 was the coolest summer recorded in 20 years. The highest patronage days are traditionally when the maximum temperature exceeds 30 degrees. During the 2020–2021 season, there were only 44 days that exceeded 30 degrees compared to the previous five year average of 67 days. Additionally only 14 of these days exceeded 35 degrees, 10 days less than the previous five year average.

On 8 February 2021, the Main Circulation Pump ceased operating at the Payneham Memorial Swimming Centre. At the time, due to the condition and the age of the pump, it was not known whether the pump could be repaired. Fortunately, the pump was taken off site and significant works were undertaken to re-commission the pump. This repair only resulted in a five day closure of the Swimming Centre, however all lessons and bookings had to be cancelled during this time.

Prior to the opening of the Swimming Centres for the 2020–2021 season, a COVID Safe Plan was required to be prepared for each facility. As part of the COVID Safe Plan, a number of controls were put in place to ensure that both venues were effectively prepared for the upcoming season.

Controls implemented at both Centres included:

- introduction of online lap lane bookings for lap swimming (1.5 hour timeslots) and Recreational Bookings (3 hour timeslots);
- maximum of six public lap swimmers per lane;
- the maximum capacity (excluding staff) of publically accessible space could not exceed one person per two square metres per separate room or outdoor area;
- capacity limits displayed throughout all publically accessible areas, including each swimming pools;
- a maximum capacity limit to 500 persons (excluding staff) at one time within the Payneham Memorial Swimming Centre and 400 persons (excluding staff) at the Norwood Swimming Centre;
- a clearly identifiable COVID Marshal on duty at each Swimming Centre, at all times;
- increased cleaning of frequently touched surfaces (including swim school equipment and bathroom facilities);
- sanitising stations at entry and exits of the facilities;
- installation of perspex screens in the kiosk at Payneham Memorial Swimming Centre and at the reception area of the Norwood Swimming Centre;

- bookings required for BBQs to ensure physical distancing was adhered to;
- the provision of extra seating for the consumption of food and beverages;
- contact tracing registers maintained and stored at both sites; and
- introduction of a ticket system for the collection of food from the Payneham Memorial Swimming Centre kiosk, to ensure physical distancing.

In response to the COVID-19 Parafield Cluster on 17 November 2020, all swimming centres in the State were only able to provide access to people for the purpose of fitness and rehabilitation until 1 December 2020. This resulted in the cancellation of all swimming lessons, Department for Education programs and recreational access to the venues. As such, an estimated \$25,000 of lost revenue was recorded from lessons and Department for Education programs.

On 19 November 2020, the State Government ordered a State-wide lockdown requiring all non-essential services to be closed for six days. After three days the lockdown was ended and businesses were able to resume trading under the previous restrictions.

The announcement of easing of restrictions was welcomed, allowing lessons to recommence from 1 December 2020. However, no more than 50 people were allowed in any pool irrespective of the size of the pool. This meant that no recreational swimming was possible until 15 December 2020. Additionally many schools cancelled their visits to the pools.

On 15 December 2020, COVID-19 restrictions reverted back to the same conditions observed at the beginning of the season.

All of these interruptions had a significant impact on the numbers of patrons attending the Swimming Centres especially during November and December 2020. However, the implementation of the online booking system was generally positively received by the users of the Swimming Centres. This system allowed the Council to set expectations and ensure we could provide a safe and enjoyable experience for our customers.

Parks and Reserves



The Council has more than 180 hectares of open space, comprising 72 parks and reserves and 29 playgrounds for the community to enjoy.

Our parks and reserves have been designed as places for the whole family to enjoy—even your canine companions can explore our ten off-leash areas.

Many of the parks feature recreational facilities such as tennis, netball and basketball courts, cricket pitches and sporting fields.

Ideal settings for filming and photography, weddings, birthday parties and corporate events, our parks are also available for casual hire.

180 hectares of open space

72 parks and reserves

29 playgrounds

10 off-leash areas

FELIXSTOW RESERVE

Corner of Langman Grove and Riverside Drive, Felixstow

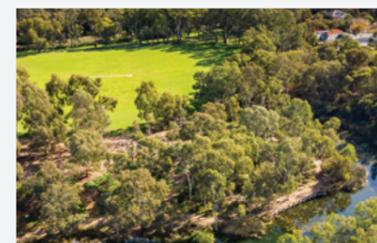
Features nature play spaces, Kauria interpretive trail, fitness stations, walking trails and various sporting facilities.



LINDE RESERVE

Nelson Street, Stepney

Features an all-abilities playground, basketball ring and soccer goals, artworks and an amphitheatre.



ST PETERS RIVER PARK

entry from River Street or Goss Court, St Peters

Features a cricket pitch, seating and electric barbeques.



RICHARDS PARK

corner of Magill Road and Osmond Terrace

Features an amphitheatre, playground, seating and shaded area.



PAYNEHAM OVAL PLAYGROUND

John Street, Payneham

Features a range of sporting facilities including an oval, tennis court, football, basketball ring and cricket pitch

JOSLIN RESERVE

between Third and Fourth Avenues, Joslin

Features tennis courts, a playground, and shaded lawn areas.





Libraries and Community Centres



The Council's three Libraries are shared spaces, which facilitate the pursuit of recreation and leisure, connect citizens through shared experiences and as a result, assist in building social capital and offer lifelong learning experiences.

Overall, visitors to our Libraries accessed 365,281 physical and digital loans in 2020–2021, compared to 321,121 in 2019–2020, which is an overall increase of 18.76% in loans. Of this, 305,049 were physical loans, and 60,242 were digital loans.

Loans recorded directly from the libraries

365,281

Loans recorded in 2020–2021

In comparison to 286,809 in 2019–2020 and 335,169 recorded in 2018–2019.

Digital content loans recorded



60,242

Loans recorded in 2020–2021

60,242 in 2020–2021

34,312 in 2019–2020

23,897 in 2018–2019

In addition, the Council's Libraries:

- facilitated 29,519 public access internet sessions, an increase on the previous year which recorded 20,719 sessions;
- received 152,730 visits in 2020–2021, a slight increase of 0.3% from 2019-2020;
- purchased 11,563 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 394 Lifelong Learning Program sessions across the three libraries with a total of 6,873 registrations, with programs being tailored to adjust to changing COVID-19 density restrictions over time;
- hosted 11 virtual Lifelong Learning Program sessions where restrictions affected their ability to be held onsite; and
- finalised the redevelopment of the library catalogue website portal.

The COVID-19 pandemic presented significant challenges for the Council's three Libraries with restrictions affecting how and when library services could be delivered under Public Activities Directions, including program density and program content.

A total of 335 community groups, private hirers and commercial organisations hired the Council's community facilities, including the Payneham Community Centre, the Payneham Library & Community Facilities Complex, the St Peters Youth Centre, and the St Peters Town Hall Complex.

In all, 3,415 hire sessions were facilitated across the four sites in 2020–2021. Ongoing changes to the types of public activities allowed under COVID-19 restrictions including changing density restrictions has continued to impact facilities hire, with many vulnerable community groups and private users suspending their hire in certain conditions.

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 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.

Council, community and commercial events were held at the Norwood Concert Hall between 11 September 2020 and 30 June 2021 after a closure between 16 March 2020 and 11 September 2020 due to the COVID-19 pandemic.

During the 2020–2021 financial year, 58 bookings attracted approximately 26,500 patrons with highlights including acts such as A Taste of Ireland, The Two of Us featuring Damien Leith and Darren Coggan and sell out concerts performed by the Norwood Symphony Orchestra.

More than 50 bookings were cancelled as a result of uncertainty by potential hirers and a limit on audience numbers. Many of these events have been postponed until 2022 due to COVID-19 restrictions. Events also included 11 bookings for Adelaide Fringe shows which attracted large audience numbers with ticket holders from the wider metropolitan area as well as regional South Australia.

Data from the Norwood Concert Hall website – which was launched in 2018–2019, shows that events, venue hire information, virtual tour and technical specifications were the most visited on the site. The website also allows on-line enquiries which have increased considerably since the launch.

In accordance with the Council's environmental initiatives, Norwood Concert Hall continued to be a plastic-free venue

after it reduced its use of single-use plastics and 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 deficit of \$65,571, an unfavourable variance of \$98,183 against the adopted budget operating surplus of \$32,612. This variance was due to the impact of the COVID-19 pandemic and the restrictions which were put in place.

Challenge

As a result of Federal and State Government restrictions due to the COVID-19 pandemic, the Council's management of the Norwood Concert Hall adapted to the changes put into place by the COVID-Safe Plan to remain compliant.

The Council has taken every precautionary measure to ensure the venue complies with prescribed regulations including:

- putting in place a COVID-Safe plan for the venue which is updated regularly;
- ensuring all staff have completed COVID Marshal Training;
- installing a variety of signage throughout the venue to remind patrons of physical distancing requirements and good hygiene practices;
- providing sanitiser on arrival and throughout the facility;
- reconfiguring seating plans to comply with physical distancing requirements;
- increasing cleaning processes before, during and after performances; and
- creating additional spaces and entry and exit points where possible to minimise congregation of patrons and to comply with physical distancing requirements.

The St Peters Child Care Centre & Preschool in Stepney has been providing quality child care in the City of Norwood Payneham & St Peters since 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



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.

During 2020–2021, there was a focus on children’s interests and development, sustainability, gardening, social inclusion, community connections and relationships with families.

147 families accessed childcare through the Council’s Child Care Centre, which caters for infants through to preschool aged children. This compares with 144 families in the previous year. The Centre maintained an average of 92.93 children per day. Seven families accessed the Preschool for the Universal Access Program.

The Centre achieved an operating surplus of \$103,365 in 2020–2021, compared to an adopted operating surplus of \$20,850 a favourable variance of \$82,515. This result is due to the Centre operating at a high standard and maintaining this through the COVID-19 pandemic. Some government grants were also received to help families in need and to help the Centre maintain finances. The Centre continues to enjoy a long standing positive reputation in the community.

Challenge

The Centre operated 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 essential 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.

The Council leases facilities including community buildings, sportsgrounds, tennis courts, bowling/croquet greens and reserves. Many of the tenants that use these facilities are established in the local community and several have operated within the City for more than 20 years.

At the same time, the Council encourages new organisations and businesses within the City to use the Council facilities when they become available.

The Council also continues to make available public open space for local community groups, schools and sporting groups through entering into a number of short-term and seasonal licences each year.

Challenge

A number of tenants that lease Council facilities, both commercial tenants and community groups, were significantly impacted by the State Government restrictions 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.

CityPlan 2030: Shaping Our Future

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

The Vision is based on the community's aspirations and is underpinned by four Outcomes – Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability.

Image right: The colourful image depicts the vision of the City of Norwood Payneham & St Peters area in 2030. They were painted by the senior students of the 'Kid's Art Studio' under the guidance of Briony Fitzgerald (a student at Uni SA) and Maxine Cavaggion.



Outcome 1 Social Equity

An inclusive, connected, accessible and friendly community.



Outcome 2 Cultural Vitality

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



Outcome 3 Economic Prosperity

A dynamic and thriving centre for business and services.



Outcome 4 Environmental Sustainability

A leader in environmental sustainability.



Outcome 1 Social Equity

An inclusive, connected, accessible and friendly community.



CityPlan 2030 Objectives

- 1.1 Convenient and accessible services, information and facilities.
- 1.2 A people-friendly, integrated sustainable transport network.
- 1.3 An engaged and participating community.
- 1.4 A strong, healthy, resilient and inclusive community.

Objective 1.1

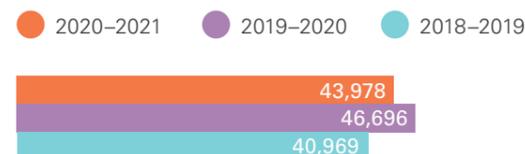
Convenient and accessible services, information and facilities

- ✔ Establish community hubs that integrate social support, health, recreational and commercial services in multi-purpose spaces
- ✔ Maximise access to services, facilities, information and activities
- ✔ Design and provide safe, high quality facilities and spaces for all people

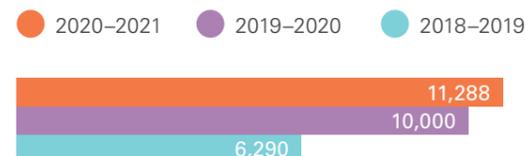
Customer Service

- experienced a 6% decrease in incoming telephone calls on the previous year. This may be due to an increase in the number of people working from home in 2019-2020 and not engaging with the Council in person due to Federal and State government restrictions; and
- 12% 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 or as a result of activities in lockdown or working from home.

Responded to incoming telephone calls



Completed service requests relating to graffiti, footpaths and road maintenance, stormwater 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; and
- achieved 2,189,629 total page impressions and 52,238 engagements.

Facebook and Instagram performance during 2020–2021

Total fans



Total fans compared to 1,642 in 2019–2020

Total fans compared to 854 in 2019–2020

Digital Communication

Your NPSP e-newsletter, which was launched in May 2017, was distributed on seven occasions in 2020–2021, to a database of 1539 opt-in subscribers, compared to 1356 subscribers at 30 June 2020.

Average open rate of Your NPSP is 45%, which is considered strong engagement against a Government benchmark of 28.8%.

The 10 ten pages on the website have remained constant over the last two years with Swimming Centres, waste and recycling and Libraries the most popular sites.

Total website visits



For more information on the Council's website see page 104.

Community Care Services

The Home Support Services Program experienced a 6% decrease in demand for home support.

The 6% decline in the number of citizens accessing Community Care Services from the previous financial year, reflects a decrease in the number of adults living with disability (aged under 65 years) who access Home Support Services. This is due to the availability of the service through the National Disability Insurance Scheme (NDIS).

The decrease can also be attributed to a reduction in referrals for the Council’s Transport and Social Programs. Due to the decrease in demand for the community bus and social programs there was a 3% decrease in the hours of services and programs delivered .

Number of residents accessing Community Care Services



Referrals from My Aged Care



Hours of Community Care Services delivered



Personal Care

The Council's Personal Care Services provide assistance to eligible citizens who need assistance with dressing, feeding or showering. 9 people accessed Personal Care Services in 2020–2021, a decrease from 15 in 2019–2020.

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.

Home Maintenance Services

The Home Maintenance Service provides assistance to eligible citizens with maintenance and repair work of an essential nature such as gutter cleaning and window cleaning, replacing light globes and tap washers and garden tidies.

342 citizens accessed home maintenance services during 2020–2021, which was one less recipient compared to 2019–2020.

Number of residents accessing Home Maintenance Services



Long-term Domestic Assistance

Long-term Domestic Assistance services provide a cleaning service for 1.5 hours per fortnight to eligible citizens. There was a 3% decrease in the number of people who accessed this service. This was due to a decrease in demand from people aged under 65 due to the availability of the NDIS.

Number of residents accessing Long-term Domestic Assistance



Home Modification Services

Home Modification Services is a specialised service offering installation of rails, steps and bannisters to improve safety in homes.

During 2020–2021, 55 people accessed this service compared to 51 in 2019–2020.

Number of residents accessing Home Modification Services



Community Visitors Scheme

The Community Visitors Scheme was introduced by the Department of Health in 1992, to recruit Volunteer visitors to provide friendship and companionship to citizens of Australian Government-subsidised aged care homes who are socially isolated or are at risk of social isolation and loneliness.

The Council employs a Community Visitor Scheme Co-ordinator to co-ordinate the Program.

The Community Visitors Scheme provided visitation and companionship to a total of 91 socially isolated residents in home and residential care facilities within the Cities of Burnside, Campbelltown, Unley, and Norwood Payneham & St Peters.

The number of visits to residents in aged care is higher than previous years because Volunteers met multiple residents at the same time.

Challenge

Volunteer recruitment and retention has been impacted by COVID-19, Volunteers moving interstate for work and family commitments. The other challenge was that some Volunteers are not willing to have the mandatory flu vaccination as required by the Federal Government.

Shopping and Transport Services

Eligible citizens are transported in either the Council's community bus or in a Council vehicle to a local shopping centre and provided with assistance to complete their shopping.

In 2020–2021, the program had 108 citizens accessing the services on a regular basis compared to 100 in 2019–2020.

Citizens who are unable to visit shopping centres can access a Shopping List Service whereby the Council’s Community Care Officer will complete a shopping and task list on behalf of eligible citizens.

There was a decrease of 60% in the number of people who accessed the Shopping List Service during 2020–2021, compared to 2019–2021.

The decrease in the use of this Service in 2020–2021 reflects a return to normal shopping services and routines following concerns about COVID-19 risks in 2019–2020.

Number of residents accessing transport services



Objective 1.2

A people-friendly, integrated, sustainable and sustainable transport and pedestrian network.

✓ Enable sustainable and active transport modes.

✓ Provide safe and accessible movement for all people.

✓ Work with other agencies to influence or provide improved and integrated public transport networks.

Private Laneways Conversion Project

Converted Charlotte Lane, Norwood, from a private laneway to a public road under the Council's Private Laneways Policy and Procedure. For more information see page 155.

City-wide Cycling Plan

The Plan has been updated to plan for cycling network projects for the next five years (2021–2026).

Design was completed for safety and access improvements along the River Torrens Linear Park, at Royston Park and College Park which will be constructed in the 2021–2022 financial year.

The proposed works include path widening and lighting, barrier fencing at steep embankments, improved access to the street network, and cyclist wheeling ramps at two staircases. The upgrades will encourage more path users by improving physical and personal safety along the path, and accessibility to and from the path.

Annual Bicycle Count

The Annual Bicycle Count is carried out at various intersections within the City each year. These intersections have been identified as key bicycle routes in the Council's City-Wide Cycline Plan.

The bicycle count helps track progress, identify areas for improvement, guide investment in infrastructure and inform active transport policy with the goal of making it easier for people to choose active modes of transport every day.

In March 2021, 17 intersections were counted. Several of the new intersections were designed to capture people riding between River Torrens Linear Park and the Norwood- Magill Bikeway (Beulah Road).

Beulah Road Bicycle Boulevard

The construction of the Beulah Road section of the Beulah Road Bicycle Boulevard was completed in July 2020.

The project included safety improvements, traffic calming, landscaping and wayfinding signage and forms part of the Beulah Road Bicycle Boulevard which is a strategic metropolitan cycling route that connects the Adelaide CBD with Magill. See page 150.

Draft On-Street Parking Policy

In February 2021, residents, workers, visitors and shoppers who park in the City of Norwood Payneham & St Peters were encouraged to have their say on the Council's draft On-Street Parking Policy.

The Council developed the draft On-Street Parking Policy to help manage on-street parking requirements. More than 40 submissions were received and the Policy is currently being reviewed to take into account the submissions that have been received.

40km/h speed limit consultation

The Council received more than 800 responses in relation to its proposal to reduce the speed limit to 40km/h (from 50km/h) in Norwood and Kent Town.

In May, citizens were encouraged to have their say on whether the speed limit should be reduced.

Residents, home-owners and businesses in Norwood and Kent Town, received a postcard with a QR Code and link to the Council's website which provided details of the proposal and a short on-line survey.

The consultation period closed on 21 June 2021 and the matter is currently being considered by the Council.

Objective 1.3

An engaged and participating community.

- ✔ Promote and facilitate volunteering opportunities in the community and within the Council.
- ✔ Provide opportunities for community input in decision-making and program development.
- ✔ Recognise and use the skills, knowledge and resources of the community.
- ✔ Inform and connect new residents to the community and its resources.
- ✔ Facilitate community support networks and partnerships for the sharing of resources and skills in order to build community capacity.

Smart City Plan

In 2020, the Council adopted its Smart City Plan which includes a framework for the Council to plan, design and accelerate the deployment of smart city technology for the benefit of the community. The Plan also sets out a governance framework for the delivery of smart city technology and the platform to develop future business cases and partnerships.

In 2020–2021 the Council achieved the following outcomes:

- inclusion of QR Codes on posters promoting Council events;
- transitioning the Council’s passenger vehicle fleet to low emission vehicles, initially transitioning to hybrid electric vehicles over the next two years and then transitioning to fully electric vehicles by 2026;
- provision of two e-Bikes that staff can use to commute to off-site meetings;
- seeking Expressions of Interest for the installation of Electric Vehicle Charging Stations across the City;
- adoption of an Emissions Reduction Plan including the installation of solar panels and battery storage, where practicable to offset the Council’s usage of grid electricity;
- use of digital tablets and smart phones on-site to record data and assist in making real-time decisions on development and compliance matters;
- use of up-to-date digital and street view imagery to make effective desktop decisions minimising the number of site visits to be conducted; and
- commencement of 12 month e-scooter trial across the City.

Staff have been investigating and ‘road testing’ software platforms that would enable the Council to holistically monitor sensors that control the performance of assets, across the city in an integrated manner.

Community Funding Program

\$55,818.00 has been forwarded to 18 community groups to support local initiatives as part of the 2020–2021 Community Funding Program. See page 120.

Community Consultation

Facilitated 11 community consultations relating to Council policies, plans and major projects. For more information see page 106.

Objective 1.4

A strong, healthy, resilient and inclusive community.

- ✔ Encourage physical activity and support mental health to achieve healthier lifestyles and well-being.
- ✔ Facilitate community support networks and partnerships for the sharing of resources and skills in order to build community capacity.
- ✔ Provide spaces and facilities for people to meet, learn and connect with each other.
- ✔ Encourage and provide opportunities for lifelong learning.

Youth Programs

The Council’s biannual Canvas Youth Art and Event was held in October 2020. An exhibition was open over four weeks displaying and promoting the creative talent of 38 young artists. Young people were also given the opportunity to develop new skills by taking part in artistic workshops.

In the summer of 2020–2021, monthly community events were held at the Payneham Memorial Swimming Centre. The aim of these small community events were to give young people a safe place to have fun. Attendance at these events differed each month due to COVID-19 restrictions and weather from 55 to 300 people.

The Council’s first ever Wheel Park event was held in the January 2021 featuring an open day, learn to ride lessons, and bling your bike workshops. This event is now planned to be held annually to develop and encourage young people’s lifelong love of cycling.

The first Skills Session workshops were also held in the April school holidays. A variety of workshops were run over the two week period.

For more information on the Council’s Youth Development Officer and other programs please see page 107.

Volunteer Programs

Volunteering contributes significantly to the vibrancy of the City of Norwood Payneham & St Peters. The City has a dedicated group of 240 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 114.

Come and Try Tai Chi

Come and Try was introduced by the Council in 2016 to provide affordable well-being activities for citizens to try.

Total Come and Try program participants

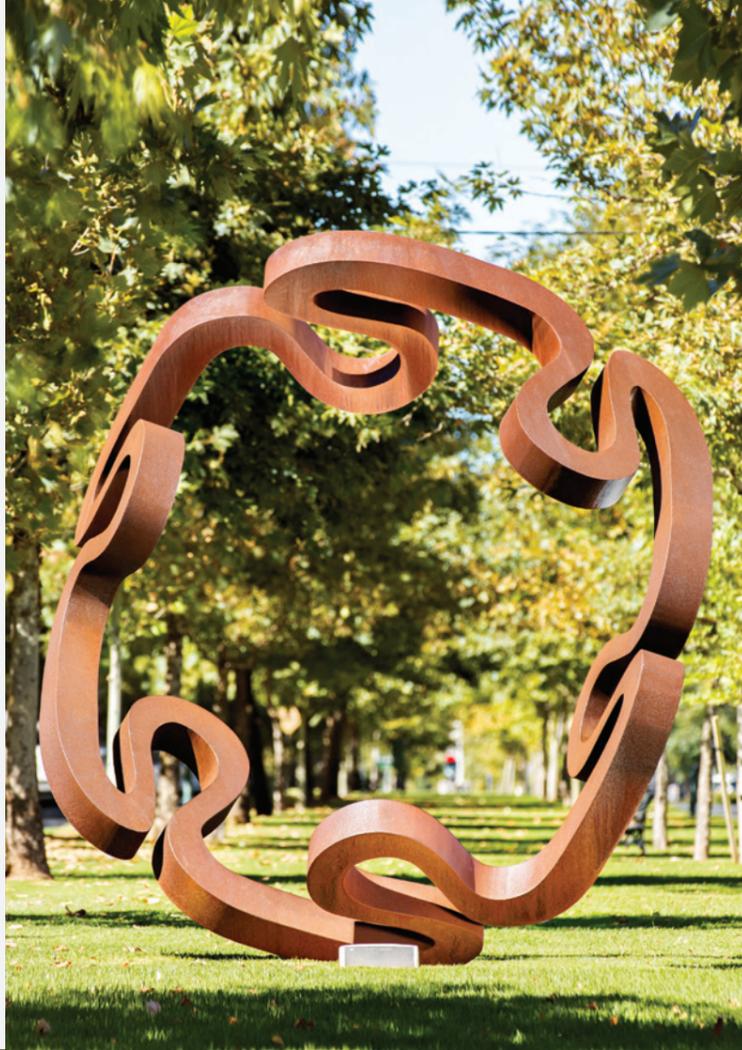


30
2019–2020



Outcome 2 Cultural Vitality

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



CityPlan 2030 Objectives

- 2.1 An artistic, creative, cultural and visually interesting City.
- 2.2 A community embracing and celebrating its social and cultural diversity.
- 2.3 A City which values and promotes its rich cultural and built heritage.
- 2.4 Pleasant, well designed, and sustainable urban environments.
- 2.5 Dynamic community life in public spaces and precincts.

Objective 2.1

An artistic, creative, cultural and visually interesting City.

- ✔ Use the arts to enliven public spaces and create a 'sense of place'.
- ✔ Provide opportunities and places for creative expression for all people.
- ✔ Attract and support cultural and creative organisations, businesses and individuals.

Visual Art

South Australian Living Artists (SALA) Festival

In August 2020, 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 artists from the City of Norwood Payneham & St Peters to participate in the Festival.

Art on Parade

The 2021 Art on Parade event featured 47 artists, 126 artworks including paintings, illustrations, photography and indoor sculptures. The art was on display in 25 premises on The Parade. The event took place from 1–31 April. See page 18.

Adelaide Fringe Festival

The City of Norwood Payneham & St Peters featured 20 performances over four venues 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 hosted Concerts in the Park, a series of open-air concerts which attracted music lovers, families and friends.

The free Concerts were held in February and April.

Unfortunately Melodies in the Park, scheduled for 13 March, was cancelled due to wet weather. The Series will be returning in 2022.

Event Attendance

810 Jazz in the Park

600 Symphony in the Park

Melodies in the Park was cancelled due to wet weather

Busking in NPSP

Number of busking permits issued



Busking performances are held, on average, twice per week.

Objective 2.2

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

Five citizenship ceremonies were held during 2020–2021, welcoming 225 new citizens into our community. New residents are from many countries including:

Afghanistan	Iran	Saudi Arabia
Albania	Ireland	Scotland
Algeria	Italy	Singapore
Argentina	Jordan	Slovenia
Australia	Kazakhstan	South Africa
Bahrain	Kenya	Sri Lanka
Brazil	South Korea	Thailand
Cambodia	Lebanon	U.S.S.R.
Peoples Republic of China	Malaysia	United Arab Emirates
Republic Of Congo	Nepal	United Kingdom
England	New Zealand	United States of America
Finland	Oman	Venezuela
France	Pakistan	Vietnam
Hong Kong	Palestinian Authority	Zimbabwe
Hungary	Philippines	
India	Russian Federation	

New Citizens

● 2020–2021 ● 2019–2020 ● 2018–2019



Citizen of the Year Awards

Held the 2021 Citizen of the Year Awards to recognise the valuable and long-lasting contributions of people within our community.

The 2021 Award recipient was Mr Don Looker, of Royston Park, who has provided exceptional service to his community and country since he was a teenager. See more on page 122.

Festive Gallery on Osmond

A gallery of 42 Christmas trees was showcased on Osmond Terrace from 22 November 2020–4 January 2021. The festive trees were decorated by students from 13 local schools and child care centres. The winning tree was decorated by children from Agnes Goode Kindergarten, located at Stepney.

The Norwood Parade Precinct Committee provided \$1000 to the charity South Australian Mumkind, which was nominated by Agnes Goode Kindergarten.

Mumkind works to improve the lives of as many women, girls and children who are facing adversity—through homelessness, domestic violence, food insecurity or poverty.

Objective 2.3

A City which values and promotes its rich cultural and built heritage

- ✓ Protect and enhance places, streetscapes, precincts and landmarks which reflect the built and cultural history of our City.
- ✓ Reflect our City’s history through cultural heritage programs and initiatives.
- ✓ Promote the value of heritage protection.

South Australia’s 2021 History Festival

South Australia’s History Festival is one of the State’s largest annual community events. Taking place in May each year, the History Festival creates a platform for South Australians to explore, promote and engage with the unique and evolving history of our State. The theme of the 2021 History Festival was ‘change’ - from political change to social change, changing places, changing minds, changing hearts.

Each year, the Council participates in the annual State-wide SA History Festival which contributes in a significant way to the City’s cultural vitality.

With the closure of all museums and art galleries across South Australia from the end of March 2020 due to COVID-19, the History Trust of South Australia cancelled the 2020 SA History Month Festival and all other associated museum activities and programs.

However, with the easing of South Australia’s COVID restrictions in November 2020, the History Trust of South Australia notified various organisations that the 2021 History Festival would be held in May 2021.

Therefore, with the re-opening of the Council’s Cultural Heritage Centre in December 2020, the planning and organising of the Council’s 2021 History Festival recommenced based on the program which was planned for May 2020.

The objective of the Council’s 2021 History Festival, *Between Two Worlds*, was to highlight the City’s Kurna heritage and to deliver a program that celebrated Aboriginal culture, knowledge, and history.

The program included:

- *Between Two Worlds* exhibition;
- *Lalai Dreamtime*: an important Australian film by Michael Edols, 1972 film event;
- *Second Creek Stories and Unravelling History*, the *Secret River: Past and Present* guided walks;
- *Coming Back to Country* bus tour;
- a guest talk - *An Inspirational Story*: Rebecca Wessels, Director of *Ochre Dawn*; and
- *Weaving History with Our Hands* Workshop.

The event will return in 2022.

Cultural heritage

The purpose-designed Heritage Centre, located within the St Peters Town Hall Complex, provides interested researchers with access to the Council’s significant archival collection. The Centre also features an exhibition gallery to showcase the City’s local history and culture through an exciting program of displays and innovative.

As a result of COVID-19 pandemic, the Cultural Heritage Centre was closed to the public from March 2020 until late October 2020.

Donations

13 donations of a total of 98 items were made to the Council’s Civic Collection during 2020–2021.

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.

Objective 2.4

Pleasant, well designed, and sustainable urban environments

- ✔ Encourage development that complements our City's built heritage and character areas.
- ✔ Encourage sustainable and quality urban design outcomes.
- ✔ Maximise the extent of green landscaping provided in new development and in the public realm.
- ✔ Encourage a range of housing options to assist in maintaining social and cultural diversity.

Payneham Memorial Swimming Centre

In May 2021, the Council received a \$5.6 million grant from the State Government's Local Government Infrastructure Partnership Program, which will contribute towards the total cost of the \$20 million redevelopment of the Payneham Memorial Swimming Centre.

As part of the Council's Swimming Centres Strategy, which was endorsed in 2017, the Swimming Centre will be completely redeveloped with two new pools, high platform waterslides and water play areas. Work is expected to start in mid-2022.

Burchell Reserve upgrade

The Council endorsed the Burchell Reserve Masterplan in June 2021. The key features of the \$2.6 million upgrade, which is located at Sixth Avenue, St Peters include new multi-purpose courts for tennis, basketball, netball and handball, barbeques and picnic shelter, play equipment and lighting and paths.

The upgrade, which will ensure local residents and the wider community, have great recreational facilities well into the future, is expected to be completed in 2022.

Upgrades to Payneham Oval and Buttery Reserve Tennis Courts

Upgrades have been undertaken at both the Payneham Oval and Buttery Reserve Tennis Courts. The upgrades provide modern playing facilities for the community, and the Norwood Tennis Club and East Adelaide Payneham Tennis Club.

The lifespan of these valuable community assets has also been increased by at least 20 years. See more page 148.

Development Assessment

1101 Development Applications were lodged with the Council.

Development approval was granted for 262 new dwellings, 65 land divisions, 97 swimming pools and 20 regulated tree removals.

The total value of the developments was \$203 million.

Significant developments approved by the Council in 2020–2021, include two child care centres, two service stations and a three storey apartment building on Stephen Street, Norwood.

State Planning Reform

South Australia's new planning system came into effect on 19 March. The new system, which was introduced by the State Government, has resulted in a range of changes including the replacement of all Council Development Plans with the state-wide Planning and Design Code. See more on page 28.

Objective 2.5

Dynamic community life in public spaces and precincts.

- ✔ Facilitate a mix of land uses and activities in appropriate locations in balance with amenity and character.
- ✔ Create and provide interesting and vibrant public spaces to encourage interaction and gatherings.
- ✔ Host and facilitate community events and activities.

Community events

The Council's annual events program included a range of major events including Australia Day celebrations, the Concerts in the Park series, St Peters Fair and Art on Parade.

Other events that also took place—with physical distancing requirements in place—included the Food Secrets at the Green and the History Festival, Wheel Park, Citizenship ceremonies, Poolside, St Peters Fair and Volunteers Week.

Challenge

As a result of COVID-19, the Norwood Christmas Pageant and Carols could not go ahead.

In November 2020, the Council was advised by the State Government that the Santos Tour Down Under would not go ahead in 2021. This decision resulted in the cancellation of the Norwood on Tour street party.

Film friendly City

Issued 10 permits for commercial filming in the City.



Pianos in the Park

For the fourth year in a row, the Council has collaborated with piano specialists Leaver & Son, to bring music to the City of Norwood Payneham & St Peters.

Sometimes pianos have been so well-loved that for a number of reasons they cannot be restored or resold, however, they still have some tunes left to play.

Rather than leave these ivory keys unused, Leaver & Son has carried out a small amount of work and delivered a plan to Richards Park and another to Linde Reserve for everyone to enjoy.

This year, children from both the Margaret Ives Community Children's Centre and the Council's St Peters Child Care Centre & Preschool have used their creative flair to decorate the pianos.

Alice Parsons, Director of St Peters Child Care Centre & Preschool, says that this was a great opportunity for the children to get creative and participate in a collaboration that the whole community can enjoy.

"The children jumped at the opportunity to paint the Linde Reserve piano and it was wonderful to then watch them make music as well as paint!"



Outcome 3 Economic Prosperity

A dynamic and thriving centre for business and services.



CityPlan 2030 Objectives

- 3.1 A diverse range of businesses and services.
- 3.2 Cosmopolitan business precincts contributing to the prosperity of the City.
- 3.3 Attract new enterprise and local employment opportunities to locate in our City.
- 3.4 A leading centre for creative industries.
- 3.5 A local economy supporting and supported by its community.

Objective 3.1

A diverse range of businesses and services.

- ✓ Support and encourage small, specialty, independent and family-owned businesses.
- ✓ Attract diverse businesses to locate in our City.

Eastside Business Awards

The fourth Eastside Business Awards was held in partnership with Solstice Media, recognising business excellence in the City of Norwood Payneham & St Peters.

With 311 businesses nominated, 33 were shortlisted as finalists across 12 categories before the public had the final say by casting more than 9584 votes.

Winners were announced at a special Awards Ceremony at St Peters Banquet Hall on Tuesday 13 April 2021.

The Awards, which were more significant than previous years, following months of long-term uncertainty as a result of the COVID-19 pandemic, 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 2022.

Eastside Business Awards Hall of Fame

Reserved for businesses in operation in the City for 20+ years. The 2021 inductee to the Hall of Fame category is **The Parade Norwood Veterinary Clinic** which have been in business on The Parade since 1997. For more information, see page 133.

Previous inductees in the Hall of Fame

- 2020 – *ORBE*
- 2019 – *Outdoors on Parade*
- 2018 – *Robern Menz*

Communications

The Council sends out electronic direct mail (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 2021, the number of EDM subscribers were as follows:

- The Parade 396
- Magill Road 225
- City-wide businesses 732

46 EDMs were distributed between 1 July 2020 and 30 June 2021.

Networking events

An end of year networking event was held for businesses located in the City in 2020–2021.

In December 2020, the Council held its annual Christmas networking event at Linde Reserve in Stepney, giving representatives from businesses across the City a chance to re-engage with each other following a challenging year. The event was attended by 64 business and property owners. Due to the COVID-10 pandemic, the mid-year networking event was cancelled.

Objective 3.2

Cosmopolitan business precincts contributing to the prosperity of the City.

-  Retain, enhance and promote the unique character of all our City’s business precincts.
-  Retain commercial and industrial land in appropriate locations, and protect it from the encroachment of incompatible land uses.
-  Promote the City as a tourist destination.



Events

Eastside Wine & Ale Trail

Visitors can follow the Eastside Wine & Ale Trail to breweries and cellar doors located within the City. The trail now comprises of 11 businesses, having started with four in February 2017.

Six of the businesses on the Eastside Wine and Ale Trail showcased their products at Cellar Door Fest 2021, a state level event promoting South Australia’s wine, beer, spirits and food producers.

This event took place at the Adelaide Convention Centre and attracted 10,000+ attendees over three days in February. Those that attended found participating at the event beneficial and were grateful for the Council covering the cost of the stand, allowing the businesses to participate for free for 1 of the 3 days.

Raising the Bar Adelaide

In October 2020, for the third 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. Ten experts and industry leaders gave talks on a range of different topics including crime, health, art, culture, science and technology.

The event was free to attend and the final number of recorded attendees at the event and that live streamed, across the 10 talks was 930 people.

This is lower than previous years—with 1804 people attending in 2019 and 930 in 2018—as venue capacities were reduced due to COVID restrictions.

The event is returning to the City in October 2021.

Competitions

Book A Holiday – Win A Holiday

In May 2021, the Council and the Norwood Parade Precinct Committee launched a unique competition aimed to boost the struggling travel sector.

Book a Holiday – Win a Holiday provided direct support and stimulation to four travel agencies along The Parade with holidaymakers who spent a minimum of \$200 at the four agencies having the chance to win a \$1,000 voucher, with the travel agency they booked their trip with.

Book A Holiday – Win A Holiday directly injected \$4,000 into each of the four travel agencies and resulted in a total of sixteen \$1,000 voucher winners, four a week for four weeks.

The competition was delivered through the funds collected from The Parade Separate Rate and is outlined in The Parade Precinct’s Annual Business Plan.

Shop to Win

The Shop to Win competition took place from 6 July 2020 to 17 August 2020 and five winners received either a \$5000, \$3000, \$2000, \$1500 or \$1000 prize which they could allocate to vouchers for businesses in The Parade Precinct. 36 businesses were selected by the winners for vouchers to be purchased.

VIP Shopping Day in 2020.

In October 2020, 46 businesses participated in the Council’s VIP Shopping Day. The event was part of the Spring back to The Parade campaign, all of which was designed to encourage people back to the Precinct.

The day involved a number of unique in-store offers and experiences and traders were encouraged to participate with a sidewalk sale and a number of businesses, including 1 home based business took advantage of the opportunity to have a stall in front of the Norwood Town Hall.

To keep shoppers and visitors entertained, live music ‘popped up’ at six different locations along The Parade, adding to the atmosphere and showcasing new talent.

Advertising

In 2020–2021, the Council invested significantly in advertising and promoting businesses across the City, including The Parade and Magill Road, two of its key business and economic precincts. Council initiatives were promoted in leading publications such as CityMag, SA Life, South Australian Style and Adelady Magazine just to name a few.

Web and social media

The Council continued to publish feature articles on The Parade and Magill Road websites with a total of 37 published in the 2020–2021 financial year.

The Parade Social Media



Followers of The Parade Facebook account at 30 June 2021. Compared to 16,544 in 2019–2020

Followers of The Parade Instagram account at 30 June 2021. Compared to 3,347 in 2019–2020

Magill Road Social Media



Followers of Magill Rd Facebook account at 30 June 2021. Compared to 7,212 in 2019–2020

Followers of Magill Rd Instagram account at 30 June 2021. Compared to 1,384 in 2019–2020

Objective 3.3

Attract new enterprises and local employment opportunities to our City

- ✔ Foster emerging enterprises and industries.
- ✔ Support appropriate home-based businesses.
- ✔ Promote and support local food manufacturing.



Business growth workshops

The Council presented a series of Growth Workshops throughout 2020–2021.

The 8 sessions focused on a broad range of topics including social media and marketing for business, workplace well-being, business planning and personal brand.

The sessions proved popular, with local businesses eagerly taking up the opportunity to participate and connect with other like minds in the area, both in person and online.

2020–2021 Growth Workshop topics included:

- How to present yourself to absolutely anyone in under 60 seconds;
- Creating a world class business (startup);
- Social media: times are a-changin’;
- How to harness the power of the Facebook algorithm guaranteeing you results;
- Instagram: create/connect/collaborate – for fitness & wellness professionals; and
- Better pics for business.

A total of 86 people attended the workshops.

Promoting local food manufacturing

Hundreds of people flocked to the Norwood Green development for Food Secrets at the Green on May 16, which was a part of the Adelaide Food Fringe Festival, where a range of high quality food and beverage producers showcased some of the community’s best hidden gems.

The Council has earned a well-deserved reputation for producing and creating exceptional food and beverages and Food Secrets at the Green continues to draw on this.

A range of local experts also shared their inside knowledge and Scoffed Cooking School had three classes showing kids how to prepare a simple meal that’s both healthy and delicious, while adults relaxed while enjoying gin and wine tasting from local producers.

Objective 3.4

A leading centre for creative industries

- ✔ Create a business environment that is conducive to retaining and attracting creative industries to our City.
- ✔ Collaborate with other agencies to facilitate the provision of technological infrastructure to support businesses.



Payneham Road, Norwood

This objective was not progressed due to the implications of COVID-19 on the creative industries sector.

Objective 3.5

A local economy supporting and supported by its community

- ✔ Support opportunities for people to collaborate and interact in business precincts.
- ✔ Retain accessible local shopping and services.
- ✔ Encourage businesses to sponsor local community activities.
- ✔ Support opportunities for the community to access locally produced food and beverage produce.
- ✔ Encourage community support for and promote awareness of all businesses in our City.

Economic Development Strategy

The Economic Development Strategy 2021–2026 outlines the Council’s strategic direction for economic development over the next five years, in order to strengthen and grow the City’s local economy and support businesses, ensuring their long-term sustainability, viability and growth.

The Economic Development Strategy sets out the Vision for the economy of the City and the Outcomes, Objectives, Strategies and Actions to achieve the Vision.

As an overarching document, its role is to guide economic development within the City, identify the priority areas over the next five years and articulate the Council’s role in supporting business and economic development.

The Council recognises that whilst it cannot directly deliver business outcomes, it can facilitate, advocate and promote economic development within the context of its Strategic Management Plan, CityPlan2030: Shaping Our Future, and support its business sector to ensure sustainability and longevity.

As a leader, partner, facilitator, advocate and regulator, the Council will work towards delivering this Strategy’s four key economic outcomes, together with the State Government, local partners, small businesses and the community.

The Council will play a critical role in the success of this Strategy and promoting the City as a great place to live, work and invest.

Adelady on Magill Road

Nine businesses within the Magill Road Precinct were selected to be filmed for the South Australian lifestyle television program Adelady.

Filming took place in March 2021 and the episode aired on Channel 9 in May 2021.

Mayor’s Business Commendation Awards

The Mayor’s Business Commendation Awards recognise small businesses that make a significant contribution to the City, and that have been operating in the City for a minimum of 10 years.

The four award categories are:

- 10+ Years Bronze Commendation
- 25+ Years Silver Commendation
- 50+ Years Gold Commendation
- 3+ Generational Family Business Commendation

The Awards are based on a self-nomination process. The commendation certificates will be presented at the Council’s end of year networking function.





Outcome 4 Environmental Sustainability

A leader in environmental sustainability.



CityPlan 2030 Objectives

- 4.1 Sustainable and efficient management of resources.
- 4.2 Sustainable streets and open spaces.
- 4.3 Thriving and healthy habitats for native flora and fauna.
- 4.4 Mitigating and adapting to the impacts of climate change.

Objective 4.1

Sustainable and efficient management of resources.

- ✓ Make better use of water resources including the harvesting and re-use of stormwater.
- ✓ Promote the use of sustainable, active and low emission transport modes.
- ✓ Investigate and implement innovative waste reduction and education initiatives.
- ✓ Improve the water quality in our City's watercourses.
- ✓ Employ and promote energy efficiency initiatives and renewable energy resources.
- ✓ Manage stormwater to reduce the risks of flooding.

Waste Collection

The Council, through East Waste, provides a waste collection service to properties within the City. Since 2004, the Council has provided a three bin model of kerbside waste collection to residential, commercial and other types of properties. In addition, the Council provides a kitchen organics service and hard waste collections to residential properties. The Council's provision of waste collection system provides options for maximum possible diversion of waste from landfill by recycling and composting finite and valuable resources.

	2020– 2021	2019– 2020	2018– 2019
Kerbside recycling waste diverted from landfill	3,530 t	3,468 t	3,332 t
Kerbside green organic waste diverted from landfill	4931 t	5,006 t	4,562 t
General waste collected	7,223 t	7,076 t	6,389 t
Hard waste collections	496 t 3,748 c	480 t 3,753 c	479 t 3,802 c
Electronic waste collected for recycling	-	-	2,035 t

t = tonnes c = collections

The slight increases seen in the volume of waste collected may be attributed to the COVID-19 pandemic when people were spending more time at home self-isolating or working from home.

Electronic waste collected during 2020–2021 was minimal as most people take advantage of free specialised drop off points at local hardware and specialty stores.

Water Quality Improvement Measures

Treenet Inlets

In 2020–2021 the Council commenced the installation of Treenet Inlets, successfully installing 67 across the City. Treenet Inlets assist in capturing stormwater flowing along the kerb and direct it to a sump buried in the verge. By capturing this stormwater, the Council is able to reduce the quantity of pollutants contained in stormwater form discharging to the River Torrens and Gulf St Vincent as well as providing water to street tree to improve their health.

Second Creek Outlet GPT Upgrade

The Council has partnered with Green Adelaide and the Federal Department of Agriculture, Water and the Environment to upgrade the Gross Pollutant Trap (GPT) located at the Second Creek outlet to the River Torrens. The GPT is designed to capture gross pollutants such as leaves, bottles and other rubbish for mechanical removal, preventing them from entering the River Torrens.

St Peters Street Streetscape

The Council, in partnership with Green Adelaide, has recently completed the design of upgrade works for St Peters Street and construction is scheduled to commence in early 2022. A key feature of the design is the Water Sensitive Urban Design (WSUD) initiatives, which capture street stormwater and redirect through a garden bed which provides water for tree and plants while also capturing gross pollutants for removal and reducing the quantity of phosphorous and nitrogen from the stormwater that passes through the drainage system.

Waste and Recycling Education

On 1 September 2019, the Council undertook a project— after receiving funding from Green Industries SA (GISA)— in order to promote the use and uptake of kitchen caddies.

In 2020–2021, 3503 kitchen caddies were given to households in the City. This compares with 704 in 2019–2020.

The increase was a direct result of the GISA project, Reinvigorate Food Recycling.

The Council has been a leader in this kitchen organic sustainability program, and was one of the first Councils to introduce this initiative in 2014.

To celebrate International Composting Awareness Week, the Council promoted a virtual tour of Jeffries’ processing sites in May 2020 with a birds eye view presented through live drone footage.

The Council made a submission to the Environment, Resources and Development Committee inquiry into the Recycling Industry.

The Council made a submission to the State Government’s Waste Strategy for South Australia 2020–2025.

The Council made a submission on the State Government’s inaugural Food Waste Strategy 2020–2025.

The Council promoted the RAA’s launch of its new car seat recycling scheme.

The Council also promoted waste education at the St Peters Fair, Concerts in the Park and Movie at the Oval.

In 2020–2021, the Council continued its battery and unwanted mobile phone drop off and recycling initiative, resulting in the diversion of

- 1,313 kilograms of batteries from landfill
- 4.39 kilograms of mobile phones (including batteries and accessories) from landfill

Circular Procurement Pilot Project

In 2019, nine Councils including the City of Norwood Payneham & St Peters signed an agreement with the Local Government Association of South Australia which requires staff to prioritise recycled-content products and materials when undertaking procurement.

This agreement also coincides with the Council’s *CityPlan 2030* target to ensure year-on-year increases in corporate purchases of products or materials that contain recycled content.

In 2020–2021, the Council made 192 purchases that had recycled-content products or materials.

Table 1: Purchases Recorded by Use Category – July 2020 to June 2021

Category of Goods Purchased	Recycled Content Weight (tonnes)
Plastics	2.83
Paper/Cardboard	86.63
Rubber/Tyres	23.00
Rubble/Asphalt	1,430
Treated pine/Wood	0.09
Organics	42.84
Other	0.04
Total	1582.80

Garage Sale Trail

In November 2020, the Council participated in the national Garage Sale Trail for the fifth time.

Challenge

The Garage Sale Trail program was impacted by a six-day statewide lockdown which began on 18 November - three days prior to the Garage Sale Trail weekend. As a result, the Garage Sale Trail weekend in South Australia could not proceed “in person” and on Thursday 19 November a decision was made to delete all “in person” garage sales registered across the state to ensure compliance with the State Government restrictions.

A small number of sales were able to take place on Sunday 22 November following the unexpected relaxation of the lockdown on Friday 20 November. 48 sales went ahead across the state, 16 of which were virtual.

The Council will participate again in the Garage Sale Trail in 2021 and hope for better results.

Objective 4.2

Sustainable streets and open spaces.

- ✓ Improve the amenity and safety of streets for all users including reducing the impact of urban heat island effect.
- ✓ Protect, enhance and expand public open space.
- ✓ Establish a network of linked open spaces for wildlife habitat.
- ✓ Protect, diversify and increase green cover.
- ✓ Integrate green infrastructure into streetscapes and public spaces.



Street and Footpath Cleaning Program

Our Street and Footpath Cleaning Program is designed to effectively manage the cleaning of tree-lined streets in a coordinated manner.

The Council provides a number of street cleaning programs throughout the year in an effort to keep our streets tidy and prevent waste from entering the storm water network.

The frequency of cleaning cycles is determined by seasonal and weather related factors.

Fast Facts

186km of roads are swept every 28 days throughout the City

2,000 t of waste is collected each year on average through the street and footpath cleaning programs
t = tonnes

2,972km of footpaths are cleaned every year

Street & Footpath Cleaning Program Tonnage 2020–2021

Program	Qty (tonnes)
Main Roads - Sweep Only	101.75
Main Roads - Sweep & Blow	201.44
Residential Streets - Sweep Only	69.44
Residential Streets - Sweep & Blow Normal	1157.75
Residential Streets - Sweep & Blow Heavy Fall	814
Residential Streets - West Side	563.07
Traffic Management Devices	8.25
Car Park Sweeping	26.13
Parade & Webb Street	1267.77
Total	4,209.06

Street trees

Number of street trees planted

510 New street trees planted 2020–2021



In comparison to 391 planted in 2019–2020 and 544 in 2018–2019.

Objective 4.3

Thriving and healthy habitats for native flora and fauna.

- ✔ Identify and protect remnant vegetation and enhance habitat quality.
- ✔ Encourage appropriate biodiversity in privately owned open space.
- ✔ Revegetate designated areas with local native species.
- ✔ Facilitate community participation in revegetation programs.



St Peters Billabong

Sustainable Garden Awards 2020

The Sustainable Garden Awards recognise and celebrate the importance of sustainable gardens and landscapes in our City's environment.

The biennial program, held from 21 September to 30 October 2020, consisted of the Awards and an educational component. It is open to all residents, business owners, schools and community groups.

Challenge

Due to COVID-19 restrictions, the educational program was scaled back and was held predominantly online. In 2020, the Council offered a Virtual Tour of the Award Winning Garden.

The Council also hosted a series of four live webinars, Get the Most Out of Our Patch, which aimed to inspire and help the community create a sustainable and productive garden.

As part of the Awards, the Council:

- offered a Native Plant Pack Give Away in September 2020. More than 80 plant packs were given away;
- held a Garden Photography with your Mobile Device event at Felixstow Reserve; and
- hosted three tours of St Peters Billabong hosted by Friends of the Billabong Colunteers.

The two winners of the Sustainable Garden Awards 2020 were Margherita Pietrobon (6 First Avenue, Payneham South) for the Residential Award and Prince Alfred College Early Learning Centre commendation for the Community Award & Winner of the Mayor's Award.

For more information see page 126.

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. See page 115.

Verge Policy and Guidelines Introduced

In March 2021, the Council endorsed a Verge Policy and updated its associated guidelines.

The Policy introduced Council-led proactive verge greening and the ability to trial incentives to assist citizens green their verges.

The Policy will be rolled out in 2021–2022.

Objective 4.4

Mitigating and adapting to the impacts of a changing climate.

- ✔ Lead initiatives to reduce the City's ecological and carbon emissions.
- ✔ Support climate change adaptation and community education.
- ✔ Undertake climate change adaptation initiatives for our assets, public spaces, services and operations.

Electricity Procurement – Beyond 2022

The emission profile from the Corporate Emissions Reduction Plan, identified that electricity for buildings and facilities contributes to more than 40% of the Council's total emissions.

There are two main ways to reduce emissions from electricity; namely through energy efficiency initiatives (e.g. swapping street lights to LED, turning off computers and other appliances when not in use etc.), and secondly by sourcing electricity from renewables instead of fossil fuels.

In 2020–2021, the Council signed a multi-year electricity contract which saw electricity move away from the big four fossil fuel suppliers and engage a supplier that included renewable energy.

The Council is part of the Local Government Association of South Australia's Electricity Procurement Working Group which investigates the potential for a zero emission electricity contract. This is an important step to ensuring that Council meets its *CityPlan 2030* target and is supported by the 2020–2030 Corporate Emissions Reduction Plan.

Zero Emissions Fleet Transition

In April 2021, the Council endorsed a Low Emissions Fleet Transition Paper. The purpose of the Paper is to provide strategic direction to transition to low emissions vehicles by 2030. The key recommendations include:

- transition all corporate passenger fleet vehicles to hybrid vehicles by 2023, with a small number of vehicles transitioned straight to full electric vehicle (EV) where there are no hybrid alternatives;
- transition all corporate passenger fleet vehicles to fully electric vehicles by 2026 as part of fleet replacement; and
- begin plant and maintenance vehicle transition to low and zero emission options from 2025 (as vehicle technology and availability increases).

Corporate Emissions Reduction Plan

The Council commenced its emission reduction journey more than 20 years ago and has implemented sustainability initiatives to assist in the reduction in corporate emissions.

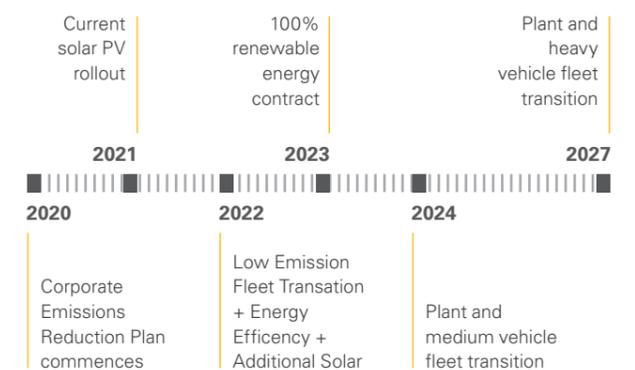
The Council's previous *CityPlan 2030* target was to reduce the amount of corporate greenhouse gas emissions by 5% from 2264 tonnes in 2015–2016. This was achieved by transitioning the City's street lighting to LED technology.

In 2020–2021, and as part of the Mid-term review of *CityPlan2030*, the Council set a new target which is zero corporate carbon emissions by 2030.

The ways in which the Council will achieve this target are set out in our Corporate Emissions Reduction Plan, which was endorsed by Council in June 2021.

The Plan analyses the Council's emissions profile, identifies a pathway that utilises a Quadruple Bottom Line Approach to ensure the Council can achieve outcomes that support social, economic, cultural and environmental sustainability.

Emissions reduction pathway



Sustainability Unit

The Sustainability Unit is part of the Urban Planning & Environment Department and responsible for the strategic management, forward planning and implementation of the Council's sustainability policies and initiatives. The Sustainability Unit is made up of the Manager Urban Planning & Sustainability, Eleanor Walters, and Sustainability Officer Naomi Doolette.

In particular, the Sustainability Unit will co-ordinate the development and implementation of strategic policies and initiatives in relation to:

- waste and recycling education, behaviour change and advocacy;
- encouraging green canopy coverage on private property and Council-owned land;
- enabling and promoting sustainable, active and low emission transport options;
- reducing and monitoring corporate carbon emissions;
- enhancing biodiversity across the City;
- developing sustainable and innovative water management practices;
- corporate climate change adaptation; and
- supporting climate change adaptation through community and business educational programs.

As Environmental Sustainability is one of the four key Pillars of the Council's Quadruple Bottom Line approach (see pages 196–201), the Sustainability Unit also works with staff across the organisation to develop relevant policies, plans and strategies that are underpinned by strategic sustainability approaches and methods.

Some of the key projects that the Sustainability Unit has co-ordinated include:

- Circular Procurement — all Council staff who have authorisation to purchase materials or goods must consider and record items that contain recycled content. This can be anything from road base materials, organics for parks and gardens, stationery, fixtures such as poles and furniture, paper and cardboard, kerbside bins, playgrounds, tennis courts, pavers and more;
- Corporate Emissions Reduction Plan — avoiding and reducing emissions is not only good from a sustainability perspective but often leads to financial savings over the long term, for example the significant savings realised through the transition to LED streetlights. The development of a Corporate Emissions Reduction Plan will assist in the design of an environmentally responsible capital works program including the installation of LED streetlights and solar technology for energy and water efficiencies;
- Electricity Procurement — the Finance and Sustainability Units work closely to ensure energy and water supply contracts are regularly reviewed to reduce electricity usage and identify efficiencies and opportunities for renewable energy and energy management systems;
- Plastic Free SA Precincts — the Sustainability Unit worked closely with the Council's Economic Development Unit to educate and support local businesses about plastic free alternatives ahead of the state-wide ban on single use plastic, and continues to educate and encourage businesses to make more sustainable choices;
- Verge Policy and Guidelines — the Sustainability and City Services Units worked together to develop a Verge Policy, guidelines and incentives to encourage greening of public land by local residents and businesses; and
- LiDAR Project Analysis — the Sustainability Unit, in collaboration with other metropolitan councils and State Government, collected and analysed LiDAR data which plays a critical role in assisting the Urban Services, Strategic Projects and Sustainability Units to strategically green the City of Norwood Payneham & St Peters.



Sustainability Unit - Eleanor Walters & Naomi Doolette

Regulatory Functions

The Council performs a number of Regulatory Functions to ensure compliance with various legislation.



Compliance Officer, Regulatory Services, Martin Locker

Animal Management

The Regulatory Services Unit undertakes investigations, follow up and enforcement action in relation to complaints regarding dog attacks, dogs barking and other animal management matters associated with the administration of the *Dog & Cat Management Act 1995* and the Council's Dog and Cat Management Plan.

In addition, the Unit assists with the education and promotion of good animal management in accordance with the Council's Dog and Cat Management Plan.

74 expiations were issued during 2020–2021 capturing;

- 27 dogs wandering at large;
- 39 unregistered dogs; and
- 8 dog attacks.

Development Compliance

The Planning Services Compliance Unit undertakes investigations, follow up and enforcement action, associated with complaints regarding unauthorised development and development which is undertaken contrary to relevant approvals, as well as local nuisance matters such as noise, dust, odour and unsightly properties.

The Building Services Unit undertakes assessments of Development Applications against the Building Rules and inspections of development at various stages of construction to ensure that works are undertaken in accordance with the relevant structural details.

In addition, the Building Services Unit manages a range of permits associated with building sites, including those required for driveway crossovers, electrical connections and closure of footpaths during construction.

Fire Prevention

In accordance with Section 105F (1) of the *Fire & Emergency Services Act 2005* (the Act), property owners are required to maintain their properties in a manner which will mitigate against the outbreak and spreading of fire, which includes the following:

- ensuring that undergrowth and grasses are cut below 100mm in height;
- removing any dead trees, branches, leaves, wood piles and undergrowth from and around homes and properties;
- pruning any branches and/or tree limbs; and
- cleaning gutters and roof of any debris that may be deemed flammable.

Each year, prior to the designated fire danger season, the Council sends letters to applicable property owners reminding them of these requirements and their definitions. During 2020–2021, 188 property owners were advised of their obligations under the Act.

261 development related complaints were investigated

131 compliance inspections of recently completed developments

374 building inspections

224 local nuisance complaints were investigated

Parking Permits

Residential Parking Permits

Residential Parking Permits are issued to residents of the City, in order to exempt them from parking controls which apply directly adjacent to their properties and is applicable only to time limit and controls that indicate residents only

To be eligible to receive a Resident Permit, an applicant must meet the following criteria:

- be a resident of the City;
- have an applicable vehicle(s), which is not a truck, trailer, caravan, boat, bus or motorcycle;
- not have off-street parking or the number of vehicles which are garaged at the property cannot be accommodated off-street;
- produce evidence of ownership of the vehicle(s); and
- reside in a property alongside where parking controls indicates resident only and/or time-limit parking.

Visitor Permits

Visitor Permits are issued to residents of the City to enable their visitors, or trades persons to allow them to park their vehicles for longer than the permitted time in areas in which time-limit apply or in areas that indicate Resident only parking adjacent to their properties.

To be eligible to receive a Visitor Permit, an applicant must meet the following criteria:

- be a resident of the City;
- not have off-street parking; and
- reside in a property alongside where parking controls indicates resident only and/or time-limit parking.

547 properties were issued 930 permits

419 Residential permits
511 Visitor permits

Management of Parking

The Council has implemented a number of time-limited on street parking controls throughout the City to:

- provide a fair and equitable process in assessing and meeting the parking needs of all road users within the City; and
- optimise the use of available on-street parking in a manner that best meets all needs and complements the role of available off-street parking provisions.

The role of the Council's Compliance Officers, is to ensure that parking is available in a safe, convenient and appropriate manner which supports the primary land use activities across the City.

7,756

Parking expiations issued

423

Parking expiations withdrawn

Other Regulatory Functions

The Regulatory Services Unit is also responsible for ensuring legislative compliance with the relevant components of the Council's By-Laws, Expiation of Offences Act 1996, Private Parking Areas Act 1986, Road Traffic Act 1961, Local Government Act 1999 and Local Nuisance & Litter Control Act 2016, and undertaking investigations as required and in accordance with the relevant legislation.

Corporate Reporting



Corporate reporting demonstrates the organisation's compliance with legislative requirements and its ability to manage its governance responsibilities effectively.

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Strategies & Plans

Access & Inclusion Strategy



The objective of the Council's Access & Inclusion Strategy, A City for All 2018-2022, is to improve opportunities for inclusion and better accessibility for residents of all ages, abilities and backgrounds.

This is achieved by engaging with people with disability, their families and carers to develop and implement innovative services, practices and/or policies that provide greater and enhanced opportunities.

The Access & Inclusion Strategy – A City for All Citizens 2018–2022, recognises the importance of family, community, culture and the ability to age in place from birth to 100+ years.

The purpose of the Strategy is to improve opportunities for inclusion and better accessibility through the City, for citizens of all ages, abilities and backgrounds so that they can live safe, healthy and connected lives within an inclusive community.

The Strategy also responds to the Council's obligations under the *Commonwealth Disability Discrimination Act (1993)*, *South Australian Disability Inclusion Act (2018)*, the State Disability Access and Inclusion Plan Inclusive SA and the United Nations Convention on the Rights of Persons with Disabilities.

The development of the Strategy included consultation with Elected Members, the community and staff through workshops and surveys. A detailed Action Plan supports the implementation of the Strategy.

During 2020–2021 the Council:

- delivered Access & Inclusion training to 70% of staff across the organisation;
- developed an Access & Inclusion Engagement Register;
- continued to deliver accessible and inclusive services through the Council's Libraries, St Peters Early Learning Centre and community services;
- continued to provide and maintain library collections, equipment and facilities which are accessible to citizens of all ages, abilities, cultures and background;
- continued to upgrade bus shelters and public toilets to ensure that they are accessible;
- continued with the ongoing work of replacing 6340m of footpath, installing 92 mobility ramps and 736 tactile indicators;
- included accessibility improvements as part of in the Buttery Reserve and Payneham Tennis Courts upgrades by widening paths and removing steps; and
- incorporated accessibility features into the Patterson Reserve and Community and Recreational Precinct Masterplan.

The Council's Access & Inclusion Engagement Register

The Council's Access & Inclusion Register is an essential tool in ensuring that any developments, new projects, services programs and policies are inclusive and accessible.

If, for example, a reserve or library is being upgraded, registry participants may be asked to comment on whether there are any potential access or inclusion issues.

In 2020–2021 the Council commenced the recruitment process for members to the Registry. In order to be eligible for membership to the register, people need to be over 15 years of age, live, work or study in the City of Norwood Payneham & St Peters and either:

- be living with disability;
- have an interest in Access & Inclusion;
- be a carer or a family member; and
- a representative from a service provider who delivers services to citizens living with disability.

The register is intended to have a mix of gender, age and background so it reflects the diversity of the City.

In 2020–2021 eight people were recruited for the register, all of which are either carers or people with disability. All members of the register have a keen interest in contributing to the community. Participation in the registry is voluntary.



Phil O'Leary and Winston

Member of the Access & Inclusion Register

After suffering a stroke seven years ago, Phil O'Leary was determined to keep his mind and life active.

Phil, his wife, Susan and their dog Winston, moved into an apartment on The Parade so they could access essential services as well as shopping and entertainment.

While Phil's life is now significantly different—having lost the use of his left arm—his attitude and positivity is inspiring.

Phil, 61, is a member of the Council's Access and Inclusion Registry. This means he provides input, advice and suggestions about how the Council area can be more accessible for people with a disability.

"I have lived in Norwood for 15 years and I love the area. Following my stroke I couldn't work and I was home all day so I decided I wanted to give back to the community," Phil said.

"When I saw that the Council was looking for Volunteers I just wanted to put my nose in.

"I want to be able to offer useful advice to the Council that can help people and make important changes to improve other people's lifestyles."

One of Phil's first ideas was for Council to introduce or help facilitate cooking classes for people with a disability.

"I am a pretty keen cook—and Susan and I have Tess and Jack (their two adult children) over for dinner every Wednesday."

"I think other people with a disability could benefit from cooking classes. It's always on my mind how I can help.

"Volunteering is such a great thing to do. There are so many benefits, not just for me, but for the whole community."

Age Friendly Wayfinding Strategy



In 2018, the Council developed the Age Friendly Wayfinding Strategy to demonstrate the Council is 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 an 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.

Due to competing priorities the next stage of this project was put on hold. In 2021–2022, the Council will trial wayfinding signage for the Linear Park walking path.

Community Land Management Plans

The Council owns a variety of parks and reserves, sporting facilities and community facilities throughout the City. These assets are classified as Community Land, pursuant to Section 193 of the *Local Government Act 1999*.

Almost all land which is owned by the Council, except roads, is classified as community land under Section 193 of the Act.

In accordance with the Act, all councils are required to prepare and adopt Community Land Management Plans and a Community Land Register for all community land located within their council area.

The Council has adopted four Community Land Management Plans for each of the key categories of community land in the City:

- Parks & Reserves;
- Sporting Facilities;
- Civic & Community Facilities; and
- Operational & Other Community Land.

These Management Plans set out the purpose of the land and the Council's objective, strategies and performance targets for management of the land. Provisions regarding leasing and licensing and proposed redevelopments and upgrades of community land are also included.

The Council's Community Land Management Plans were adopted on 1 June 2020 and will be reviewed every three years or otherwise as required.

The Council has more than 100 parcels of Community Land, including:

72 parks and reserves

10 sporting facilities

11 civic and community facilities

26 parcels of operational and other community land

Dog & Cat Management Plan

The Council's 2019–2024 Dog & Cat Management Plan contains strategies to manage dogs and cats across the City and outlines how the Council will meet its responsibilities under the *Dog and Cat Management Act 1995* over the five-year life of the Plan.



Key Objectives of the Plan

A key focus of the Plan is implementation of an education campaign to ensure community understanding of the new State Government legislative requirements relating to microchipping and desexing of dogs and cats and to promote responsible pet ownership.

On 1 July 2018, new legislative requirements were introduced requiring all dogs and cats to be microchipped and all new generations of dogs and cats born after 1 July 2018 to be desexed by the age of six months.

Education and new legislative requirements

- educate the community in the broad range of responsible dog and cat ownership requirements;
- focus on educating the community on the new statewide legislative requirements applying to dogs and cats under the Act from 1 July 2018; and
- educate residents about the mandatory microchipping and desexing requirements.

Dog and cat management

- minimise the risk of dog attacks to the community;
- reduce the impact of barking dogs;
- reduce the number of dogs wandering at large in the community and entering shelter;
- educate the community on the requirements applying to dogs in Council parks and reserves; and
- promote responsible cat ownership and educate the community on cat management strategies.

Implementing the Plan

During 2020–2021, the Council continued a number of existing initiatives for monitoring and compliance of dog and cat management issues:

- monitoring dog registrations;
- following standard operating procedures to reduce the risk of dog attacks, including education and preventative measures and patrols of public places, parks & reserves;
- managing complaints of dogs wandering at large and investigating barking complaints; and
- continuing the Council's partnership with Cats Assistance To Sterilise, through provision of an annual grant.

Lead the Way Education Campaign

In 2020-2021, the 'Lead the Way' education campaign was once again delivered as part of the Council's Dog & Cat Management Plan 2019-2024. The following activities were undertaken as part of the campaign:

- Pet Ownership Survey — October 2020;
- quarterly social media campaign — key messages about responsible pet ownership and legislative requirements were promoted through the Council's Facebook and Instagram pages;
- footpath stickers in popular reserves—key messages about desexing, microchipping and registration and keeping dogs under effective control in off-leash areas.
- Look East article—provided an update about the proposed Hannaford Reserve dog park and dog registration in the August 2020 edition; and
- maintaining the Council's existing webpage with information about a range of dog and cat issues, including dog registration, lost and found dogs, off-leash areas and dog attacks and barking.

Achievements

- significant increase in engagement through annual Pet Ownership Survey (9 to 299 responses):
 - social media campaign reached 3,288 people;
 - direct outreach to the Council’s dog database reached 2,500 dog owners; and
 - 2 x \$100 Pet Barn vouchers were offered as prizes, providing a good incentive for participation.
- good website visitation rates for dog registration (1,477 views) and off-leash areas (1,207 views);
- successful follow-up on overdue dog registrations, resulting in an increase in the number of dogs registered in the City;
- increase in the percentage of dogs and cats microchipped and cats desexed;
- good level of community awareness regarding the legislative requirements (82% of survey respondents); and
- reduction in the number of complaints received about dogs wandering at large in the City, from 165 in 2019–2020 to 112 in 2020–2021.

Successes

Strong engagement with the Council’s social media content as part of the ‘Lead the Way’ education campaign

Increases relating to dogs:



8% Increase in registrations
(From 85.6% to 93.6%)

2.9% Increase in microchipping
(From 91.3% to 94.2%)

Increases relating to cats:



1% Increase in microchipping
(From 98% to 99%)

1.6% Increase in desexing
(From 81.2% to 82.8%)

Challenges

- staff resources prevented regular patrols of reserves and public places to monitor compliance and educate the community about dog behaviour;
- no temporary holding facility for dogs collected by the Council within the City requires residents to travel long distances to other facilities;
- increasing desexing and microchipping levels and awareness of the requirement to desex and microchip all cats and dogs over six months of age;
- promoting the Council’s large number of off-leash areas in the City and educating dog owners about ‘effective control’;
- increasing the number of cats registered in Dog and Cat Online (DACO) to get more accurate statistics about the number of cats desexed and microchipped in our City (99% does not reflect the cat population at large);
- engaging more with cat owners through the Council’s education campaign (20% cat owners vs. 80% dog owners responded to the survey); and
- statistics on dog attacks and dog barking remain relatively static, reflecting difficulties in educating owners and managing these issues.

In Progress

The following projects are currently in progress and will be delivered during 2021–2022:

- Hannaford Reserve Master Plan incorporating a dedicated dog park;
- audit of existing signage in key reserves and off-leash areas and development of new permanent informational dog signage;
- investigations into a temporary holding facility for dogs within the City;
- developing partnerships with local vets, dog training groups and pet businesses to support the Council’s education campaign; and
- delivering a Microchipping Day community event in September 2021 with discounted microchipping for dogs and cats.

Opportunities

- monitor DACO to proactively identify dogs and cats that are not desexed or microchipped and contact owners;
- maintain dog registration levels above 90%;
- improve reporting regarding how many complaints relating to dogs and cats are resolved;
- create engaging and targeted content to reach a greater audience of dog and cat owners through the Council’s digital platforms (Facebook, Instagram, Council website, Your NPSP newsletter) including short videos, paid advertising, and an active news feed of new content on the Council website;
- support the Dog & Cat Management Board’s focus on producing more educational content regarding cat management; and
- partner with a local vet or pet boarding business to provide a temporary holding facility for dogs which were collected within the City.

Canine Behavioural School

Following a successful trial period since April 2019, and with the support of the East Torrens Payneham Lacrosse Club and the East Torrens Baseball Club, the Council agreed to enter into a new Licence Agreement with Canine Behavioural School Inc (CBS) to formalise their use of Patterson Sportsground over the next five years.

Established in 2005, CBS is a not-for-profit organisation that focuses on training dogs using positive reinforcement and force-free methods. The organisation has grown from a handful of trainers and students to a nationally recognised centre of excellence for dog training courses and training of accredited instructors.

During 2020–2021, CBS trained 583 dogs and owners with 45 of these participants from within the City of Norwood Payneham & St Peters. As a not-for-profit organisation, CBS currently relies on 53 Volunteers to provide its services. CBS has strong links with dog training and education organisations within the community including the RSPCA and the University of Adelaide’s Bachelor of Science (Animal Behaviour) Program.

The Council will explore opportunities to partner with CBS in the delivery of the Council’s ‘Lead the Way’ education campaign in 2021–2022.

Economic Development Strategy



There nearly 7,000 businesses creating more than 24,300 jobs in our City.

The Council has always had a strong focus on ensuring continued economic growth and in October 2020, endorsed the 2021–2026 Economic Development Strategy for the City of Norwood Payneham & St Peters.

This strategy will carefully guide sustainable local economic growth over the next five years to deliver positive outcomes for our economy, and social and cultural sustainability within our community.

The Strategy will also act as a blueprint for helping to guide our community through the recovery stage from the effects of the COVID-19 pandemic, which have been felt greatly by all.

The Council’s vision is to:

- achieve growth in the local business sector;
- promote the City as a destination with dynamic and vibrant precincts;
- encourage innovation and investment; and
- invest in the future, by making it easy for people to start, own and grow a business.

Infrastructure and Asset Management Strategies

The City of Norwood Payneham & St Peters is dedicated to providing the highest quality services for the well-being of its citizens and visitors.

The ongoing, strategic and holistic renewal of its key infrastructure and built assets is at the forefront of this commitment and is made possible through the implementation of its unique and robust 'Whole-of-Life' Asset Renewal Model and delivery of its various annual Capital Works Programs. This is indeed one of the cornerstones of the Council's overall approach and strategy to ensure its long-term financial sustainability and prudent management of the City's infrastructure.

The 'Whole-of-Life' Asset Renewal Model and required service levels to drive its various annual Capital Works Programs, are set out in the Council's Infrastructure and Asset Management Plans.

A summary of the each of the Council's four Plans is set out below.

The Civil Infrastructure & Asset Management Plan sets out the Council's proposed strategies for the renewal, management and maintenance of its civil infrastructure (i.e. roads, footpaths and kerb & water tables). The Plan outlines the lifecycle requirements for the effective management, inspection and replacement of these assets as well as its financial implications and projected capital expenditure to achieve its objectives;

The Stormwater Drainage Infrastructure & Asset Management Plan sets out the Council's proposed strategies for the enhancement of its existing stormwater drainage network and is based on a forward program which is reviewed regularly in order to ensure it encompasses latest needs. The Plan also incorporates new works to enhance the Council's existing drainage network and outlines its financial implications and projected capital expenditure to achieve its objectives; and

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.

Smart City Plan



Setting out the long-term vision, direction and objectives for our future as a smart city, the Council's Smart City Plan is one of the key mechanisms for unlocking greater organisational and community growth in a sustainable, connected and progressive manner.

Supported by an engaged and active community, our City is in a strong position to make the most of current and future smart city opportunities.

Smart cities make use of digital technology to improve collaboration, efficiency, sustainability and economic development.

Common smart city projects include the provision of free public Wi-Fi, performance monitoring of community assets and infrastructure, smart parking, street lighting, digital democracy platforms and mobile apps.

As a smart city, the City of Norwood Payneham & St Peters will join global leaders such as London, Toronto and Tokyo in using infrastructure, innovation and technology to improve livability in the City.

The Smart City Plan includes a framework for the Council to plan, design and accelerate the deployment of smart city technology for the benefit of the community, and also sets out a governance framework for the delivery of smart city technology and the platform to develop future business cases and partnerships.

Following extensive community consultation, the Council adopted the Smart City Plan in December 2020.

Youth Development Strategy



The City of Norwood Payneham & St Peters values the contribution of young people in shaping the future direction of our City and community.

In 2019 and following consultation with young stakeholders, the three-year Youth Development Strategy was endorsed implemented, underpinning the Council's commitment to providing opportunities for young people to be involved, visible and valued within our community.

Achievements

The Strategy has resulted in some significant successes including the appointment of a Youth Development Officer, new and engaging programs introduced across the City despite implications of the COVID-19 pandemic, the development of new partnerships and relationships with local schools, and an increase in participation in a number of key events as set out below.

The biannual Canvas Youth Arts and Event Project was held in October 2020 and featured a four week exhibition of the work of 38 talented young artists. The associated program of events also provided young people with the opportunity to develop new skills by taking part in creative workshops;

A series of events coordinated by young people for young people were held over the summer of 2020–2021 at Payneham Memorial Swimming Centre, providing a place for young people to hang out and an opportunity to perform and enjoy live music. Event attendance however was impacted by COVID-19 restrictions and inclement weather;

Following the cancellation of the annual Santos Tour Down Under, the Council delivered an alternative cycling event for young people. The Council's first Wheel Park event was held in the January 2021 school holidays and featured learn to ride lessons and bling your bike workshops. The event has now been added to the Council's annual event to encourage and nurture a lifelong love of cycling; and

The first Skill Sessions workshops were held in the April school holidays. Over a two-week period, skill development workshops included:

- Oil painting;
- Lego animation with Goo Roo Animation;
- Mindfulness and healthy movement;
- Do it yourself skincare;
- Beeswax wraps;
- Electrical fun lab; and
- Teen first aid.

Challenges

Despite the successes of the initiatives contained in the Youth Development Strategy, a number of challenges were encountered during 2020–2021, specifically in relation to the ongoing implications of the COVID-19 pandemic and State Government restrictions which saw revised or re-imagined events and initiatives take place.

The Youth Development Strategy is currently being reviewed to ensure it remains relevant for our community today and sets an ambitious pathway for the future.

Policies, Codes and Registers

Policies

One of the Council's most important roles is to participate in making policy and decisions on behalf of the community. An essential part of policy making is identifying community needs, setting objectives to meet those needs, establishing priorities between competing demands and allocating resources and, importantly, to provide consistency.

A policy forms the governing principle that mandates or constrains actions and determines the overall intentions and direction of the Council. Policies can be a requirement under statutory legislation. For example, the *Local Government Act 1999* prescribes a number of policy documents that must be formulated by councils.

In accordance with the *Local Government Act 1999*, the City of Norwood Payneham & St Peters has adopted the following statutory policies:

- Code of Practice – Access to Meetings & Documents (Section 92 of the *Local Government Act 1999*)
- Contracts & Tenders Policy (Section 49 of the *Local Government Act 1999*)
- Community Consultation Policy (Section 50 of the *Local Government Act 1999*)
- Code of Conduct for Council Members – Complaint Handling Procedure (Part 2 of the *Code of Conduct for Council Members*)
- Elected Member Training & Development Policy (Section 80A of the *Local Government Act 1999*)
- Informal Gatherings Policy (Section 90 of the *Local Government Act 1999*)
- Internal Control Policies (Section 125 of the *Local Government Act 1999*)
- Local Government Elections Caretaker Policy (Section 91A of the *Local Government (Elections) Act 1999*)
- Naming of Roads and Public Places (Section 219 of the *Local Government Act 1999*)
- Order Making Policy (Section 259 of the *Local Government Act 1999*)
- Rating Policy (Section 171 of the *Local Government Act 1999*)
- Review of Decisions Procedure (Section 270 of the *Local Government Act 1999*)

In addition to these policies which are required by legislation, the Council has also developed a range of policies to enhance the Council's strategic direction and provide guidance and consistency to both the organisation and the community.

Finance

Accounting for Assets & Liabilities

Asset Impairment

Asset Revaluation

Assets Capitalisation and Depreciation

Bad Debt Write-Off

Bank Accounts

Budget

Budget Review

Credit

Credit 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

Code of Conduct for Council Members — Complaint Handling Procedure

Community Consultation

Community Funding Program

Community Gardens

Community Information

Complaints Handling

Conditions of Library Use

Council Assessment Panel Review of Decisions of the Assessment Manager

Council's Role in Markets

Data Management Guidelines

Development Assessment & Development Compliance Reporting & Monitoring

Directional Signage

Display of Business Merchandise and Objects on Council Footpaths

Disposal of Land and Assets

Elected Member Access to Legal Advice

Elected Member Allowances & Benefits

Elected Member Training & Development

Elected Members Electronic Communications

Emergency Disaster Donations

Events

Footpaths and Driveway Crossovers

Fraud, Corruption, Misconduct & Maladministration Prevention

Freedom of Information

Home Library Service

Informal Gatherings

Informal Gatherings—Temporary Arrangements (COVID-19)

Information Management

Internal Control

Integrated Waste Service

Irrigation

Library Collection Development

Library Outreach Services

Live Music

Local Area Traffic Management

Local Government Elections Caretaker

Mobile Food Vendor Guidelines

Naming of Roads and Public Places

Norwood Oval Football Passes

On-street Parking Permit

Order Making

Outdoor Dining

Planning Approval Compliance & Development Complaint Handling

Plaques, Monuments & Memorials

Privacy

Private Laneways

Procurement

Public Art

Public Buildings

Public Interest Disclosure

Public Liability Insurance for Community Groups when Hiring Council Owned Facilities

Rate Rebate

Rating

Reconciliation

Records Disposal

Records Management Guidelines

Reinstatement of Council Infrastructure by Public Utilities

Removal and Impounding of Vehicles

Request for Services

Review of Decisions

Risk Management

Safe Environments

Smoke-Free

Social Media

Temporary Road Closures for Non-Council Initiated Road Events

Tennis Facilities

Tree

Unreasonable Complainant Conduct

Verge Landscaping and Maintenance

Work Health & Safety

Human Resources

Ageing and Work Health Statement 2020–2025

Behaviour Standards

Breastfeeding in the Workplace Guidelines

Classification

Disciplinary and Under Performance Management

Fair Treatment & Equal Opportunity

Grievance

Injury Management & Return to Work

Safe Environment

Surveillance Devices

Training and Development

Volunteer Management

Policy Review

The Council's policies are regularly reviewed to ensure that they remain relevant and up to date with legislative requirements and the Council's operational needs. In some cases, a Council policy may be revoked due to legislative change, where the Council adopts an alternative policy position, or where it is superseded by a new policy.

During 2020–2021, the Council continued its policy review program and in doing so, a number of new policies were adopted, including:

- Ageing and Work Health Statement 2020–2025
- Breastfeeding in the Workplace
- Code of Conduct for Council Members — Complaint Handling Procedure
- Council Assessment Panel Review of Decisions of the Assessment Manager
- Elected Member Access to Legal Advice
- Elected Member Allowances & Benefits
- Library Outreach Services
- Requests for Services
- Unreasonable Complainant Conduct
- Verge Landscaping and Maintenance

The Home Library Services Policy was also reviewed, however this policy was revoked on the basis that the policy was redundant and therefore no longer required.

Registers

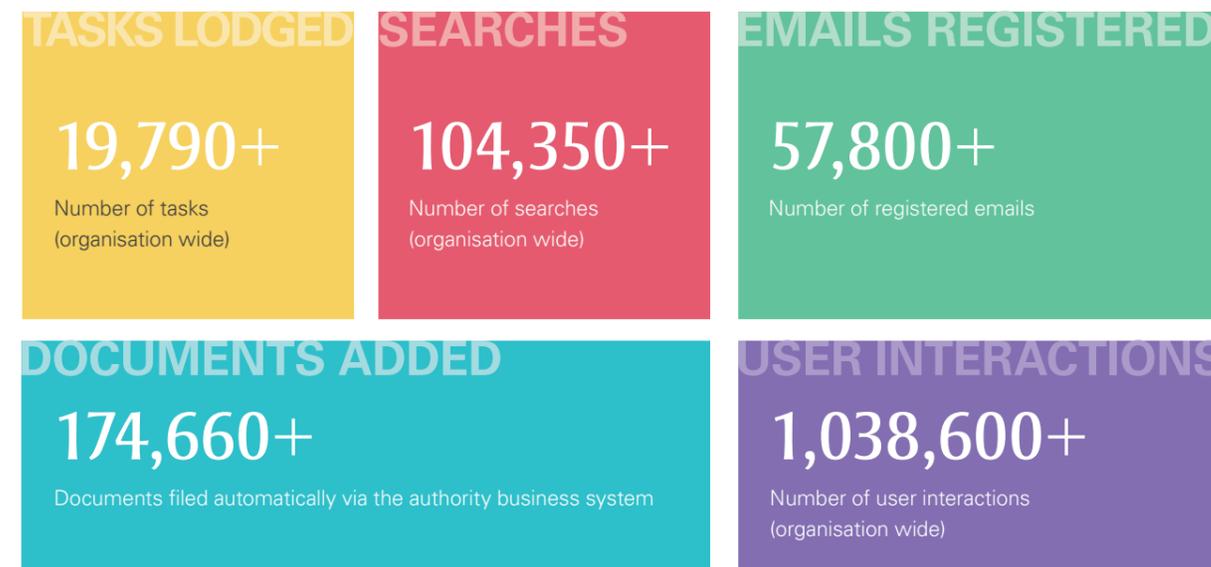
The *Local Government Act 1999* and the *Local Government (Elections Act) 1999*, require Councils to establish various Registers.

The City of Norwood Payneham & St Peters has established the following Registers in accordance with the provisions of the relevant legislation:

- Campaign Donations Returns (Section 81 of the *Local Government (Elections) Act 1999*)
- Members Register of Interest (Section 68 of the *Local Government Act 1999*)
- Extracts from the Elected Member Register of Interest (Section 70 of the *Local Government Act 1999*)
- Members Register of Allowances and Benefits (Section 79 of the *Local Government Act 1999*)
- Register of Salaries (Section 105 of the *Local Government Act 1999*)
- Officers Register of Interests (Section 116 of the *Local Government Act 1999*)
- Register of Community Land (Section 207 of the *Local Government Act 1999*)
- Register of Public Roads (Section 231 of the *Local Government Act 1999*)
- Register of By-laws (Section 252 of the *Local Government Act 1999*)
- Review of Decisions Register (Section 270 of the *Local Government Act 1999*)
- Elected Members Gifts & Benefits (Code of Conduct for Elected Members)
- Staff Gifts Register.

As required by legislation, all Registers, with the exception of the Officers (Staff) Register of Interests, are available to the public upon request.

Record Keeping Protocol



The Council's Records Management Unit is responsible for ensuring the efficient tracking, retention and retrieval of the Council's corporate records.

Records Management ensures the capture, control, disposal and management of the Council's official corporate records is in accordance with the Council's legislative requirements under the *State Records Act 1997*.

In March 2020, the Council implemented the Objective ECM document management system.

Objective ECM is not only used by Local Government authorities in South Australia, it has also been implemented nationally as well as world-wide and is renowned for its efficiency, security and usability.

In addition to being a legislative requirement, an important function of the City of Norwood Payneham & St Peters Council's Electronic Document Management System (EDMS), is to ensure that information can be stored easily and located and retrieved efficiently.

Better practice information management, through the use of structured content and consistent metadata plays a significant role in the everyday functions of the organisation, as well as assisting with Independent Commission Against Corruption (ICAC) investigations, Ombudsman enquiries and Freedom of Information applications.

Combining structured content with consistent naming standards is powerful and ensures that all documents are more effectively retrieved.

Council staff welcomed the use of Objective there were more than:

- 1,038,600+ user interactions;
- 104,350+ searches;
- 19,790+ tasks lodged;
- 57,800+ emails registered; and
- 174,660+ documents filed.

Council Business

By-laws

The Council has the power to make By-laws under the *Local Government Act 1999*. Each By-law must be contemplated by that Act or another Act, or relate to a matter authorised by the *Local Government (General) Regulations 2013* or another Act.

In particular, By-laws can be made for the following:

- Access to and use of Local Government land (Section 238 of the Act);
- Use of Roads, including obstruction of any road, footway, water-channel or watercourse in a road (Section 239 of the Act, Regulation 28);
- Moveable signs (Section 239, subject to Section 226 of the Act);
- Control or management of dogs and cats (*Dog and Cat Management Act 1995*); and
- Ports, harbors and other coastal land (*Harbors and Navigation Act 1993*).

The Council also has a general power under Section 246 of the *Local Government Act*, to make By-laws for the good rule and government of its area and for the convenience, comfort and safety of its community.

The Council has adopted the following By-laws, which came into operation on 24 December 2018 and will expire on 1 January 2026:

- By-Law No 1 – Permits and Penalties By-Law 2018
- By-Law No 2 – Moveable Signs By-Law 2018
- By-Law No 3 – Local Government Land By-Law 2018
- By-Law No 4 – Roads By-Law 2018
- By-Law No 5 – Dogs By-Law 2018
- By-Law No 6 – Waste Management By-Law 2018

Contracts and Purchasing

The Council is committed to fair, transparent and accountable procurement when sourcing and purchasing goods and services.

The Council undertakes an annual Capital Works Program and delivers the majority of these works through outsourcing of the design, project management, supervision and construction. Outsourcing is undertaken in accordance with the Council's Procurement Policy which applies the principle of value for money, by taking into account a number of factors including price, quality, timing, purpose, longevity, life cycle costing and environmental sustainability principles.

In cases where the Council provides a service, it is committed through its Procurement Policy to identify and test appropriate means of delivery of services to the community.

To ensure best value is achieved, the Council undertakes reviews through a combination of benchmarking, performance appraisal and measurement and the use of management tools and indices to ensure that services are delivered effectively.

In respect to supporting local businesses, the Council ensures that:

- where possible, opportunity is provided to local suppliers located within the City of Norwood Payneham & St Peters;
- Australian made products are purchased wherever possible and opportunities are provided for competitive products and services that offer environmentally sustainable solutions;
- the costs of bidding for our business opportunities do not deter competent suppliers and contractors; and
- costs incurred in promoting competition are at least commensurate with the benefits received.

The Council has a broad base of service, industrial and retail businesses, many of which benefit from the local purchasing approach which is used by the Council.

The Council, where possible, also considers joint purchasing opportunities with other councils to achieve best value through larger economies of scale.

Freedom of Information Applications

The *Freedom of Information Act 1991*, came into effect on 1 January 1992. The provision of the Act extends to every person, the right to access information held by State and Local Government agencies and to ensure that records held by those agencies concerning the personal affairs of members of the public are not incorrect, incomplete, out of date or misleading.

To access information in accordance with the *Freedom of Information Act 1991*, a person must submit an application clearly specifying the nature of the information required. The City of Norwood Payneham & St Peters received seven Freedom of Information applications during the 2020–2021 financial year.



2020–2021 Freedom of Information Applications

Date Received	Details of Application	Determination
22 December 2020	Planning approvals and drawings associated relating to current signage installed at petrol stations at: <ul style="list-style-type: none"> • Lot 20 (15) Hackney Road, Hackney; • Lot 18 (469) Payneham Road, Felixstow; and • Lot 1 (220) Kensington Road, Kensington 	Documents released
7 January 2021	A list of all addresses on the City of Norwood Payneham & St Peters Ratepayer Roll for which Housing SA or another public/community housing provider, is listed as the ratepayer.	Documents released
29 January 2021	Minutes, internal communications, correspondence, and any relevant information dealt with by the Building Fire Safety Committee in relation to the properties situated at 21–25 Kensington Road, 61 Charles Street, 63 Charles Street and 65 Charles Street Norwood SA 5067 dating from 1 January 2015.	Partial release of documents. Documents provided with exemptions in accordance with Schedule 1 Clauses 9 and 10 of the <i>Freedom of Information Act 1991</i> .
18 March 2021	Details of Council staff time, consultant costs and legal fees incurred by the Council in relation to legal challenges to the proposed works to the intersection of The Parade and George Street from 1 June 2020 to 18 March 2021, together with future estimated costs.	Partial release of documents. Documents provided with exemptions in accordance with Schedule 1 Clauses 7 and 10 of the <i>Freedom of Information Act 1991</i> .
26 March 2021	All records relating to Development Application 197/2021.	Partial release of documents. Applicant provided with one document in hard copy and invited to inspect the Development Application 197/2021 file.
29 April 2021	Details of Council staff time, consultant costs and legal fees incurred by the Council in relation to legal challenges to the proposed works to the intersection of The Parade and George Street from 1 June 2020 to 17 September 2021 and 18 September 2021 to 29 April 2021.	Partial release of documents. Documents provided with exemptions in accordance with Schedule 1 Clauses 7 and 10 of the <i>Freedom of Information Act 1991</i> .
17 June 2021	Documents related to a proposed development described as 'Construction of 69 three-story townhouses (comprising 58 detached dwellings and 11 group dwellings) and construction of roads and associated civil work, landscaping and infrastructure'.	In progress

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 during 2020–2021.

COVID-19 Impacts on Competitive Neutrality

The Council did not receive and complaints, nor does it have any complaints pending, in relation to the impacts of the COVID-19 pandemic during 2020–2021.

Revocation of Community Land Classification

No parcels of Community Land had their Community Land classification revoked during 2020–2021.

Council Collaboration and Subsidiaries

Regional Collaboration

Regional collaboration is a key area of focus, for the Council and it continually seeks opportunities to work with other councils and to establish networks.

Regional collaboration not only has the potential to improve service delivery in terms of resource management where possible (eg waste collection and health services) but, it can also provide greater 'bargaining power' when it comes to applying for funding and resources.

The Council's major regional collaborative activities during the 2019–2020 period included:

- Ongoing membership of the Eastern Region Alliance (ERA);
- Eastern Adelaide Emergency Management Zone; and
- Resilient East.

Eastern Region Alliance

The Eastern Region Alliance (ERA) is a group of six eastern metropolitan councils which have joined together to address strategic priorities between any two or more of the councils to help ensure a sustainable lifestyle, excellent services and facilities for their communities and to advance the interests of Adelaide's Eastern Metropolitan Region.

Membership of ERA comprises the Cities of Burnside, Campbelltown, Norwood Payneham & St Peters, Prospect and Unley and the Town of Walkerville.

Eastern Adelaide Emergency Management Zone

The City of Norwood Payneham & St Peters lies within the Eastern Adelaide Emergency Management Zone and is an active member of the Eastern Adelaide Zone Emergency Management Committee. The Committee, together with the City of Norwood Payneham & St Peters, incorporates the Cities of Adelaide, Burnside, Campbelltown, Prospect, Unley and the Town of Walkerville. The Council's Chief Executive Officer Mario Barone is the Chair of the Eastern Adelaide Zone Emergency Management Committee.

All Councils have an important role in identifying risks, reducing risks and mitigation strategies and measures. While our Council, like other councils, is not the lead agency when responding to any emergency, it has a key support role for a range of emergencies such as floods, severe storms, earthquakes and potentially pandemic influenza.

Resilient East

Resilient East is an initiative between Campbelltown City Council, the cities of Adelaide, Burnside, Norwood Payneham & St Peters, Prospect, Tea Tree Gully, Unley and the Town of Walkerville.

Resilient East is funded by the eight participating councils, the Department of Environment, Water and Natural Resources, South Australian Fire and Emergency Services Commission and the Adelaide and Mount Lofty Ranges Natural Resources Management Board.

The objective of Resilient East is to ensure our communities, assets and infrastructure, local economies and natural environment are resilient to the impacts and challenges of climate change.

Through Resilient East a number of vulnerabilities, risks and level of adaptive capacity across the eastern region have been identified and a Climate Change Adaptation Plan has been developed with input from government, business and community organisations.

The Climate Change Adaptation Plan offers a range of regional and local adaption pathways, which will help eastern region communities, businesses and the natural environment adapt, thrive and prosper.

Regional Subsidiaries

Regional collaboration is a key area of focus for the Council and it continually seeks and explores opportunities to work with other councils to establish networks, while it strives to fulfil its role as a responsible leader and provide best value.

Eastern Health Authority

The Eastern Health Authority (EHA) is a Regional Subsidiary established under Section 43 of the *Local Government Act 1999* and provides public and environmental health services on behalf of its Constituent Councils (owners), the City of Norwood Payneham & St Peters, City of Burnside, Campbelltown City Council, the City of Prospect and the Town of Walkerville.

The Authority ensures that its Constituent Councils meet their wide range of legislative responsibilities which relate to environmental health and which are mandated in a number of pieces of legislation, the most important of these being the *Public and Environmental Health Act 1987*, the *Food Act 2001* and the *Supported Residential Facilities Act 1992*.

A wide range of environmental health functions and activities are performed to maintain appropriate public health standards and to prevent and control disease.

These include:

- regularly inspecting food premises to ensure appropriate food safety standards are being maintained and taking appropriate enforcement action when necessary;
- investigating disease outbreaks in conjunction with SA Health;
- investigating incidents of environmental health concern including pest infestations, unsanitary conditions and substandard housing;
- provision of immunisation via public clinics, the school based immunisation program and worksite clinics;
- ensuring appropriate water quality standards are maintained in public swimming pools and spas;
- registration, monitoring and inspection of cooling towers and warm water systems for the management of legionella;

- ensuring safe hygienic practices of hairdressing and beauty salons, acupuncture clinics and tattoo parlours;
- licensing and monitoring supported residential facilities;
- inspecting boarding houses and lodging houses;
- approval and inspection of septic tanks, aerobic wastewater treatment systems and grey water re-use systems;
- supplying a sharps disposal service to residents; and
- providing advice and information to the general public.

The Authority has a single focus on environmental health and its size and structure allows staff specialisation and proficiency in all the required disciplines of environmental health. With the renewed commitment and demand for Local Government to adopt a more regional focus in the delivery of their services, the Authority is a long standing example of co-operation and shared service delivery. In this case, local councils working together to protect the health of their communities.

The Eastern Health Authority is overseen by a Board comprised of Elected Members and staff from each of the Constituent Councils. The Elected Members representing the City of Norwood Payneham & St Peters are Councillors Sue Whittington and Garry Knoblauch.

The Council's Urban Planning & Environment Department has responsibility for liaising with the Authority on behalf of the Council. During the year, the EHA focused on, among other things, building strong relationships with staff from all of the Constituent Councils. In addition, the EHA dealt with complex licensing issues for a number of supported residential facilities and reviewed its Charter.

East Waste

The Eastern Waste Management Authority (East Waste) is a Regional Subsidiary established under Section 43 of the *Local Government Act 1999* providing at-cost kerbside

waste collection services to its Constituent Councils. The membership base (owners) of East Waste comprise of the Town of Walkerville, the City of Burnside, the City of Norwood Payneham & St Peters, the Campbelltown City Council, the City of Mitcham, City of Prospect and the Adelaide Hills Council.

In addition to providing waste management and recycling services, East Waste also undertakes a number of co-ordinated waste education programs on behalf of its Constituent Councils and has recently worked with the Local Government Association of South Australia to expand the delivery of waste education and messaging via the My Local Services App across all South Australian Councils.

The waste management information provided as part of the My Local Services App ensures residents do not forget to put their bins out and at the same time, receive information regarding the correct way to dispose of their waste and recyclables.

ERA Water

ERA Water is a Regional Subsidiary established under Section 43 of the *Local Government Act 1999*. ERA Water is responsible for construction and operation of a stormwater and reuse scheme on behalf of its Constituent Councils; the Cities of Burnside and Norwood Payneham & St Peters and the Town of Walkerville.

ERA Water was legally established on 21 July 2015.

ERA Water is responsible for implementing the Waterproofing Eastern Adelaide Project. The project is to reduce reserve irrigation and green our suburbs and enhance the quality of water that is discharged to our gulf. Importantly, through the constructions of wetlands and bio-filters at locations such as Felixstow Reserve the project has also centralised the City's environmental sustainability as well as reducing reliance on mains waste for irrigation purposes.

The Waterproofing Eastern Adelaide Project is supported through funding for the Australian Government's National Urban Water and Desalination Plan and the Adelaide and Mount Lofty Ranges Natural Resources Management Board, which assisted the councils in the construction of the project and continues to be an integral contributor.

Highbury Landfill Authority

The Highbury Landfill Authority (HLA) is a Regional Subsidiary established under Section 43 of the *Local Government Act 1999* of the Town of Walkerville and the Cities of Burnside and Norwood Payneham & St Peters.

The Authority is responsible for the post-closure management of the Highbury Landfill previously used by the Councils through East Waste as their waste landfill. Significant ongoing activities undertaken by the HLA, include the monitoring and harvesting of landfill gases and the monitoring of groundwater contamination and leachates from the landfill.

The HLA has completed the construction of a synthetic clay capping for the landfill, which allows for more efficient monitoring and harvesting of landfill gases and reduces the risk of groundwater contamination to allow for further site remediation and revegetation.

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.

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Message from the General Manager

Corporate Services

The City of Norwood Payneham & St Peters' 2020–2021 Annual Performance Report provides a comprehensive account of the Council's financial management from 1 July 2020 to 30 June 2021.



The Annual Report outlines the Council's performance for the financial year against the strategic objectives outlined in the Council's Annual Business Plan, Long Term Financial Strategy and the Council's strategic management plan, *CityPlan 2030: Shaping Our Future*.

The Annual Report provides an opportunity for the Council to inform the community and key stakeholders, about its progress towards achieving these objectives, as well as highlighting our achievements and challenges.

The Financial Report is a detailed analysis of the Council's performance and reflects the economic transactions undertaken during 2020–2021.

The Financial Report consists of four primary financial statements, notes which explain the Council's accounting policies, the Mayor's and Chief Executive Officers Certification of the Financial Statements and the Independent Auditor's Report.

The four primary Financial Statements are:

- Statement of Comprehensive Income (also referred to as a profit and loss statement);
- Statement of Financial Position (also referred to as a balance sheet);
- Statement of Changes in Equity; and
- Statement of Cash Flow.

Together, the Financial Statements present information relevant to the current financial period and comparative figures for the previous period to illustrate how the financial performance and position of the Council has changed over the 12 month period to 30 June 2021.

The Statement of Comprehensive Income provides an overall picture of the Council's financial performance by reporting the total monetary value of all financial transactions (income and expenses) during the reporting period.

The Statement of Financial Position shows the monetary value of all the assets controlled by the Council and its financial obligations as at 30 June 2021.

The Statement of Changes in Equity reports all changes to equity during the financial period. Equity is made up of the Council's total assets minus its total liabilities including the change in value of its infrastructure.

The Statement of Cash Flow shows when cash is received (e.g. through the collection of rates) and an outflow when cash is paid (e.g. when purchasing an asset or paying for services).

This is in contrast to the Statement of Comprehensive Income and the Statement of Financial Position, which record the value of the transactions, when they occur and when the financial commitment is made.

In terms of financial sustainability, over the medium to long term, the Council needs to ensure that it is achieving an Operating Surplus in order to meet its ongoing financial obligations.

Through the hard work and dedication of all involved, Elected Members and staff, the Council has consistently achieved this result, despite external influences including the COVID-19 pandemic and its various effects—mainly on rate revenue—and modifications in relation to the timing and amount of the Federal Government's Financial Assistance Grants Program.

Detailed analysis of the Council's Operating Surplus reinforces and confirms the Council's reputation for exceptional fiscal management.

Sharon Perkins
General Manager, Corporate Services

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 2021 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

Marie Barone
CHIEF EXECUTIVE OFFICER

Dated 1 November 2021

Statement of Comprehensive Income for the year ended 30 June 2021	Notes	2021 \$	2020 \$
Income			
Rates	2	36,287,820	36,181,201
Statutory charges	2	1,751,114	1,595,430
User charges	2	3,505,662	3,408,253
Grants, subsidies and contributions	2	2,921,485	2,958,655
Investment income	2	18,786	87,981
Reimbursements	2	56,818	133,674
Other income	2	714,296	1,012,820
Net Gain – Equity Accounted Council Businesses	19	217,074	27,605
Total Income		45,473,055	45,405,619
Expenses			
Employee costs	3	14,447,559	14,050,351
Materials, contracts & other expenses	3	19,165,311	18,936,897
Depreciation, amortisation & impairment	3	9,968,299	9,503,233
Finance costs	3	454,465	404,968
Net loss – Equity Accounted Council Businesses	19	327,202	515,399
Total Expenses		44,362,836	43,410,848
Operating Surplus		1,110,219	1,994,771
Asset disposal & fair value adjustments	4	(1,145,242)	(1,529,255)
Amounts received specifically for new or upgraded assets	2	3,303,447	1,124,670
Net Surplus transferred to Equity Statement		3,268,424	1,590,186
Other Comprehensive Income			
Changes in revaluation surplus – infrastructure, property, plant & equipment	9	12,045,839	3,542,270
Share of other comprehensive income – joint ventures and associates	19	5,388	12,526
Total Other Comprehensive Income		12,051,227	3,554,796
Total Comprehensive Income		15,319,651	5,144,982

This Statement is to be read in conjunction with the attached Notes contained in pages 231–263.

Statement of Financial Position as at 30 June 2021	Notes	2021 \$	2020 \$
Assets			
Current Assets			
Cash and cash equivalents	5	7,070,828	9,177,369
Trade & other receivables	5	3,699,322	2,889,164
Total Current Assets		10,770,150	12,066,533
Non-current Assets			
Financial Assets	6	104,044	104,780
Equity accounted investments in Council businesses	6	2,207,035	2,463,297
Infrastructure, Property, Plant & Equipment	7	507,904,397	476,469,020
Other Non-current Assets	6	2,509,203	17,891,485
Total Non-current Assets		512,724,679	496,928,582
Total Assets		523,494,829	508,995,115
Liabilities			
Current Liabilities			
Trade & Other Payables	8	8,006,434	7,309,501
Borrowings	8	971,642	1,651,032
Provisions	8	3,325,976	3,134,785
Total Current Liabilities		12,304,052	12,095,318
Non-current Liabilities			
Borrowings	8	9,391,818	10,356,769
Provisions	8	1,328,251	1,159,734
Liability – Equity accounted Council businesses	8	1,164,265	1,396,501
Total Non-current Liabilities		11,884,334	12,913,004
Total Liabilities		24,188,386	25,008,322
Net Assets		499,306,443	483,986,793
Equity			
Accumulated Surplus		60,098,826	56,825,014
Asset Revaluation Reserves	9	439,207,617	427,161,779
Total Equity		499,306,443	483,986,793

This Statement is to be read in conjunction with the attached Notes contained in pages 231–263.

Statement of Changes in Equity for the year ended 30 June 2021	Notes	Accumulated Surplus	Asset Revaluation Reserve	Total Equity
		\$	\$	\$
2021				
Balance at end of previous reporting period		56,825,014	427,161,779	483,986,793
Net Surplus for Year		3,268,424	-	3,268,424
Other Comprehensive Income				
Changes in revaluation of infrastructure, property, plant & equipment	9	-	12,045,839	12,045,839
Share of other comprehensive income - joint ventures and associates	19	5,388	-	5,388
Balance at end of period		60,098,826	439,207,617	499,306,443
2020				
Balance at end of previous reporting period		55,222,301	423,619,509	478,841,810
Net Surplus / (Deficit) for Year		1,590,187	-	1,590,187
Other Comprehensive Income				
Changes in revaluation of infrastructure, property, plant & equipment	9	-	3,542,270	3,542,270
Impairment (expense) / recoupments offset to asset revaluation reserve	9	12,526	-	12,526
Balance at end of period		56,825,014	427,161,779	483,986,793

This Statement is to be read in conjunction with the attached Notes contained in pages 231–263.

Statement of Cash Flow for the year ended 30 June 2020	Notes	2021 \$	2020 \$
Cash Flows from Operating Activities			
Receipts			
Rates – General & Other		36,672,325	36,107,158
Fees & Other Charges		1,612,735	1,646,331
User Charges		3,112,698	3,297,230
Investment Receipts		18,786	87,981
Grants Utilised for Operating Purposes		2,755,845	3,677,136
Reimbursements		221,709	423,400
Other Revenues		776,220	1,051,097
Payments			
Employee Costs		(14,547,338)	(13,486,214)
Materials, Contracts & Other Expenses		(18,073,548)	(19,029,522)
Finance Payments		(447,160)	(406,609)
Net Cash provided by (or used in) Operating Activities	11b	12,102,272	13,367,988
Cash Flows from Investing Activities			
Receipts			
Amounts specifically for new or upgraded assets		2,625,998	1,164,735
Sale of replaced assets		25,659	50,739
Sale of surplus assets		21,190	7,179
Repayments of loans by community groups		11,040	43,077
Payments			
Expenditure on renewal/replacement of assets		(9,651,815)	(8,919,370)
Expenditure on new/upgraded assets		(5,507,612)	(13,174,690)
Capital contributed to associated entities	19	(80,714)	(80,714)
Net Cash provided by (or used in) Investing Activities		(12,556,254)	(20,909,046)
Cash Flow from Financing Activities			
Receipts			
Proceeds from Borrowings		-	6,500,000
Payments			
Repayments of Borrowings		(1,652,559)	(1,933,691)
Net Cash provided by (or used in) Financing Activities		(1,652,559)	4,566,309
Net Increase (Decrease) in cash held		(2,106,541)	(2,974,750)
Cash & cash equivalents at beginning of period	11	9,177,369	12,152,118
Cash & cash equivalents at end of period	11	7,070,828	9,177,369

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

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

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
2020–2021	\$1,113,164	\$1,161,256	\$(48,092)
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

2.67% (2020: 2.68%)

Weighted average settlement period

1.31 years (2020: 1.32 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.

Note 2 – Income	2021	2020
	\$	\$
Rates Revenue		
General Rates	35,773,231	35,576,084
<i>Less: Mandatory rebates</i>	(985,640)	(966,042)
<i>Less: Discretionary rebates, remissions & write offs</i>	(20,983)	(101,226)
	34,766,608	34,508,815
Other Rates (including service charges)		
Natural Resource Management levy	1,426,381	1,401,311
Parade Rate	-	243,565
	1,426,381	1,644,876
Other Charges		
Penalties for late payment	130,608	143,035
<i>Less: Discretionary rebates, remissions & write offs</i>	(35,777)	(115,525)
	94,831	27,510
	36,287,820	36,181,201
Statutory Charges		
Development Act fees	439,071	322,543
Town planning fees	52,224	33,763
Animal registration fees & fines	172,251	152,411
Parking fines / expiation fees	720,900	750,248
Other registration fees	213,942	223,168
Sundry	152,726	113,297
	1,751,114	1,595,430
User Charges		
Admission Charges - Pools	374,069	336,492
Activity Program Revenues	11,181	15,901
Child Care Centre Fees	1,080,144	806,575
Subsidies received on behalf of users	1,401,316	1,410,691
Hall & Equipment hire	409,512	564,326
Sales - general	51,512	67,811
Sundry	177,928	206,458
	3,505,662	3,408,254
Investment Income		
Interest on investments		
Local Government Finance Authority	17,322	74,336
Banks & Other	1,464	10,633
Loans to community groups	-	3,012
	18,786	87,981

Note 2 – Income Continued	2021	2020
	\$	\$
Reimbursements		
For private works	12,420	10,529
Other	44,398	123,145
	56,818	133,675
Other Income		
Insurance & other recoupments – infrastructure, property, plant & equipment	169,847	377,828
Sundry	544,449	634,991
	714,296	1,012,819
Grant Subsidies, Contributions		
Amounts received specifically for new or upgraded assets	3,303,447	1,124,670
Other grants, subsidies and contributions	2,921,485	2,958,655
	6,224,932	4,083,325
The functions to which these grants relate are shown in Note 12.		
Sources of grants		
Commonwealth government	2,708,563	2,772,556
State government	3,100,729	727,523
Other	415,640	583,246
	6,224,932	4,083,325

Note 3 – Expenses	Notes	2021 \$	2020 \$
Employee Costs			
Salaries and Wages		11,682,060	11,202,762
Employee leave expense		1,524,530	1,513,935
Superannuation - defined contribution plan contributions	18	1,229,298	926,923
Superannuation - defined benefit plan contributions	18		214,412
Workers' Compensation Insurance		644,814	546,545
Income Protection Insurance		224,067	208,856
<i>Less: Capitalised and distributed costs</i>		(857,210)	(563,082)
Total Operating Employee Costs		14,447,559	14,050,351
<i>Total Number of Employees (Full time equivalent at end of reporting period)</i>		132	134

Materials Contracts & Other Expenses			
Prescribed Expenses			
Auditor's Remuneration – Auditing the financial reports		25,078	24,900
Elected members' expenses		331,127	300,615
Lease Expense – low value assets/short term leases		104,296	127,192
Subtotal		460,501	452,707

Other Materials, Contracts & Expenses			
Contractors		6,886,014	6,713,134
Energy		573,394	611,862
Water		514,436	613,254
Administration Costs		1,178,366	1,198,382
Grants and Donations		91,380	166,291
Rates and Taxes		89,160	96,557
Waste Collection & Disposal		4,083,665	3,888,574
Insurance		762,641	715,091
Subscriptions and Licences		576,486	572,594
Legal Expenses		562,460	279,326
Levies paid to Government			
Landscape Levy		1,365,201	1,375,767
Other Levies		88,100	77,642
Parts, Accessories & Consumables		1,031,471	1,135,212
Professional Services		621,667	574,003
Sundry		280,369	448,002
Subtotal		18,704,810	18,465,691
Total Other Materials, Contracts & Expenses		19,165,311	18,918,397

Note 3 – Expenses continued	Notes	2021 \$	2020 \$
Finance Costs			
Interest on Loans		452,858	399,096
Interest on Leases		1,607	5,872
		454,465	404,968
Depreciation, Amortisation & Impairment			
Depreciation			
Buildings		1,796,910	1,721,759
Open Space Infrastructure		997,364	953,851
Roads Infrastructure		1,972,496	1,841,624
Kerbing		1,196,863	1,145,486
Footpaths		1,065,476	1,035,649
Linear Parks		34,642	33,350
Stormwater Drainage		1,451,701	1,407,929
Off Street Car parks		44,988	45,286
Traffic Control		126,038	122,187
Plant & Equipment		321,012	317,225
Furniture & Fittings		95,206	95,445
Other Assets		756,622	652,780
Right-of-use assets	17	108,981	130,661
		9,968,299	9,503,232

Note 4 – Asset Disposals & Fair Value Adjustments	Notes	2021 \$	2020 \$
Infrastructure, Property, Plant & Equipment			
Assets renewed or directly replaced			
Proceeds from disposal		21,190	50,739
<i>Less: Carrying amount of assets sold</i>	7	1,192,091	1,587,173
Gain (Loss) on disposal		(1,170,901)	(1,536,434)
Assets surplus to requirements			
Proceeds from disposal		25,659	7,179
<i>Less: Carrying amount of assets sold</i>	7	-	-
Gain (Loss) on disposal		25,659	7,179
Net Gain (Loss) on disposal or revaluation of Assets		(1,145,242)	(1,529,255)

Note 5 – Current Assets

	2021	2020
	\$	\$
Cash & Equivalent Assets		
Cash on Hand and at Bank	444,669	430,228
Deposits at Call	6,626,159	8,747,141
	7,070,828	9,177,369
Trade & Other Receivables		
Rates – General & Other	1,108,627	1,500,142
Accrued Revenues	7,941	52,459
Debtors – General	2,187,259	892,278
GST Recoupment	110,893	521,960
Prepayments	555,898	195,174
Loans to community organisations	5,968	9,262
Sundry	71,290	66,443
	4,047,875	3,237,718
<i>Less: Allowance for Doubtful Debts</i>	348,554	348,554
Total	3,699,322	2,889,164

Note 6 – Non Current Assets

	Notes	2021	2020
		\$	\$
Financial Assets			
Council Rates Postponement Scheme		104,044	97,034
Loans to community organisations		-	7,746
		104,044	104,780
Equity Accounted Investment in Council Businesses			
Eastern Health Authority Inc.	19	181,905	147,436
Eastern Waste Management Authority Inc.	19	174,324	137,853
ERA Water Inc	19	1,850,806	2,178,007
		2,207,035	2,463,296
Other Non-Current Assets			
Capital Works-in-Progress		2,509,203	17,891,485
		2,509,203	17,891,485

Note 7 – Infrastructure, Property, Plant & Equipment

2021		Fair Value Level	At Fair Value	At Cost	Accum Dep'n	Carrying Amount
\$						
Land	3		172,489,559	-	-	172,489,559
Buildings & Other Structures	3		131,607,412	15,408,168	(71,780,297)	75,235,283
Infrastructure						
Open Space Infrastructure	3		26,392,661	2,426,108	(11,942,115)	16,876,654
Roads	3		128,964,066	2,638,939	(55,038,162)	76,564,843
Kerbing	3		82,873,020	1,443,497	(26,361,400)	57,955,117
Footpaths	3		52,021,903	1,271,681	(24,705,795)	28,587,789
Linear Parks	3		1,411,651	-	(429,672)	981,979
Stormwater Drainage	3		131,611,203	4,279,954	(69,239,490)	66,651,667
Off Roads Car parks	3		2,819,849	93,979	(776,901)	2,136,927
Traffic Control	3		5,863,079	1,526,332	(3,244,386)	4,145,025
Plant & Equipment			-	6,975,422	(5,171,321)	1,804,101
Furniture and Fittings			-	2,643,725	(2,018,176)	625,548
Other assets			3,607,783	3,722,615	(3,521,283)	3,809,116
Right of use assets			280,431	-	(239,642)	40,789
Total Infrastructure, Property, Plant & Equipment			739,942,616	42,430,420	(274,468,640)	507,904,397
<i>Comparatives</i>			<i>714,263,633</i>	<i>21,433,335</i>	<i>(259,227,948)</i>	<i>476,469,020</i>

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
Total Infrastructure, Property, Plant & Equipment			714,263,633	21,433,335	(259,227,948)	476,469,020
<i>Comparatives</i>			<i>699,425,432</i>	<i>23,090,080</i>	<i>(249,092,047)</i>	<i>473,423,465</i>

Note 7 – Infrastructure, Property, Plant & Equipment Continued

	Fair Value Level	2019 \$		Carrying amount movements during the year					2020 \$	
		Carrying Amount	New/Upgrade	Additions			Disposals	Depreciation	Net Revaluation	Carrying Amount
				Renewals	Replacements	Acquisitions				
Land	3	169,107,410	-	-	-	-	-	-	3,382,148	172,489,558
Buildings & Other Structures	3	60,450,944	10,792,025	4,616,143	-	-	-	-	1,173,081	75,235,283
Infrastructure										
Open Space Infrastructure	3	15,985,101	2,221,955	204,152	(25,861)	(997,364)	(511,331)			16,876,654
Roads	3	71,493,859	219,572	2,419,367	(194,470)	(1,972,496)	4,599,011			76,564,843
Kerbing	3	56,467,509	224,997	1,218,500	(490,250)	(1,196,863)	1,731,224			57,955,117
Footpaths	3	27,986,133	-	1,271,681	(388,663)	(1,065,476)	784,114			28,587,789
Linear Parks	3	1,478,608	-	-	-	(34,642)	(461,987)			981,979
Stormwater Drainage	3	62,508,029	79,529	4,200,425	(37,550)	(1,451,701)	1,352,936			66,651,667
Off Roads Car parks	3	2,096,381	75,352	18,627	-	(44,988)	(8,444)			2,136,927
Traffic Control	3	2,744,580	1,463,609	62,723	(4,935)	(126,038)	5,087			4,145,025
Plant & Equipment		1,868,369	11,719	247,117	(2,092)	(321,012)	-			1,804,101
Furniture and Fittings		687,096	1,201	32,456	-	(95,206)	-			625,548
Other assets	3	3,453,450	717,448	443,109	(48,270)	(756,622)	-			3,809,116
Right of use assets		141,552	-	8,218	-	(108,981)	-			40,789
Total Infrastructure, Property, Plant & Equipment		476,469,023	15,807,407	14,742,518	(1,192,091)	(9,968,299)	12,045,839			507,904,398
<i>Comparatives</i>		<i>473,423,465</i>	<i>4,443,018</i>	<i>6,150,672</i>	<i>(1,587,173)</i>	<i>(9,503,232)</i>	<i>3,542,269</i>			<i>476,469,023</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.

Note 9 – Reserves	1 July 2020 \$	Net Increments (Decrements) \$	30 June 2021 \$
Asset Revaluation Reserves			
Land	150,814,756	3,382,148	154,196,904
Buildings & Other Structures	71,020,771	1,173,081	72,193,851
Infrastructure			
Open Space Infrastructure	7,516,771	(511,331)	7,005,441
Roads	60,165,038	4,599,011	64,764,049
Kerbing	61,835,298	1,731,224	63,566,522
Footpaths	29,202,629	784,114	29,986,742
Linear Parks	404,466	(461,987)	(57,521)
Stormwater Drainage	41,937,510	1,352,936	43,290,446
Off Road Car Park	1,666,620	(8,444)	1,658,175
Traffic Control Devices	1,965,342	5,087	1,970,430
Other assets	632,578	-	632,578
2021 Total	427,161,779	12,045,839	439,207,617
<i>2020 Totals</i>	<i>423,619,509</i>	<i>3,542,270</i>	<i>427,161,780</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	2021 \$	2020 \$
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The uses of the following assets are restricted, wholly or partially, by legislation or other externally imposed requirements. The assets are required to be utilised for the purposes for which control was transferred to Council, or for which the revenues were originally obtained.

Cash & Financial Assets			
Deposits at Call	5	411,648	389,379
Total Assets subject to Externally Imposed Restrictions		411,648	389,379

The following liabilities, included in Note 8, may be discharged from restricted assets in the first instance.

Future Open Space Trust Fund	8	255,440	244,973
Deposits and Bonds held by Council	8	99,621	89,197
St Peter RSL Trust Fund	8	42,523	42,346
New Tree Legislation Fund	8	14,064	12,863
		411,648	389,379

Note 11 – Reconciliation to Statement of Cash Flow	Notes	2021 \$	2020 \$
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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	7,070,828	9,177,369
Balances per Statement of Cash Flow		7,070,828	9,177,369

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

Net Surplus (Deficit)		3,268,424	1,377,050
Non-cash items in Income Statement			
Depreciation, amortisation & impairment		9,968,299	9,503,233
Equity movements in equity accounted investment (increase) decrease		110,127	487,794
Net (increase) decrease in Non-Current Council Rates Postponement Scheme		(7,011)	1,184
Net increase (decrease) in unpaid employee benefits		422,665	486,419
Net (Gain) Loss on Disposals		1,145,241	1,529,255
Grants for capital acquisitions (treated as Investing Activity Receipts)		(2,625,998)	(1,164,734)
		12,281,747	12,220,201
Add (Less): Changes in Net Current Assets			
Net (increase) decrease in receivables		(813,451)	43,378
Net increase (decrease) in trade & other payables		633,976	1,104,408
Net Cash provided by (or used in) operations		12,102,272	13,367,988

(c) Financing Arrangements**Unrestricted access was available at balance date to the following lines of credit:**

Cash Advance Facilities	10,500,000	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 & Assets have been directly attributed to the following functions & activities

	Income*		Expenses*		Operating Surplus (Deficit)*		Grants Included in Income**		Total Assets Held (Current and Non-Current)	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Community Services	4,006,581	3,801,047	5,245,358	5,163,859	(1,238,775)	(1,362,812)	1,099,053	1,083,645	2,481,3120	24,626,888
Culture	268,488	442,458	2,142,120	2,364,367	(1,873,632)	(1,921,909)	229,066	121,926	5,514,027	5,472,642
Economic Development	-	225,576	1,247,378	969,841	(1,248,101)	(744,265)	-	-	-	-
Environment	699,689	890,520	7,532,638	7,374,338	(6,832,949)	(6,483,818)	1,260,794	540,035	3,653,043	3,625,625
Recreation	545,344	527,551	3,407,966	3,379,386	(2,862,622)	(2,851,834)	1,618,000	5,000	220,147,515	218,495,226
Regulatory Services	1,651,678	1,523,332	2,770,297	2,686,043	(1,118,619)	(1,162,711)	-	-	2,757,013	2,736,321
Transport & Communication	-	361,019	989,637	1,159,629	(989,637)	(798,609)	489,214	-	238,126,148	224,391,015
Plant Hire/Depot Indirect	8,766	7,426	827,324	856,832	(818,559)	(849,406)	-	-	-	-
Council Administration	38,075,434	37,979,546	19,872,915	18,941,153	18,203,241	19,038,393	1,113,164	1,208,049	28,483,960	29,647,394
Totals	45,255,980	45,758,476	44,035,633	42,895,448	1,220,347	2,863,028	5,809,291	2,958,655	523,494,826	508,995,112

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

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

Note 12 Continued – Components of Functions

The activities relating to Council functions are as follows:

Business Undertakings

Private Works

Community Services

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

Culture

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

Economic Development

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

Environment

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

Recreation

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

Regulatory Services

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

Transport

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

Council Administration

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

Note 13 – Financial Instruments

Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits	<p>Accounting Policy: Carried at lower of cost and net realisable value; Interest is recognised when earned.</p> <p>Terms & conditions: Deposits are returning fixed interest rates between 0.30% and 0.70% (2020: 0.25% and 1.25%).</p> <p>Carrying amount: approximates fair value due to the short term to maturity.</p>
Receivables - Rates & Associated Charges (including legal & penalties for late payment)	<p>Accounting Policy: Carried at nominal values less any allowance for doubtful debts. An allowance for doubtful debts is recognised (and re-assessed annually) when collection in full is no longer probable.</p> <p>Terms & conditions: Secured over the subject land, arrears attract interest of 5.20% (2020: 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.</p> <p>Carrying amount: approximates fair value (after deduction of any allowance).</p>
Receivables - Fees & other charges	<p>Accounting Policy: Carried at nominal values less any allowance for doubtful debts. An allowance for doubtful debts is recognised (and re-assessed annually) when collection in full is no longer probable.</p> <p>Terms & conditions: Unsecured, and do not bear interest. Although the Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries.</p> <p>Carrying amount: approximates fair value (after deduction of any allowance).</p>
Receivables - other levels of Government	<p>Accounting Policy: Carried at nominal value.</p> <p>Terms & conditions: Amounts due have been calculated in accordance with the terms and conditions of the respective programs following advice of approvals, and do not bear interest. All amounts are due by Departments and Agencies of the Governments of the Commonwealth & State.</p> <p>Carrying amount: approximates fair value.</p>
Liabilities - Creditors and Accruals	<p>Accounting Policy: Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Council.</p> <p>Terms & conditions: Liabilities are normally settled on 30 day terms.</p> <p>Carrying amount: approximates fair value.</p>
Liabilities - Interest Bearing Borrowings	<p>Accounting Policy: Carried at the principal amounts. Interest is charged as an expense as it accrues.</p> <p>Terms & conditions: 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 6.77% (2020: 2.40% and 6.77%).</p> <p>Carrying amount: approximates fair value.</p>
Liabilities - Finance Leases	<p>Accounting Policy: accounted for in accordance with AASB 117 Leases.</p>

Note 13 – Financial Instruments Continued

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

2021

Financial Liabilities					
Payables	3,151,076	1,236,176	259,365	4,646,617	4,646,617
Current Borrowings	1,306,477	-	-	1,306,477	931,099
Lease Liabilities	33,872	7,118	-	40,991	40,543
Non-Current Borrowings	-	6,398,406	4,734,238	11,132,644	9,391,818
	4,491,425	7,641,700	4,993,603	17,126,728	15,010,077

2020

Financial Assets					
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
	10,197,810	7,746	-	10,205,556	9,857,003

2020

Financial Liabilities					
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
	12,322,054	6,233,424	7,587,218	26,142,696	23,611,821

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

	30 June 2021		30 June 2020	
	Weighted Average Interest Rate %	Carrying Value \$	Weighted Average Interest Rate %	Carrying Value \$
Fixed Interest Rates	3.19	10,322,917	3.96	11,897,797
		10,322,917		11,897,797

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:

	2021 \$	2020 \$
Infrastructure – Buildings	-	1,661,149
Infrastructure – Road & Footpath	2,350,626	272,677
Infrastructure – Open Space	-	466,992
	2,350,626	2,400,818

These expenditures are payable:

Not later than one year	2,350,626	2,400,818
	2,350,626	2,400,818

Other Expenditure Commitments

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

Audit Services	25,000	49,500
Employee Remuneration Contracts	822,133	821,375
	847,133	870,875

Note 15 – Financial Indicators

	2021 Amounts	2021 Indicator	2020 Indicator	2019 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	1,110,219	2.4%	5.2%	5.3%
Total Operating Revenue	45,473,055			

This ratio expresses the operating surplus as a percentage of total operating revenue.

Adjusted Operating Surplus Ratio	1,158,311	2.5%	5.1%	4.6%
Total Operating Revenue	45,521,147			

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

Net Financial Liabilities Ratio

Net Financial Liabilities	13,314,192	29%	28%	8.0%
Total Operating Revenue	45,473,055			

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	9,651,815	124%	113%	116%
Infrastructure & Asset Management Plan required expenditure	7,755,073			

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

	2021	2020
	\$	\$

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	45,473,055	45,786,081
Expenses	(44,362,836)	(43,410,847)
	1,110,219	2,375,234

Net Outlays on Existing Assets

Capital Expenditure on renewal and replacement of Existing Assets	(3,651,937)	(8,919,370)
Add back Depreciation, Amortisation and Impairment	9,968,299	9,503,233
Add back Proceeds from Sale of Replaced Assets	21,190	50,739
	(6,337,552)	(634,602)

Net Outlays on New and Upgraded Assets

Capital Expenditure on New and Upgraded Assets	11,507,490	13,174,690
Add back Amounts received specifically for New and Upgraded Assets	2,810,018	1,164,734
Add back Proceeds from Sale of Surplus Assets	25,659	7,179
	8,671,813	12,002,777

Net Lending / (Borrowing) for Financial Year	(1,224,042)	(8,992,942)
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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	Plant, Machinery & Equipment	Total
	\$	\$	\$
At 1 July 2020	13,147	128,405	141,552
Additions of right-of-use assets	-	8,218	8,218
Depreciation charge	(12,052)	(96,929)	(108,981)
At 30 June 2021	1,095	39,694	40,789

Right-of-use assets

	Buildings & Other Structures	Plant, Machinery & Equipment	Total
	\$	\$	\$
At 1 July 2019	-	212,192	212,192
Additions of right-of-use assets	26,294	33,727	60,021
Depreciation charge	(13,147)	(117,514)	(130,661)
At 30 June 2020	13,147	128,405	141,552

Leasing Liability

	Buildings & Other Structures	Plant, Machinery & Equipment	Total
	\$	\$	\$
At 1 July 2020	13,667	130,188	143,855
Additions	-	8,218	8,218
Accretion of Interest	-	1,607	1,607
Payment	(13,667)	(99,470)	(113,137)
At 30 June 2021	-	40,543	40,543
Current	-	33,469	33,469
Non-Current	-	7,074	7,074

The maturity analysis of lease liabilities is included in Note 13

As at 1 July 2019	13,667	130,188	143,855
Additions	-	8,218	8,218
Accretion of Interest	-	1,607	1,607
Payment	(13,667)	(99,470)	(113,137)
At 30 June 2020	-	40,543	40,543
Current	-	33,469	33,469
Non-Current	-	7,074	7,074

Amounts recognised in profit or loss

	2021	2020
	\$	\$
Depreciation expense of right-of-use assets	108,981	130,661
Interest expense on lease liabilities	1,607	5,872
Expense relating to short term leases	25,103	7,435
Expense relating to leases of low-value assets	79,194	119,757
Total amount recognised in profit or loss	214,885	263,725

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 2020–2021; 9.5% in 2019–2020).

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 2019–2020) of 'superannuation' salary.

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

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

The most recent actuarial investigation was conducted by the Fund's actuary, Louise Campbell, FIAA, of Willie Towers Watson as at 30 June 2020. The Trustee has determined that the current funding arrangements are adequate for the expected Salarylink liabilities. However, future financial and economic circumstances may require changes to Council's contribution rates at some future time.

Contributions to Other Superannuation Schemes

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

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.

	2021	2020
Council's respective interests are:		
- interest in outputs of the joint operation	40.4%	40.4%
- ownership interest in the joint operation	40.4%	40.4%
- the proportion of voting power in the joint operation	40.4%	40.4%

Movements in Investment in Joint Operation	\$	\$
Opening Balance	(1,396,500)	(1,429,064)
New Capital Contributions	80,714	80,714
Share in Operating Result	151,522	(48,150)
Share in Equity of Joint Operation	(1,164,264)	(1,396,500)

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	300,000	-
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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.

	2021	2020
Council's respective interests are:		
- interest in outputs of the joint operation	14.3%	14.3%
- ownership interest in the joint operation	14.3%	14.3%
- the proportion of voting power in the joint operation	14.3%	14.3%
Movements in Investment in Joint Operation	\$	\$
Opening Balance	137,853	101,022
Share in Operating Result	36,471	27,605
Share in Other Comprehensive Income	-	9,226
Share in Equity of Joint Operation	174,324	137,853

Expenditure Commitments

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

The East Waste Management Authority Inc. does have an expenditure commitment 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.

	2021	2020
Council's respective interests are:		
- interest in outputs of the joint operation	32.18%	31.05%
- ownership interest in the joint operation	32.18%	31.05%
- the proportion of voting power in the joint operation	32.18%	31.05%
Movements in Investment in Joint Operation	\$	\$
Opening Balance	147,436	148,297
Share in Operating Result	29,081	(4,161)
Adjustment to Equity Share	5,338	3,300
Share in Equity of Joint Operation	181,905	147,436

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.

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%

Movements in Investment in Joint Operation	\$	\$
Opening Balance	2,178,008	2,641,096
Share in Operating Result	(327,202)	(463,088)
Share in Equity of Joint Operation	1,850,806	2,178,008

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 2021 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:

	2021	2020
	\$	\$
Salaries, allowances & other short term benefits	1,311,035	1,261,459
Post-employment benefits	86,770	86,675
Long term benefits	-	6,523
Total Compensation Paid	1,397,805	1,354,657

Amounts paid as direct reimbursement of expenses incurred on behalf of Council have not been included above.

No key management personnel or parties related to them had any transactions during the year on terms more favourable than those available to the general public.

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 2021 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 2021



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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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 2021, 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.

G K Edwards
Director

BDO Audit (SA) Pty Ltd

Adelaide, 10 November 2021

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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 City of Norwood, Payneham & St Peters (the Council), which comprises the statement of financial position as at 30 June 2021, the statement of 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 declaration by those charged with governance.

In our opinion the accompanying financial report presents fairly, in all material respects, the financial position of the Council as at 30 June 2021, and its financial performance and its cash flows for the year then ended 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 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.

Other information

Management is responsible for the other information. The other information obtained at the date of this auditor's report is 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, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly 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 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.

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If, based on the work we have performed on the other information 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.

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 determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, management is responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Council or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Council's financial reporting process.

Auditor's 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_responsibilities/ar4.pdf

This description forms part of our auditor's report.

BDO Audit (SA) Pty Ltd

G K Edwards
Director

Adelaide, 10 November 2021



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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 2020 to 30 June 2021 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 2020 to 30 June 2021.

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, 10 November 2021

Glossary

Terms and Acronyms

AASB	Australian Accounting Standards Board
Accrued Revenue/Expense	Accrued revenue relates to items of revenue in which the Council has the right to receive but has yet to receive the payment. Conversely, accrued expenditure relates to expenses the Council has an obligation to pay, but is yet to make the payment.
Asset	A facility or part of a facility that is owned and controlled by the Council.
Asset Sustainability Ratio	Measures the extent to which the Council is renewing or replacing its existing physical assets.
Budget	Council's planned allocation of monetary resources for a financial year.
Business Precinct	The City of Norwood Payneham & St Peters is characterised by a number of mainstreet precincts including The Parade, Norwood; Magill Road; Payneham Road; and Glynde Corner.
By-Law	Regulations established by the Council pursuant to the <i>Local Government Act 1999</i> .
CAP	Council Assessment Panel
Capital Expenditure	Expenditure made by the Council which results in the creation or improvement of an asset.
Capital Works	Any work undertaken to establish, renew, expand and upgrade Council assets.
CEO	Chief Executive Officer
CityPlan 2030: Shaping Our Future	The Council's Strategic Management Plan which sets out the Vision and future strategic directions for the Council over a four year period.
Civil Infrastructure Works Program	The planned resealing of roads, replacement of footpaths, kerbing and watertable as described and scheduled in the Council's Asset Management Plan for Civil Infrastructure.
Councillors	The elected representatives of the Council.
CPA	Certified Practising Accountant
DDA	Disability Discrimination Act 2005
Depreciation	Reduction in the value of an asset over time.
East Waste	Eastern Waste Management Authority Incorporated is a regional subsidiary providing kerbside waste collection services to six member councils.
EDM	Electronic direct mail
EHA	Eastern Health Authority
Elected Members	The elected representatives of the Council.
Engagements	Measures the public shares, likes, comments and interactions of content posted on social media.
Environmental Sustainability	The management of resources (anything obtained from the natural environment to meet our needs, such as water, air, fossil fuels etc.) in our natural system to ensure that these are available in the long-term.
Equity	The residual interest in the assets of the Council after deductions of its liabilities. Total equity is also equal to net assets.

ERA	Eastern Region Alliance
E-waste	Electronic waste including televisions, computers and mobile phones.
Expense	An outgoing payment made by the Council.
FOI	Freedom of Information
Governance	The systems established by the Council to ensure compliance with legislative requirements.
GST	Goods and Services Tax
Infrastructure	The basic facilities required for the functioning of the community such as parks, roads, footpaths, drainage and waste systems.
Infrastructure & Asset Management Plans	Developed in accordance with the <i>Local Government Act 1999</i> , strategies to guide management, inspection, maintenance and replacement of the Council's key assets.
LGA	Local Government Association of South Australia
LGAWCS	Local Government Association Workers Compensation Scheme
Liabilities	A financial debt or obligations owed by the Council.
Link clicks	The number of clicks on links to select destinations or experiences on the Council's website.
Long-Term Financial Plan	Sets out the financial projections for the Council's planned activities over a ten year timeframe.
Net Assets	The difference between total assets and total liabilities, which represents Council's net worth. Net assets are also equal to total equity.
Net Financial Liabilities	Total borrowings owed by the Council less cash held, loans made or other assets able to be readily collected.
Net Financial Liabilities Ratio	Measures the extent to which the net financial liabilities of the Council are met by its operating revenue.
NRM Levy	Natural Resources Management Levy
Open Space	Land or areas which have been reserved for the purposes of providing formal and informal sport and recreation activities, preserving natural environments, and providing green space. Essentially, this refers to parks, reserves and the River Torrens Linear Park.
Operating Surplus/Deficit	The difference between income earned and expenditure to provide ongoing services and programs.
Operating Surplus Ratio	Measures the Council's Operating Surplus/Deficit as a percentage of rates revenue.
Organic Waste	Unwanted household organic materials such as food scraps, lawn clippings, prunings, animal droppings, paper towels and tissues, which can be disposed through the Council's kerbside collection service (green lidded bin).
Page impression	Number of times a specific website or page has been viewed by users.

Parade Separate Rate	A separate rate charged to commercial property owners on The Parade, Norwood. The revenue collected may only be used for the purpose of promotion and enhancing business viability along The Parade precinct.
Presiding Member	A member of a panel or committee responsible for chairing meetings in accordance with Terms of Reference and legislative requirements. The Presiding Member has a deliberative vote on all matters considered by a committee or panel, and a casting vote in the event of a tied decision.
Rate Cap	The Council, subject to certain conditions, will grant a rebate of rates to the principal ratepayer of a residential assessment where there is a significant increase in the rates payable as a result of a rapid change in the property value.
Rates	Council rates are a property tax and the Council's primary source of income, which enables the delivery of services and facilities for the community.
Regional Subsidiary	Formed by two or more councils to provide specified service/s or to perform a function of the councils under the <i>Local Government Act 1999</i> (or another Act).
Regulatory Services	A business unit of the Council responsible primarily for the enforcement of Council By-Laws, parking and animal management.
Representation Quota	A ratio of the number of electors per Elected Member.
Representation Review	A representation review is a requirement of Section 12 of the <i>Local Government Act 1999</i> , and must be undertaken every eight years. The review examines the appropriate number of councillors for the Council; whether Council has wards or no wards; and if so, the appropriate ward boundary size, number of wards and appropriate number of councillors per ward; and whether the Mayor continues to be elected by the community or is appointed from within the elected members.
Revenue	The amount of money the Council receives from its activities, including from rates and services provided to the community.
Service Centre	The Council's customer service centre that handles requests, enquiries and payment from ratepayers and the general public.
Supplementary Election	A supplementary or bi-election is held whenever there is a vacancy in the Council.
Sustainability	Sustainability for our City is based on achieving economic, environmental, social and cultural growth without irreversibly exhausting the environmental systems which support that growth. In practice, this means integrated decision-making which generates mutually beneficial economic, social, cultural and environmental outcomes, wherever possible.
Vision	A Vision statement describes what we would like to be or what we intend to do, in broad terms. It provides a unifying statement of intent and an overarching framework, which guides strategic and operational planning and program implementation.
Ward	An area that provides a fair and equitable division of a municipal district. The City of Norwood Payneham & St Peters is comprised of six wards each represented by two Elected Members, with the exception of the Maylands/Trinity Ward which is represented by three.
WHS	Work Health and Safety
Your NPSP	The Council's bi-monthly eNewsletter which provides subscribers with updates about important Council projects, services, initiatives and events.

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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 2020–2021 Annual Report can be viewed online at www.npsp.sa.gov.au

Additional copies may also be obtained by:

- visiting any of the Council's Libraries
- emailing townhall@npsp.sa.gov.au
- contacting the Council on (08) 8366 4555
- writing to the Council at PO Box 204, Kent Town SA 5074

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City of
**Norwood
Payneham
& St Peters**