

Laying the foundations,  
building a great City.



# Annual Report

## 2024–2025

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



City of  
Norwood  
Payneham  
& St Peters





## 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.*

## Welcome

The City of Norwood Payneham & St Peters 2024–2025 Annual Report is centred around the theme ‘Laying the foundations, building a great City’.

**This theme emerges from the ground work that commenced in 2022 to develop an organisational structure that would carry the City of Norwood Payneham & St Peters into a new era and reflects our commitment to creating a City that is well designed, sustainable and responsive to the needs of our residents, businesses and visitors.**

Over the past year, the Council has continued to focus on delivering high-quality facilities, infrastructure, services and programs that enhance liveability and well-being, and support a connected, thriving community.

Major infrastructure projects have been significantly progressed, including the Payneham Memorial Swimming Centre Redevelopment and the Trinity Valley Stormwater Drainage Upgrade—both of which address community needs in the short term but cater to long-term sustainability.

Alongside these major works, the Council has continued to invest in a wide range of essential infrastructure renewals, including roads, footpaths, open spaces, playgrounds and community facilities. Our community services and programs—from libraries and cultural activities to volunteering opportunities and support for young people and older residents—remain central to strengthening social connection and enhancing well-being.

The Council also remains focused on building a sustainable and prosperous future. By delivering targeted sustainability initiatives, supporting biodiversity and reducing emissions, and investing in local economic development, we are helping our community and local businesses adapt, grow and thrive. Together, these achievements reflect our ongoing commitment to building a brighter, stronger and more resilient future for all.

### Front cover image

Michael Moshos, Project Manager City of Norwood Payneham & St Peters & Jack Lewis, Project Manager, BADGE

### Inside cover image

Construction progress at Payneham Memorial Swimming Centre



## 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 2024–2025 is on pages 12–37.
- Information about the Council, our organisation and our community can be found on pages 49–139.
- Our performance outcomes for 2024–2025 are on pages 141–221.
- To view our 2024–2025 financial indicators and audited financial statements, please see pages 241–287.

A glossary of terms and acronyms used throughout the report is on pages 303–306.

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

## Alternative formats

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

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

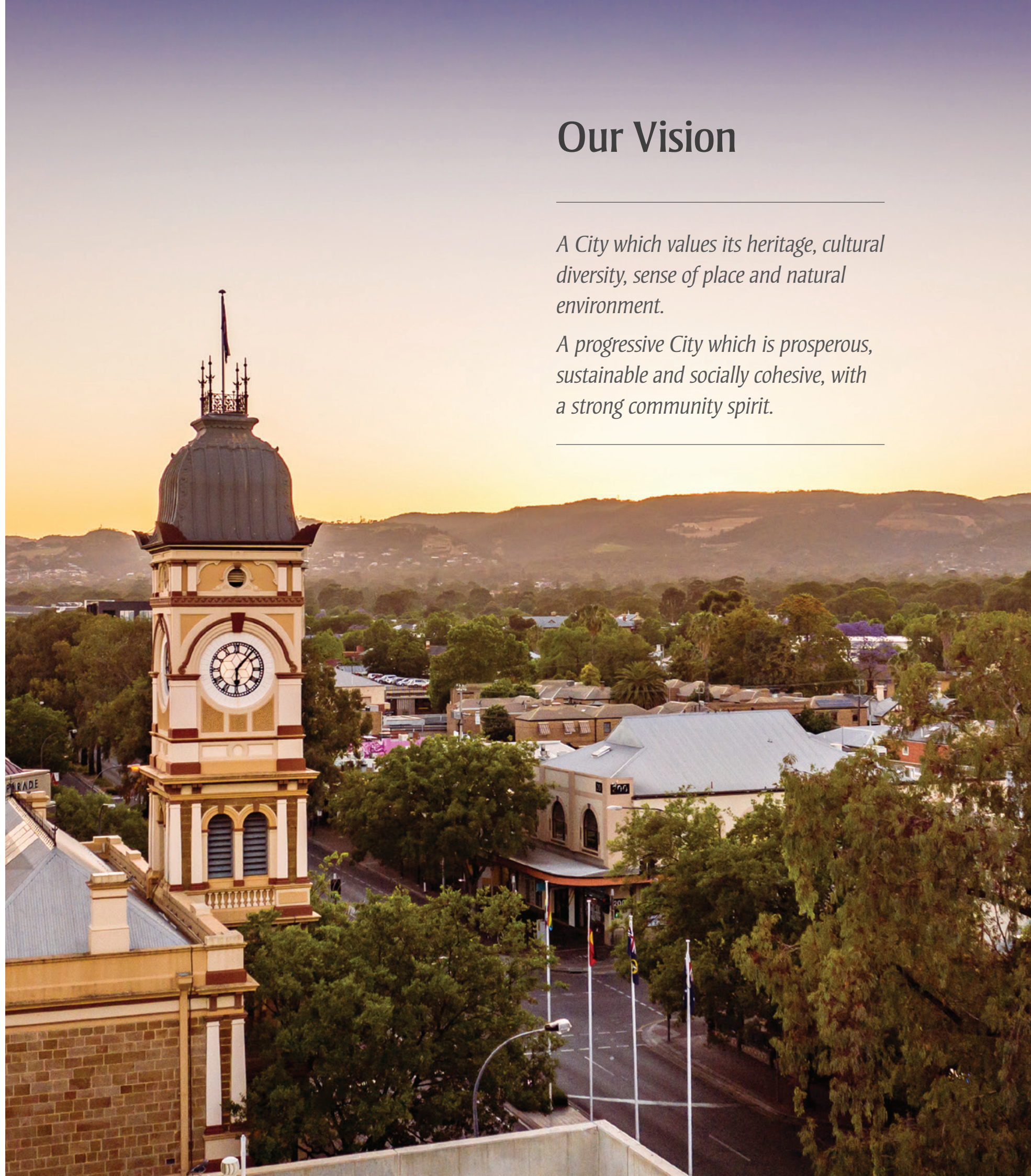
If you need to contact us in your own language you can ring the State Government's Interpreting and Translating Centre on 1800 280 203 and ask them to contact the City of Norwood Payneham & St Peters on 08 8366 4555.



# Our Vision

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

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







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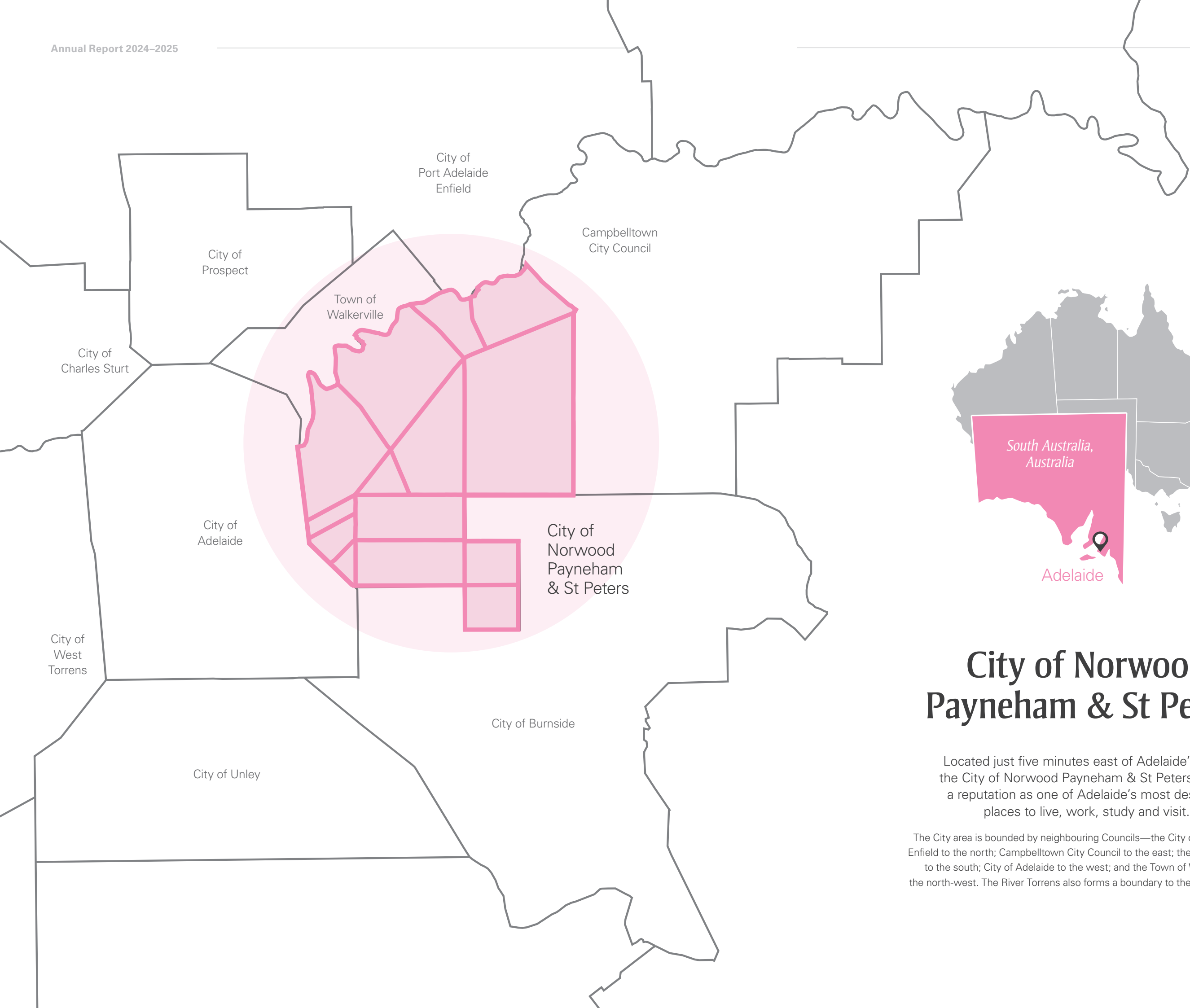
Spectrum, Osmond Tce, Norwood

# Introduction

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

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# City of Norwood Payneham & St Peters

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

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



# Who We Are

## Our History

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

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

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

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

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

## Our City

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

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

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

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

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

## Our Identity

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

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

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



North side of  
The Parade circa 1885

South side of  
The Parade circa 2024



# City Overview

Situated on the fringe of Adelaide’s CBD, the City of Norwood Payneham & St Peters is a vibrant community comprising people of diverse cultures, backgrounds and demographics.

Cosmopolitan main streets dotted with award-winning cafes, restaurants and boutiques are complemented by world class food manufacturing precincts, numerous parks, playgrounds and community facilities.

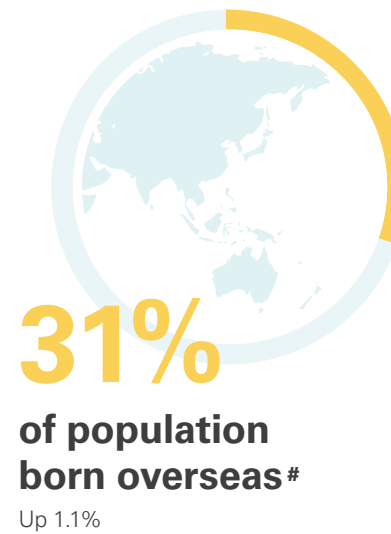
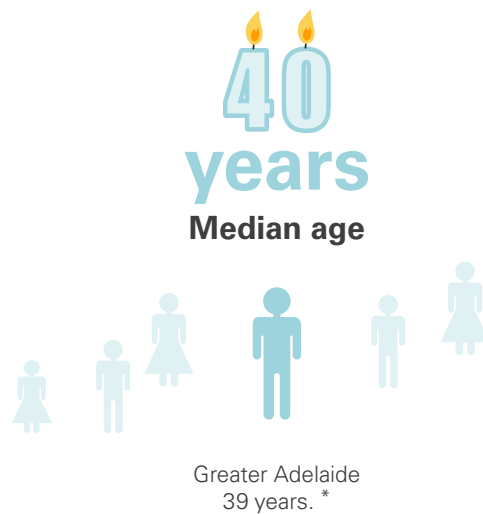
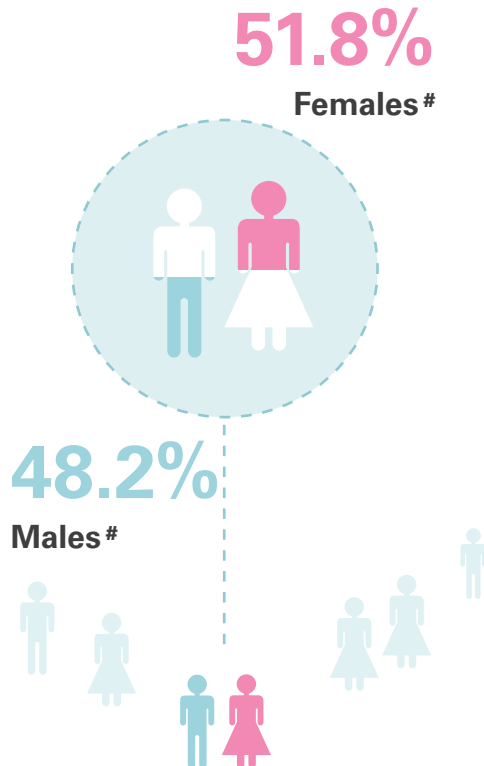
## Who we are

### Population

**40,062**  
Up 710 (1.8%) from previous year.\*

### Expected population growth by 2041 \*\*

**44,107**



- 76** countries of origin
- 26.5%** speak languages other than English at home
- 55** languages spoken
- 34** religious faiths

### Indigenous Australian #

**0.6%**

people identify as Aboriginal or Torres Strait Island living in NPSP Greater Adelaide 1.7%.

### Accessibility #

**5.8%**

reported needing assistance for day-to-day activities due to disability Greater Adelaide 6.6%.

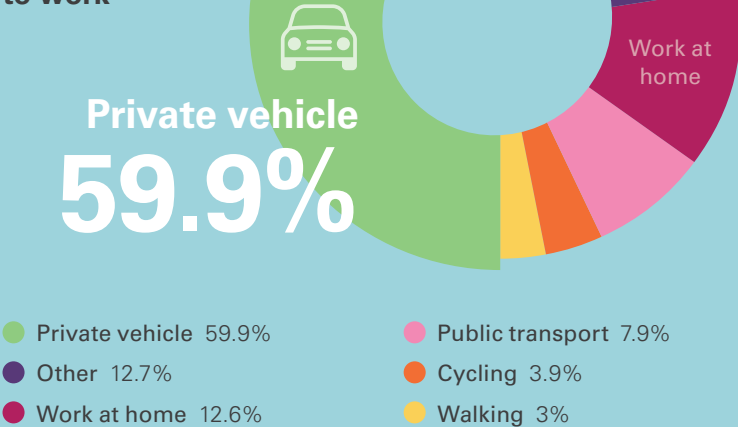
### SEIFA index of disadvantage #

**1038**

The SEIFA scores range from 143 (min) to 1,207 (max), with 143 having the highest level of disadvantage and 1,207 being least disadvantaged. The Local Government Area index of Norwood Payneham & St Peters ranks 467 out of 547 Local Government Areas with SEIFA scores in Australia. Greater Adelaide 992.

## How we live

### How we travel/commute to work



### Participation

**19.3%** volunteer through an organisation or group  
Greater Adelaide 15.5%. #

**225** volunteer for the Council

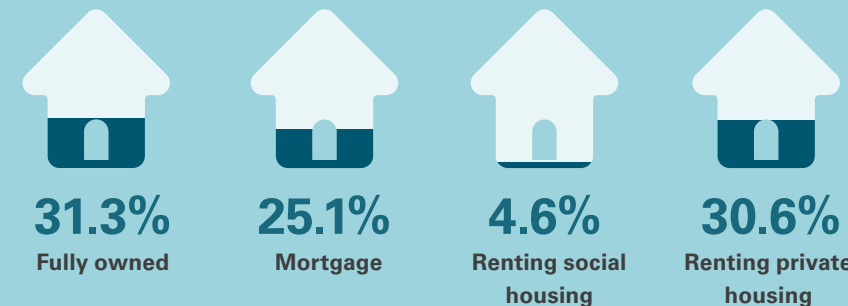
**53%** young people aged 15–24 engaged in employment or education ^

### Housing stress #

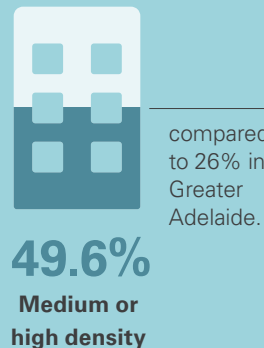
**13.1%** households with mortgages experience mortgage stress

**29.5%** renters experience rental stress

### Housing \*\*



### Household composition





Our natural environment

20,000+  
street trees

20.35%  
canopy cover  
in 2022 \*

28.97%  
target canopy  
cover by 2045 \*\*

180 ha.  
Open space

2024–2025  
Corporate carbon  
emissions #

1,287 (tCO<sub>2</sub>-e)

Provided and  
maintained by the  
Council for the  
community

171km roads  
341km of footpaths  
363km of kerbing

2  
Swimming  
centres

3  
Libraries

1  
Child Care Centre  
& Pre-school

29  
Playgrounds

72  
Parks and  
reserves

Our local economy

7,237 includes  
227 new  
Businesses in  
our City as at  
30 June 2025 ^

7,010 as at 30 June 2023 ^  
6,963 as at 30 June 2022 ^

27,821  
Local jobs as at  
30 June 2024 ^

27,245 as at 30 June 2023 ^

4,597  
Live and work in  
the City of NPSP  
in 2024 ^

2.9%  
Unemployment  
rate as at  
June 2024 ^

3.21% as at June 2023 ^

\$1.9276b

Total local spend  
July 2024–2025 ‡  
\$1.836b 2023–2024

\$1.584b  
Visitor  
(82.1%)

\$342.7m  
Resident  
(17.9%)

2024 Top 5  
industry sectors  
— output ^



\$1.675b  
Construction



\$1.210b  
Professional, Scientific  
& Technical Services

\$0.92b  
Manufacturing

\$0.852b  
Rental, Hiring &  
Real Estate Services

\$0.741b  
Health Care &  
Social Assistance

2024 Top 5  
employment  
sectors ^



4,777  
Health Care &  
Social Assistance jobs



3,922  
Professional, Scientific  
& Technical Services jobs

3,371  
Retail Trade jobs

2,776  
Construction jobs

2,671  
Education &  
Training jobs

\* Urban tree canopy, green spaces and built environment data analysis and reporting, NPSP Technical Report (June 2023), Green Adelaide

\*\* NPSP Tree Strategy  
# Trellis

^ REMPLAN  
‡ Spendmapp



# Strategic Direction

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

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

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



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

The Objectives set out in *CityPlan 2030: Shaping Our Future*, which outline the priorities for what needs to happen to achieve the four Outcomes, reflect the community’s aspirations, the policy commitments which have been made by the Council and the likely trends and issues which the City will face in achieving the objectives set out in *CityPlan 2030*.

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

It will also require a positive ‘can-do attitude’ and approach to ensure that the Council realises the future which we want for ourselves and the next generations, rather than just ‘letting things happen’.

# Strategic Planning Framework

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





# Our Strategic Plans



## CityPlan 2030: Shaping Our Future—update 2024

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

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

*The Local Government Act 1999* requires all Councils to undertake a review of their Strategic Management Plan within two years of each Council General Election

In accordance with the Act, the review of *CityPlan 2030* commenced in October 2023.

Following community consultation submissions were considered and a final draft was presented to Council for endorsement in September 2024.

At its meeting on 2 September 2024, the Council endorsed *CityPlan 2030—Update 2024*.



## Long-term Financial Plan

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

To ensure this goal is achieved, the Council has prepared—as required by Section 122 of the *Local Government Act 1999*—a 10 year Long-term Financial Plan. The foundation of the 2024–2034 Long-term Financial Plan is financial sustainability; having the financial resources capable of meeting long term service and infrastructure levels and standards, acceptable to the community, without substantial increases in rates or cuts to services.

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



## Annual Business Plan

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

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

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

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

# 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 210–221.

## Looking forward

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

- resources are used efficiently, and our programs are adapted to maximise reuse and recycling, reducing waste sent to landfill and supporting a circular economy;
- impacts of climate change are considered in decision making, plan and program development processes;
- best practice procedures are in place for managing stormwater, including capturing and re-using it throughout the City;
- active transport infrastructure and alternative transport methods are provided which assists in reducing the number of cars and congestion on our roads;

- our natural environment is maintained, particularly First, Second, Third and Fourth Creek, the River Torrens and the St Peters Billabong;
- local streets are attractive, safe and shaded, ensuring they are livable, walkable and cyclable;
- the City’s tree canopy is expanding with more trees being planted over time and increased species diversity contributing to an attractive and cooler urban environment;
- open spaces are protected and enhanced, creating a highly valued and diverse open space network; and
- the City’s natural habitats are healthy and widespread, creating areas for native plants and animals to thrive.



# Year In Review

## Fast Facts

811

Development Applications

were lodged with the Council.  
Page 197.


603 in 2023–2024  
768 in 2022–2023

2,850

attendees

across the Concerts in the Park series.  
Page 199.

3,200 in 2023–2024  
1800 in 2022–2023



10,756

people

participated in Lifelong Learning sessions at the Libraries.

7,898 in 2023–2024  
8,451 in 2022–2023

\$1.97 billion

total annual consumer expenditure in businesses across the City.



Lowest risk

City in which to run a business since August 2024.

18,000

hours

of Community Care Service provided to citizens. Page 185.

19,791 in 2023–2024  
18,242 in 2022–2023



11

consultations

with our local community. Page 108.

16 in 2023–2024  
8 in 2022–2023

9.8

tonnes

of waste diverted from landfill at community events.

1.76 tonnes in 2023–2024

\$73,982

grants provided

through the Council's Community Funding Program. Page 122 & 195.

\$73,418 in 2023–2024  
\$58,554 in 2022–2023



3,078

tonnes

of Kerbside General (landfill) waste collected. Page 218.

6,602 in 2023–2024  
6,799 in 2022–2023



57,692

calls received

by the Council from citizens and businesses. Page 176.

57,220 in 2023–2024  
59,892 in 2022–2023

15%

growth

in total value of approved developments.



The Parade Norwood



# Year In Review

## How Your Rates Have Been Spent

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



\$20.66

**Governance, Communications & Administration**

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



\$12.80

**Waste & Recycling Services**

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



\$14.85

**Infrastructure Management**

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



\$6.06

**Community Events, Arts and Heritage**

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



\$5.04

**Libraries & Community Facilities**

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



\$3.96

**Regulatory Services**

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



\$10.94

**Community Health, Aged & Youth Services**

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



\$9.30

**Parks, Sport & Recreation**

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



\$7.50

**Enviormental Sustainability**

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



\$5.79

**Planning**

- Urban planning
- Health inspections
- Development assessments



\$2.44

**Economic Development**

- Management of business precincts
- Strategic projects
- Economic development



\$0.66

**Subsidiaries**

- ERA Water (water irrigation)
- Highbury Landfill (landfill)
- East Waste (waste management)
- Eastern Health Authority (health inspections)



# Year In Review

## Key Projects

This map list includes some of the key projects that were delivered or commenced across the City during 2024–2025, for the benefit of the community.

1.

**Trinity Valley Stormwater Drainage Upgrade (Stage 4)**  
Installation of a new stormwater drainage network in Maylands.  
Read more on page 149.
2.

**Koster Park Playground Upgrade**  
A new playground was installed at Koster Park to enhance play experiences for children.
3.

**Langman Grove Traffic Management**  
Installation of speed cushions at intervals along Langman Grove, Felixstow between Briar Road and Wicks Avenue to improve road safety and reduce vehicle speeds and volumes.
4.

**Broad Street Reserve Playground Upgrade**  
To boost participation of children of all ages in active and imaginative play, this new and contemporary playground features a multi-age play unit, swing, seesaw rocker and spinner.
5.

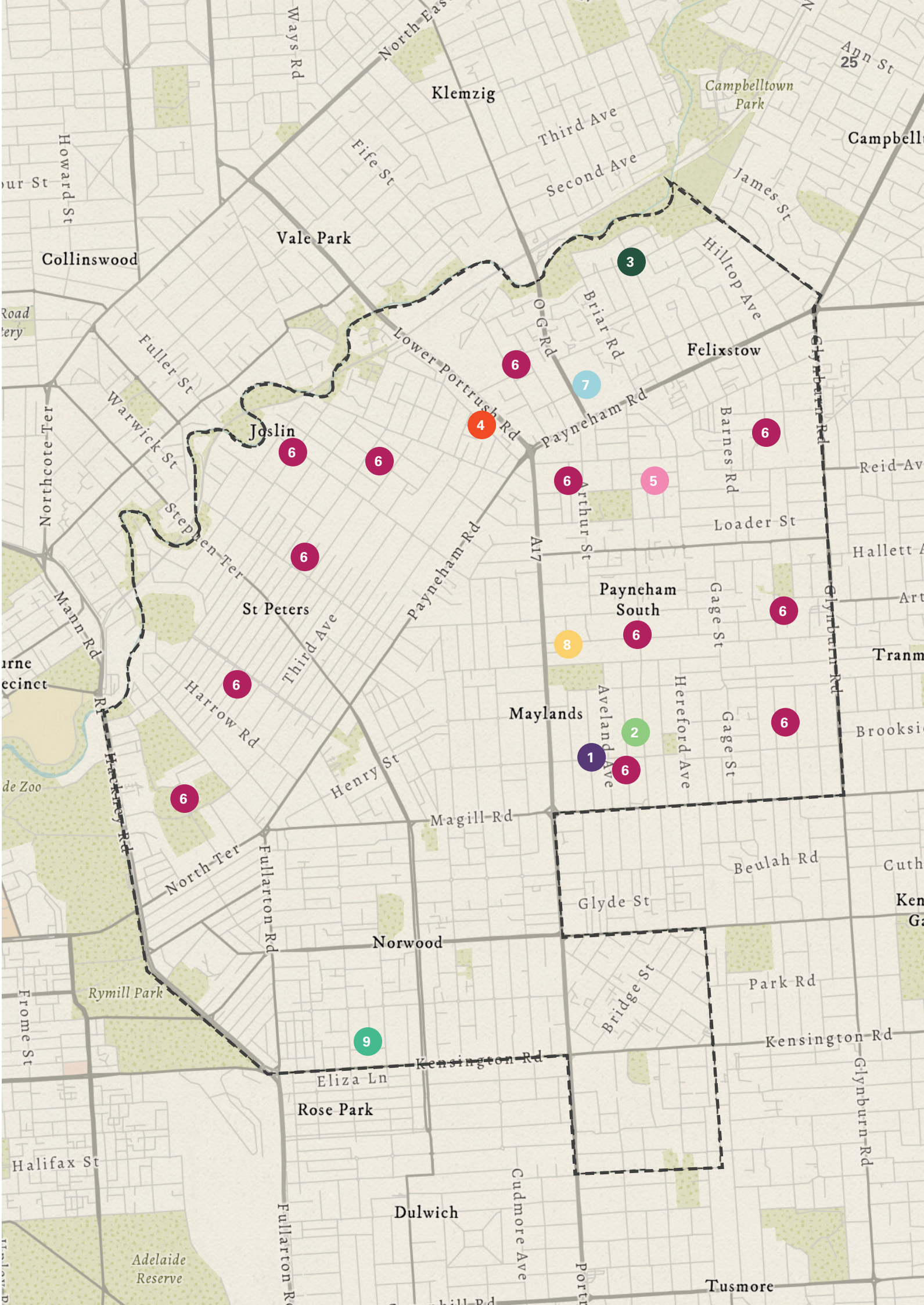
**Bridge Road Reserve Playground Upgrade**  
The playground has been transformed to create a more enjoyable and accessible play space for children featuring a multi-play unit, swing and seesaw rocker.
6.

**Installation of 40 km/h signage**  
To improve road safety, streets in the suburbs of Hackney, College Park, St Peters, Joslin, Royston Park, Marden, St Morris, Glynde, Firle, Payneham, Payneham South and Trinity Gardens.
7.

**Payneham Memorial Swimming Centre Redevelopment**  
Construction of the new state-of-the-art Payneham Memorial Swimming Centre continued. Read more on pages 142–145.
8.

**Tarcoma Avenue Emu Crossing**  
A new emu crossing was installed adjacent to St Joseph’s Primary School to improve road safety for school children and their families.
9.

**Rosemont Lane Reconstruction**  
Reconstruction of Rosemont Lane, a previously private laneway, commenced to address localised flooding, preserve the health of significant trees along the laneway boundary and upgrade the laneway to Council standards. Read more on page 151.





# Year In Review

## Performance Highlights

### Outcome 1: Social Equity

An inclusive, connected, accessible and friendly community

#### 2024–2025 Achievements

##### Trinity Valley Stormwater Drainage Project

Significantly progressed construction of stormwater infrastructure and installation of new stormwater detention culverts. See page 149.

##### Burchell Reserve

The much-loved reserve and playground reopened in December 2024 following a \$4.2 million redevelopment. See page 146.

##### Payneham Memorial Swimming Centre

Reached the 12-month construction milestone in March 2025 with the project on track for completion in May 2026. See pages 142–145.

##### Broad Street Reserve Playground Upgrade

Created an imaginative new playspace for children of all ages to engage in active play.

##### St Peters Billabong Engineering Review

Undertook an engineering review of St Peters Billabong to determine the extent of erosion and options to mitigate. See page 189.

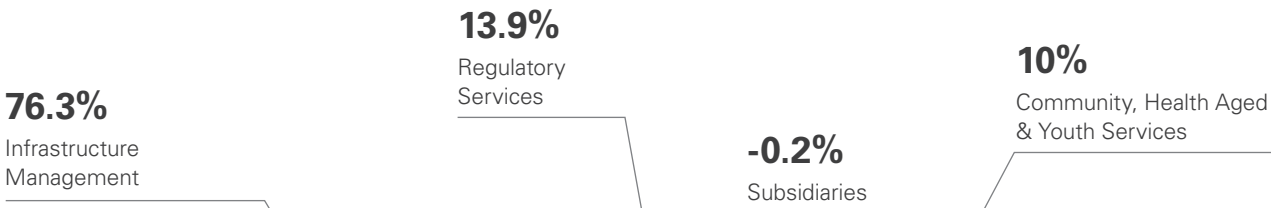
- ✓ Delivered 18,000 hours of Community Care Services to almost 600 citizens. See page 185.
- ✓ The Council’s 225 Volunteers dedicated 9,989 hours of service across a diverse range of programs and services. See page 183.
- ✓ Delivered a range of initiatives that create safer road environments for all users. See pages 180–181.
- ✓ More than 10,700 people improved skills and knowledge while building social connections and resilience through Lifelong Learning Programs in the Council’s Libraries. See page 187.

### Challenges

The Payneham Memorial Swimming Centre Redevelopment budget increased from an initial \$24 million in 2020 to \$60 million in 2024 due to the economic impacts following the COVID-19 pandemic, including inflation, skill shortages, and supply chain disruptions. To ensure financial sustainability, the Council has rescheduled proposed projects over the next 10 years.

### The year ahead

- Complete Stage 4 of the Trinity Valley Stormwater Drainage Upgrade including the upgrade of St Morris Reserve.
- Implementation of traffic management initiatives including 40km/h speed limits and the On-street Parking Policy.
- Continue and complete construction of the Payneham Memorial Swimming Centre Redevelopment.



Function	Income	Expense	(Surplus)/Net Cost
Community, Health Aged & Youth Services	(\$3,735,650)	\$4,313,699	\$578,049
Infrastructure Management	(\$1,246,571)	\$5,649,889	\$4,403,318
Regulatory Services	(\$1,056,517)	\$1,855,869	\$799,352
Subsidiaries	(\$207,908)	\$195,034	(\$12,874)



# Year In Review

## Performance Highlights

### Outcome 2: Cultural Vitality

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

#### 2024–2025 Achievements

##### Hosted Popular Events

- Movie Nights at the Pool
- Twilight Carols
- Norwood Christmas Pageant
- Concerts in the Park series
- Tour Down Under Stage 3

##### Youth Engagement

The Council's Co-ordinator Youth programs delivered a range of youth events and activities to suit a diverse audience of age and abilities in our City. See page 188.

##### Library Events

The Council's three libraries hosted a range of events for diverse audiences including Good Music Month, Firstival and the Culturally Diverse Early Literacy Project.

##### Quadrennial Public Artwork

Concept design for the Council's fifth Quadrennial Public Artwork, which will be installed on Osmond Terrace, Norwood.

##### AFL Gather Round & Norwood Food & Wine Festival

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

- ✓ 811 Development Applications were lodged with the Council. See page 197.
- ✓ Delivered a range of initiatives that seek to preserve and enhance the City's built heritage as part of the implementation of the Council's Built Heritage Strategy. See page 196.
- ✓ Hosted 18 exhibitions at The Gallery at St Peters Town Hall, showcasing 77 local and South Australian artists. See page 194.
- ✓ Welcomed 247 new citizens to our City. See page 195.

### Challenges

The Council's outdoor events are susceptible to the impacts of extreme weather events. In March 2025, the popular St Peters Fair was cancelled due to extreme hot weather forecast, in the interest of ensuring the safety of patrons, staff and suppliers. See page 199.

### The year ahead

- Development of the Council's fifth Quadrennial Public Artwork to be installed on Osmond Terrace.
- Continue to explore heritage protection opportunities through the Council's Built Heritage Strategy.
- Development of a Public Art Masterplan.
- Arts and Culture Plan Year 3 implementation.



Function	Income	Expense	(Surplus)/Net Cost
Community Events, Arts and Heritage	(\$38,511)	\$1,712,666	\$1,674,155
Libraries & Community Facilities	(\$1,306,936)	\$2,921,213	\$1,614,277
Planning	(\$1,249,256)	\$2,180,400	\$931,144
Parks Sport & Recreation	(\$435,698)	\$4,949,955	\$4,514,258



# Year In Review

## Performance Highlights

### Outcome 3: Economic Prosperity

A dynamic and thriving centre for business and services

#### 2024–2025 Achievements

##### Eastside Business Awards

Hosted the eighth Eastside Business Awards which saw a fourth business awarded with a Legends Award for winning the same category three times. See pages 132–134.

##### Business Initiatives and Competitions

Supported local businesses through a range of initiatives and competitions such as Shop to Win. See page 205.

##### Food Secrets and Eastside Wine & Ale Trail Tours

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

##### Business Networking

Hosted networking events to improve engagement amongst the business community and connectivity between Council staff and business operators.

##### Raising the Bar

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

100%  
Economic Development

- ✓ Appointed Jane Reilly OAM as an Ambassador of the Feed Secrets initiatives. See page 207.
- ✓ Launched an online video series celebrating local business owners. See page 209.
- ✓ Hosted the Shop The Parade and Win a Subaru Crosstrek Hybrid resulting in \$629,000 in expenditure in The Parade Precinct. See page 205.
- ✓ Delivered the Mayor’s Business Commendation Awards. See page 203.
- ✓ More than 120 traders representing 55 local business representatives attended the Council’s mid-year networking event. See page 203.

### Challenges

With a diverse mix of business sectors operating in the Council area, it continues to be a challenge to ensure they are all represented and supported through initiatives outlined in the Economic Development Strategy.

### The year ahead

- Continue to implement and roll out initiatives from the Council’s Economic Development Strategy.
- Deliver the ninth annual Eastside Business Awards with a refreshed and more competitive approach.
- Develop a new Economic Development Strategy.

Function	Income	Expense	(Surplus)/Net Cost
Economic Development	(\$224,499)	(\$224,499)	(\$224,499)
Precinct Management	(\$224,499)	\$220,804	(\$3,695)



# Year In Review

## Performance Highlights

### Outcome 4: Environmental Sustainability

A leader in environmental sustainability

#### 2024–2025 Achievements

##### Tree Planting

Planted 500 new street trees across the City.

##### Street Sweeping Program

Collected 5200 tonnes of waste from the City's street sand footpaths. See page 215.

##### Smart Irrigation

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

##### Kerbside Green Waste Diversion Success

Diverted more than 4,800 tonnes of kerbside green organic waste from landfill.

- ✓ Introduced a range of energy reduction initiatives at Council owned facilities. See page 217.
- ✓ Continued the Native Plant Giveaway. See page 214.
- ✓ More than 3,000 tonnes of kerbside recycling waste was diverted from landfill. See page 218.
- ✓ Worked closely with East Waste to educate citizens about waste and recycling. See page 218.
- ✓ Achieved 100% waste diversion at the Council's Concerts in the Park event series. See page 218.

#### Challenges

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

#### The year ahead

- Continued support of Resilient East which aims to strengthen resilience of the Council and its community in respect to the impacts of climate change.
- Urban tree canopy mapping and analysis in partnership with Green Adelaide.
- Continuation of the Urban greening Program including Tree Incentive Vouchers and the Native Plant Giveaway.



Function	Income	Expense	(Surplus)/Net Cost
Enviromental Sustainability	(\$22,554)	\$1,778,003	\$1,755,449
Waste Management	(\$67,674)	\$5,090,867	\$5,023,193



# Year In Review

## Events

In 2024–2025, the City of Norwood Payneham & St Peters delivered a wide range of events—from major and medium events attracting international and interstate visitors to small-scale community events for our local community.

All eyes were again on the Norwood Oval and South Australia's Premier Mainstreet, The Parade in April for the 2025 AFL Gather Round and Norwood Food & Wine Festival when thousands of football fans flocked to our City.

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



### Norwood Christmas Pageant

With the sun shining, Santa waving, and the cheers of 20,000 children and their families, the Norwood Christmas Pageant was a resounding success. Crowds began to gather along The Parade from 8am before the 10am start in front of the Norwood Oval. The event featured 70 floats, including six Council-owned floats, as well as contributions from local schools, businesses, and community groups. Each year, this joyous event is made possible by 80 dedicated Volunteers and staff.

### Concerts in the Park

A favourite in the Council's events calendar, the Concerts in the Park outdoor live music series took place in February and March. More than 2,800 music lovers, families, and friends enjoyed Jazz in the Park hosted at Koster Park, Melodies in the Park at Joslin Reserve, and Symphony in the Park at the beautiful Richards Park.



### St Peters Fair

Due to inclement weather, crowd favourite St Peters Fair was cancelled. This event usually brings 3,000 happy children and their families and friends together to enjoy the sounds and sights of St Peters Fair, held at Linde Reserve, Stepney. Featuring a petting zoo, face painting, henna tattoos, amusement rides and inflatable games. St Peters Fair is one of the Council's most loved events.



### AFL Gather Round & Norwood Food & Wine Festival

On 12 and 13 April 2024, Norwood Oval and The Parade, Norwood, filled with thousands of football fans from around the State the nation for the second round of the AFL Gather Round. As part of this event, the Council hosted 150 guests and footy fans at the Rivals Long Lunch on Osmond Terrace, Norwood.



The Council worked closely with the State Government to deliver the Norwood Food & Wine Festival which attracted more than 90,000 people throughout the course of the event.



### Tour Down Under

The Parade was a sea of colour as thousands of cycling fans lined the street to see the cycling elite for the efex Men's Stage 3 of the Tour Down Under on 23 January 2025.

As the riders took off on the 147.5-kilometre ride through to Uraidla in the Adelaide Hills, shops, cafes, restaurants and bars continued to buzz with activity throughout the City.

The Parade was selected to host the new Adelaide Epic Ride on the same morning at 6.00am, where amateur riders' were given the chance to ride the same route as the world's best.

### Twilight Carols

This free family-friendly open-air concert under the stars is always a crowd-pleaser. Held on Saturday 7 December 2024, more than 900 attendees welcomed the festive season at Linde Reserve, Stepney with carols and a special visit from Santa.

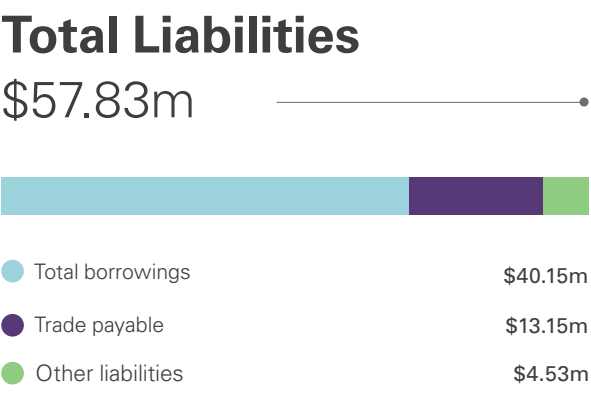
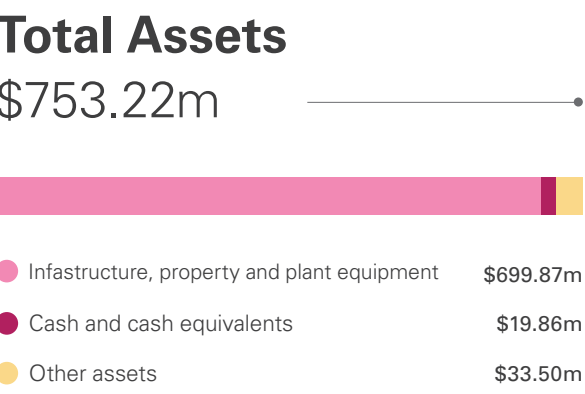
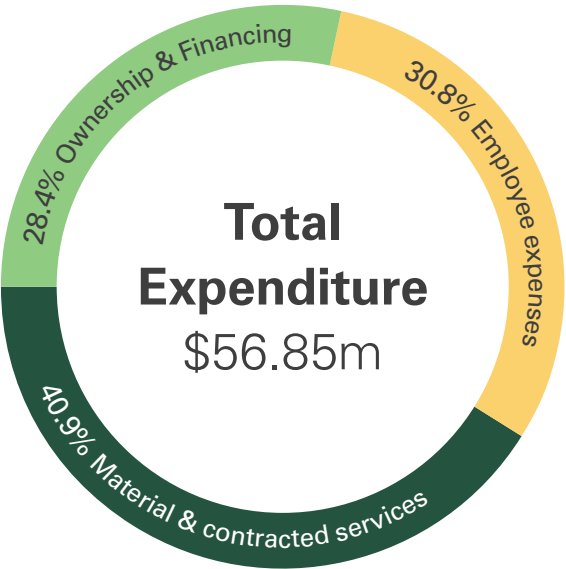
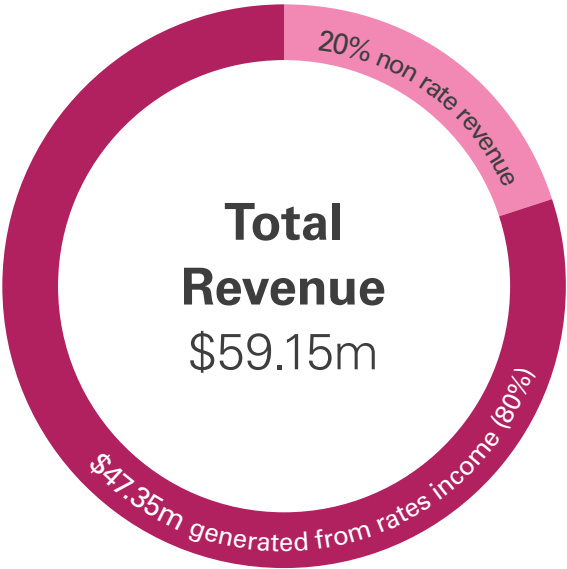




# Year In Review

## Financial Summary

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



Residential Rate Increase

# 7.01%

Average residential rate increase from 2023–2024  
= \$149/year based on a mean property valuation of \$1,098,632

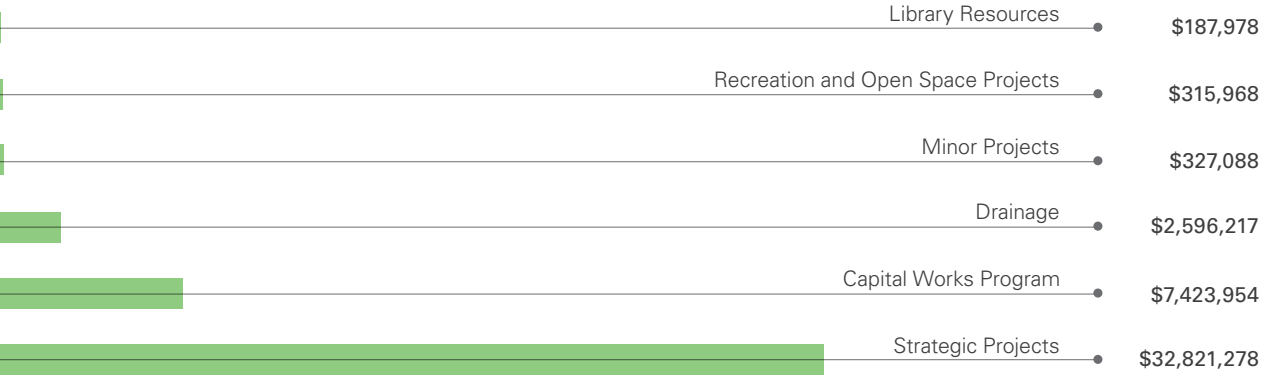
Operating Surplus

# \$2.301m

Increase from \$0.109m in 2023–2024

Capital Expenditure

# \$43.67m





# Strategic Challenges 2024–2025

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

## IT Strategy

As part of the 2024–2025 Budget, the Council allocated funding for the preparation of an IT Strategy on the basis that a number of the organisation's technology systems and software have been in place for some time and are required to be updated.

### Background

A number of risks associated with the Council's current IT systems were identified including the following:

1. IT systems that are no longer supported by the provider due to the software being superseded by new versions;
2. system failures; and.
3. a lack of contemporary systems to manage various functions (ie payroll, rates, mapping, customer requests, asset management, etc) results in a potentially inefficient processes.

It was intended that the review and preparation of an IT Strategy would highlight any systems or software that are at or are nearing the end of their life and identify deficiencies in terms of the current IT solutions moving forward, with the overall objective of having a fully integrated IT system and architecture.

The objective of preparing an IT Strategy is to ensure that the organisation has in place an effective and contemporary IT system that is closely aligned with the overall objectives and priorities of the organisation to ensure that technology initiatives directly contribute to the success and sustainability of the organisation and drive its objective of being a high-performing and progressive Local Government organisation.

In addition, it was intended that the IT Strategy would consider opportunities to improve business processes and maintenance and support requirements and the correct staffing levels and capability for the organisation's current and future needs.

### Independent Audit and Strategy Development

Following an Expression of Interest process, BRM Advisory (consultants), were appointed to prepare the IT Strategy.

The preparation of the IT Strategy has been informed by a comprehensive audit of the current service resourcing, tools and infrastructure, including engaging the existing Information Services Unit, reviewing network diagrams and system data made available (including Help Desk data).

In addition, a broad cross-section of staff (approximately 50% of all staff) were engaged via group discussions and site visits (including the St Peters Library, Works Depot and St Peters Child Care Centre & Preschool).



Insights and observations across staff engagement and a review of the service resources and infrastructure, were benchmarked against comparable Local Government organisations, with specific attention to the level of resourcing (i.e. number of full-time equivalents or “FTE”), core applications and strategies around data storage and support from contractors.

Collectively, this research has enabled the development of the IT Strategy.

The IT Strategy is articulated in an IT Strategic Roadmap (the Roadmap) that spans one to three years.

### Financial Considerations

The Roadmap has been developed in a manner that is cognisant of the Council's finances and priorities but at the same time aims to increase investments in the IT Service.

Year 1 of the Roadmap focusses on Project Management Resources, business support, auditing assets, reforming the network, migrating to off-premises (cloud), procuring new PCs and laptops and redeploying and reconfiguring Microsoft 365 with full functionality.

However, due to the level of funding required over the first year of the Roadmap, and the competing priorities in terms of funding, it is proposed to implement the first year of the Roadmap over two financial years.

What this means is that a prioritised and sequenced approach will ensure a more effective outcome.

### Looking Ahead

A Strategic Project Team will be established to oversee the implementation of the Roadmap and undertake regular reporting to the Council.

This is a significant transformational project for the Council and its impact should not be underestimated. The changes are however necessary, to ensure that issues that have been raised by staff are addressed (where possible), so that staff have the right tools to perform their jobs efficiently and effectively.



# Service Reviews

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

## Library Services Review

### Background

Libraries play a vital role in improving people’s lives by supporting participatory government, enabling access to information and education and providing a safe and trusted environment.

The City of Norwood Payneham & St Peters owns and operates three libraries—Payneham, St Peters and Norwood Libraries—which are part of the broader South Australian Public Library network.

The Council’s library facilities and operations were last reviewed in 1999 with an update in 2005 following the 2003 replacement of the Payneham Library.

Over the last 20 years, the library network has observed a change in how people use and engage with public libraries, experiencing stronger participation trends towards internet devices, digital mediums and attendance at library programs.

Meanwhile, library membership and visitation has declined which is evidenced through the shift in consumer preference towards digital mediums, with digital borrowings on a growth trajectory and representing more than 30% of total borrowings in 2023–2024.

In addition to the escalating shift towards digital engagement and mediums, the 2019 Public Libraries South Australia strategic review identified additional trends, reporting:

- an approximate annual average growth rate in the number of public access internet devices provided by public libraries of 16.9% per annum;
- annual average growth of 5.2% in attendances at library programs including adult, children and one on one sessions; and
- increases in program participation for accredited outcome-based learning, programs, recreation and other learning programs in health and finance topics.

The combined maturation of these trends underpins a clear need for change within the library network’s business model that will support a re-prioritisation of services, provide renewed infrastructure and be responsive to new priorities and opportunities that are supported with modern facilities, resources and tools.

On this basis, it was determined an appropriate time to consider the broader operations and operating environments of the Council’s three libraries to determine opportunities that would better serve the community.

### The Process

BRM Advisory was appointed to undertake a service review of the City’s library function and to provide a benchmarked comparison and advice on how to transition to an improved service.

The scope of the review included:

- Service delivery;
- Staff requirements;
- Capacity and capability; and
- Training requirements.

To assist in undertaking the service review, BRM Advisory adopted a three-phase approach with the first phase incorporating the following key activities:

- desktop research to gather background information and customer insights from Customer Satisfaction Survey data;
- site inspections of each library to understand physical constraints and opportunities;
- workshop with library staff to map strengths, weaknesses, opportunities and threats;
- leadership workshop to gain strategic insights;
- survey of Council staff for broader input and insights; and
- engagement with other Councils and the South Australia Public Library Services for the purposes of benchmarking.

The second phase of the service review was the analysis and evaluation of the results from the desktop research, workshop, staff survey and discussions which provided a qualitative assessment of the service to compare with a review of available metrics and benchmarking with library services across South Australia.

The insights gained were then reported through observations, conclusions and recommendations.

### Key Findings

The service review delivered the following key findings:

#### Service delivery

- The Council’s library service is less effective than others in attracting visitors or achieving adequate levels of loans, program participation and memberships.
- Overinvestment in collection items has resulted in ineffective allocation of floor space and limits opportunities for additional flexible workstations and/or providing access to new digital technology areas.
- Hours of operation are not conducive to cater for a working community.
- Cost efficiencies could be realised through a consolidated library model.

#### Staff requirements

- Expenditure on staffing is approximately 14% above the South Australian metropolitan council average. However, staffing levels are not considered high given the challenges of rostering for three sites.
- High prevalence of part time staff and frequent use of casuals negatively impacts time required for coordination.
- Team leaders spend considerable time performing service roles rather than investing in innovation, program design and staff development.

#### Capacity and capability

- Revised structure and resourcing required to support weekend operations.
- Unlock capacity for investment in program design and promotion to drive improved service outcomes.
- Invest in digital acumen and digital services to help meet demand from staff and customers, now and into the future.

#### Training requirements

- Staff expressed a desire to improve their capacity to support the evolution of digital libraries and services.
- Digital acumen, marketing, collection management and general leadership training would be of benefit to the library services staff.

### Recommendations

Whilst the review identified that the Council’s Library Service is relatively effective, it is considered to be inefficient with a distinct opportunity to achieve a greater impact and improved performance.

In this regard, BRM Advisory identified the following recommendations to support a three-library model:

1. While the three libraries continue to act as an integrated service, create targeted and thematic library experiences within each of the libraries that centre around Children, Youth and Family (Payneham); Art, Culture and History (St Peters) and Digital Connection (Norwood).
2. Reduce the physical collection to improve community access, enhance the visual display of the collection and decrease future annual collection expenditure.
3. Modernise library spaces by investing in new shelving and furniture; redesigning counter spaces for improved community interactions; better utilisation of the Payneham Library foyer to extend the library footprint; increasing workstations and furniture that supports engagement of children; and incorporating flexible study and workspaces in the Norwood Library.
4. Position Norwood Library as a digital hub that provides opportunities for digital literacy, creativity and enterprise through increased digital offerings for gaming, design and digital enterprise.
5. Revise the staff structure and rostering to support holistic library outcomes and intersection with the Council’s broader functions.

### Final Report and Next Steps

At its meeting held on 25 November 2024, the Council resolved to maintain the three-library strategy.

The Council resolved in-principle support of the review recommendations. The first priority has been focussing on developing a new staff structure, which is currently underway.



# Our Stakeholders



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

The following stakeholder groups have been identified.

## Community



### How we engage

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

### Why this is valuable to us

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

Provides knowledge, participation and feedback opportunities.

Guides delivery of services for our people.

Contributes to Community Well-being.

### What is the value to our Community

Civic and community leadership.

Service and facility provision.

Partnership, collaboration, and representation.

Sustainable social and community management and growth.

## Partners in Business



### How we engage

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

### Why this is valuable to us

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

Assists with opportunities for new business.

### What is the value to our Community

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

Technical and practical support, advice and guidance.

## Internal



### How we engage

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

### Why this is valuable to us

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

Delivery of services or programs with assistance from our Volunteers.

### What is the value to our Community

Employment opportunities within a supportive environment.

Training and career development  
Community participation and well-being.

## Partners in Government



### How we engage

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

### Why this is valuable to us

Provision of funding for growth opportunities.

Input into policy and legislative development.

### What is the value to our Community

Collaborative efforts for representative government.

Collaboration for resources partnerships and networks.

## Media



### How we engage

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

### Why this is valuable to us

Raise awareness and promotion of activities within the City.

### What is the value to our Community

Builds reputation.

Creates awareness of issues in the City.



# Message from Mayor Robert Bria

The 2024–2025 year has been one of progress, resilience and collaboration, as we continue to build a City that is vibrant, inclusive and sustainable.



**Our residents remain at the heart of everything we do. From enhancing local parks and open spaces to supporting cultural events and community programs, we have worked to strengthen the social fabric that makes our City unique.**

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

### Building our City

One of the highlights of the past year was the steadfast commitment shown by the Council to get a number of capital projects ‘off the books’ and ‘on the ground’.

The long-awaited \$4.3 million upgrade to Burchell Reserve was completed in July 2024, while construction began on Stage 4 of the Trinity Valley Stormwater Drainage Upgrade, which comprises a redevelopment of St Morris Reserve that will feature a retention basin, new playground, walking paths and other amenities for local residents.

The jewel of the Council’s infrastructure crown, the new \$60 million state-of-the-art Payneham Memorial Swimming Centre is now well past the half-way mark and is on track to be completed by mid 2026 with an expected opening in July. This project—the biggest capital project ever undertaken by the Council—has attracted considerable interest from the local and wider community and is destined to be a significant social and cultural asset for generations to come.

The Council is also pleased that work on the Inter-war Housing Heritage Code Amendment is progressing with the Council hopeful of receiving Ministerial approval to elevate almost two dozen historic homes built between 1918 and 1939 to Local Heritage Place status, as well providing greater protection to character suburbs in our City.

### Supporting the Local Economy

The Council continued its support for its vibrant business community, comprised of more than 7,200 small and family business. This included a number of key initiatives and events to raise the profile of businesses and shine a spotlight on the strength and resilience of the local economy.

The 2024 edition of Raising the Bar saw more than 1,000 people attending the various talks held in 10 of the Council’s bars and hotels, covering a diverse range of topics.

Meanwhile, the eighth edition of the Eastside Business Awards, held in April 2025, once again resulted in a strong response from the community and

culminated in a Gala awards night in the Norwood Town Hall hosted by Channel Seven’s Elspeth Hussey.

The City of Norwood Payneham & St Peters continues to set the benchmark for local economic performance and rankings, recording a landmark almost \$2 billion in annual consumer spending while maintaining its status as Australia’s lowest-risk area for business failure for 11 consecutive months between August 2024 and June 2025.

Considering there are 537 councils in Australia, achieving the top ranking for the lowest business failure risk once is remarkable—but maintaining that for almost a year is a truly outstanding result.

### Community Events and Activities

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

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

For the third year running, Norwood Oval hosted two matches as part of the 2025 AFL Gather Round; Brisbane versus Western Bulldogs on Saturday 12 April and Greater Western Sydney

versus St Kilda on Sunday 13 April. Both matches were attended by full capacity crowds of more than 9,000 footy fans.

A key part of this year’s AFL Gather Round was the Norwood Food & Wine Festival. Combining football with food, music and beverages proved to be a hit with more than 90,000 locals and visitors from interstate (up from 70,000 in 2024) coming to South Australia’s premier mainstreet, The Parade. Attendees enjoyed the best of our state’s food and wine and enjoyed the concert featuring The Temper Trap.

The economic impact of the 2025 AFL Gather Round went to another level with Spendmapp data showing City-wide consumer spending reaching \$15.6 million between Friday 11 and Sunday 13 April 2025, with \$1.1 million attributed to interstate visitors.

The ongoing success of AFL Gather Round demonstrates the Council’s vision and courage to grasp unique cultural and economic opportunities as they arise, enhancing its reputation as a leader in events in the Local Government sector.

### Looking Ahead

The City of Norwood Payneham & St Peters can look forward to 2025–2026 with a great deal of confidence.

Within the coming 12 months, major projects such as the Payneham Memorial Swimming Centre Redevelopment, Stage 4 of the Trinity Valley Stormwater Drainage Project and the George Street Upgrade will be complete. These projects will

have a profound affect on different parts of our City but all point to a Council that is committed to making necessary investments in community infrastructure where it is needed and have the most impact.

At the same time, the Council will continue to be mindful of the ongoing cost-of-living pressures and will be vigilant to ensure the community continues to get ‘value for rate-money’ from services, capital projects and events that it provides.

In this regard, the Council’s Long-term Financial Plan (LTFP) and the timing of major capital projects, will be carefully monitored and where appropriate, adjusted to ensure our City remains financially sustainable and major projects are funded based on priority.

### Acknowledgements

The Council’s success can only be achieved when Elected Members and staff work together towards a shared vision in an environment of mutual trust and respect. In that regard, I sincerely thank my fellow Elected Members, who have shown great leadership and courage to make difficult but necessary decisions to benefit the community we have been elected to serve.

It’s not often a sitting Councillor is elected to the Australian Parliament, but that’s exactly what Claire Clutterham achieved when she was elected as the new Member for Sturt at the 2025 Federal Election.

As a first-term Councillor representing the St Peters Ward, Claire made an outstanding contribution to her community and I am confident she will continue to represent her new constituency with the same passion and professionalism in Canberra.

I also thank the dedicated and professional staff led by Chief Executive Officer Mario Barone PSM, who day-in and day-out live the values of the organisation and strive to provide a professional and I also thank the dedicated and professional staff led by Chief Executive Officer Mario Barone PSM, who day-in and day-out live the values of the organisations and strive to provide a professional and responsive service while ensuring the effective delivery of Council’s strategic priorities.

Of course, it would be remiss of me not to acknowledge the incredible work of the Council’s Volunteers, who offer their energy, knowledge and skills to assist those in need of assistance. Their selfless dedication to a cause bigger than themselves is greatly appreciated.

I am excited about the next 12 months and look forward to seeing our City move forward with clarity, conviction and courage to bring positive change to the citizens of the City of Norwood Payneham & St Peters.

**Robert Bria  
Mayor**



# Message from the Chief Executive Officer

The hallmark of a thriving community is one that works together. The achievements of the past year are the result of a collaborative approach between Elected Members, staff, Volunteers and our community to position the City of Norwood Payneham & St Peters as the best place to live, work, visit and do business.



On behalf of the Elected Members and staff of the City of Norwood Payneham & St Peters, I am pleased to present the 2024–2025 Annual Report.

This Annual Report provides valuable insight into the City’s fiscal administration and a comprehensive overview of our achievements over the previous 12 months, the progress we are making on delivering major projects and the challenges we encounter in providing the extensive array of services, events and initiatives for our community.

This year, the Council has progressed on many fronts to deliver on the Vision and Objectives set out in our strategic management plan, *CityPlan 2030: Shaping Our Future*.

Many of our major long-term infrastructure projects have rapidly progressed and achieved major milestones, new parks and playgrounds were completed and opened for the community to enjoy, numerous events and activations attracted thousands of people, and our vital ‘bread and butter’ community

services and programs ensured that our citizens and local businesses are engaged and supported.

## Our People

At the City of Norwood Payneham & St Peters we set the standard high. From the service you receive at the Norwood Town Hall from our Citizen Services staff and at the Libraries to the standard of the City’s infrastructure and how it is constructed, our staff take immense pride in the work they do and the outcomes they deliver.

Our staff are driven and united by six key organisational values—Our People, Working Together, Leadership, Excellence, Integrity and Service. These values guide our day-to-day activities and behaviours, the manner in which we undertake our work and set the foundation for positive interactions not only with each other but with our citizens.

Over my many years with the City of Norwood Payneham & St Peters, I have been witness to the professionalism, talent and expertise of our dedicated and skilled staff who, at all times, strive to deliver innovative and exceptional outcomes for our community.

They are also the people who not only make the City of Norwood Payneham & St Peters an ideal place to work but the best place to live, visit and do business.

As an employer we strive to be one of choice. We are committed to investing in our people and supporting them to develop and excel. It was a pleasure to read about the career progression of two staff members who shared their experiences. Read more on pages 94 and 95.

## Working Together

I also recognise that we cannot deliver for our community alone. Our staff are complemented by a strong and passionate group of Volunteers who help us to successfully provide meaningful and impactful services that reach all corners of our community and ultimately, improve the well-being of our citizens.

This year, our 225 Volunteers provided almost 10,000 hours of their time and expertise to make life better for others in our community. Two of these Volunteers have generously shared their stories and what drives their passion for serving their community. Read more on pages 118 and 119.

And of course, much of our work, projects and initiatives are not undertaken in isolation. We collaborate and work closely with Federal and State government, councils, service providers and partners to get the job done.

## Excellence

Over the past year, it has been a delight to see several of the projects and initiatives that our staff have planned and delivered be recognised and celebrated through state and national awards programs.

A recurring challenge in the public sector is the expectation that we will do more with less. In the face of this challenge, our staff seek innovative and efficient solutions that not only deliver the best value for money for our ratepayers, but the most effective outcome.

Earlier this year, the newly developed Burchell Reserve and popular Dunstan Adventure Playground, both

in St Peters, were celebrated at the Australian Institute of Landscape Architects (AILA) South Australian Landscape Architecture Awards.

In late 2024, the St Peters Street Upgrade added to its long list of accolades, winning the National Award of Excellence for Infrastructure and the National Climate Positive Design Award at the Australian Institute of Landscape Architects (AILA) National Landscape Architecture Awards.

These projects—most notably the St Peters Street upgrade—exemplify how thoughtful design can enhance user experience while delivering lasting community and environmental benefits for generations to come. We are building a great City!

I commend the staff who challenged the status quo to deliver these exceptional outcomes that serve our community now and well into the future.

## Leadership

Over the previous two years, the organisation has undergone transformation in a bid to ensure stability, succession planning and retention of corporate knowledge.

Over the previous 12-month period, internal changes have made way to lay the foundations for comprehensive strategic planning and to bring in additional expertise that will carry our organisation into a new era.

The Council moves forward into 2026–2027 with a renewed focus on the future, a desire to innovate and excel and a laser sharp focus on delivering efficiently, effectively and responsibly for our community.

Our organisation will continue on a journey of transformation in many respects, one significant initiative being the implementation of the IT Strategy. This strategy will guide our evolution in

respect to digital transformation so that we can operate not just efficiently and effectively, but with improved reliability, security and flexibility.

## Integrity

Through everything we do and deliver, the Council is committed to always acting in the best interests of our community. This can mean making decisions for the betterment of our community today, but also making decisions that will benefit the community for decades to come.

With the medium and long term as much in our focus as our immediate future, the Council has invested significantly in a number of major projects and initiatives that shore up the City’s essential infrastructure, its plentiful parks and playgrounds and recreational facilities.

As part of its multi-million dollar Stormwater Drainage Program, the Council significantly progressed the Trinity Valley Stormwater Drainage Upgrade which incorporates the upgrade of St Morris Reserve.

The upgrade of St Morris Reserve is on track for completion in December 2025, while Stage 4 of the Trinity Valley Stormwater Drainage Upgrade is scheduled for completion in the first half of 2026. Stage 1, the final stage of the project to be delivered, will be undertaken in 2025–2026.

The Trinity Valley Stormwater Drainage Project is delivering a new stormwater drainage network across the suburbs of St Morris, Trinity Gardens, Maylands and Stepney. Supported by a \$9.9 million Australian Government grant through the Preparing Australia Communities Program, the Council is matching the funding, bringing the total investment to nearly \$20 million to reduce local flood risk. Read more on page 149.

The redevelopment of the Payneham Memorial Swimming Centre is another example of our Council delivering for our community today and for the future.

Construction of this state-of-the-art aquatic facility commenced in March 2024 and, under the stewardship of our Project Team and construction partners Badge Construction, has rapidly progressed over the financial year. It’s exciting to see it take shape ahead of its scheduled practical completion in mid 2026. Read more on pages 142–145.

Looking to the future, the upgrade of George Street in Norwood will commence in September 2025. Marking the first stage of the implementation of The Parade Masterplan, the revitalisation of George Street will deliver a high-quality streetscape and a safe and welcoming precinct. Read more on page 148.

## Service

Our Elected Members, staff and Volunteers all come together with a shared passion and commitment to improve the quality of life and well-being of our citizens and our community.

It continues to be an honour and privilege to work alongside and in partnership with Mayor Robert Bria, our Councillors, staff and Volunteers who individually and collectively are committed to the ongoing improvement and stewardship of the City of Norwood Payneham & St Peters.

And at the heart of it all is you, our community. Thank you to everyone—our citizens, community groups, local businesses and Volunteers— for making the City of Norwood Payneham & St Peters a great place to live, work, study and play. Because we can only achieve great things when we work together.

**Mario Barone PSM**  
Chief Executive Officer





Dunstan Adventure Playground, St Peters

# Our Council

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

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# Mayor and Councillors

The City of Norwood Payneham & St Peters is divided into six Wards and represented by a Mayor and 13 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 2024–2025 are listed on the following pages.



Mayor Robert Bria and Elected Members

## Oath of Office

Having been elected or appointed to the office of a Member of the City of Norwood Payneham & St Peters, undertake to faithfully and impartially fulfil the duties of office in the public interest, to the best of my judgment and abilities and in accordance with the Local Government Act 1999.





**Mayor Robert Bria**

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

I have been involved in the sporting, business and community life of the City for 40 years. Before entering Local Government, I played junior and senior football for the Payneham (now Payneham Norwood Union) Football Club, owned a small business in the Glynde Corner and studied at Marden Senior College.

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

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

- Chair, Metropolitan Local Government Group of Mayors and Chief Executive Officers;
- Chair, Eastern Regional Alliance (ERA) Mayors and Chief Executive Officers group;
- Member, Local Government Association Board; and
- Member, East Waste Board.

In 2022, I received a 25 Years of Service Award from the Local Government Association of South Australia for services to Local Government.

As the current Chair of the Business and Economic Development Advisory Committee I am passionate about supporting local traders and local jobs, and have initiated a number of economic development projects and programs for our City.

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

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

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

I have also served the local community in a number of volunteer roles. These include participating in the Norwood Christmas Pageant, Board Member at St Joseph’s Memorial School from 2012–2018 and coaching football teams at the school from 2017–2019.

I live in Trinity Gardens with my wife, Pina, and our three children Isabella, Christian and Charlotte. I previously lived in Felixstow and Payneham.

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*Kensington / East Norwood Ward*



**Cr John Callisto**

I am honoured to have served another year as your Councillor for the Kensington/East Norwood Ward.

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

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

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

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

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

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

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

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**Cr Christel Mex**

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

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

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

I appreciate the great work of our service clubs, welfare organisations, environmental groups, sporting associations and dedicated Volunteers. My interest in community extends to my PhD thesis where my topic of research was the sustainability of grassroots associations in Australia.

Advocating for quality city planning and heritage protection is important to me, and I am our community’s representative on the Council Assessment Panel.

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

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# Payneham Ward



## Cr Kevin Duke

We all appreciate the privilege of living in the Council area of Norwood Payneham & St Peters with it being located near the foothills and the City of Adelaide. The community is unique with many residents actually working in it. We have well maintained infrastructure in our roads, footpaths and stormwater drainage. Our parks, playgrounds, Linear Park paths, sporting facilities such as tennis courts, bowling greens, football ovals, swimming pools, libraries, meeting rooms, community centres and the Norwood concert hall are well patronised by our residents.

I am married with two adult daughters. I have a post graduate degree in social administration and I am retired from working in the human services areas of education, mental health and physical rehabilitation. I have been a member of school boards, parents and friends associations, the Management of the Mental Health Association, the Board of Directors of Invicta Sheltered Workshops, Director of the then Paraplegic Quadriplegic Association of South Australia (now called Estara) including a term as State President. I am a Justice of the Peace.

Traffic management has been an important focus of my involvement in Local Government, as the increase in the traffic volume and speed in residential streets threatens the amenity and safety of all residents. I am pleased to say the Council is seriously addressing this issue with traffic studies and the progressive introduction of 40 kph speed limit.

Volunteers are the backbone of any community and we have a very impressive number involved in sporting clubs, libraries services, visiting isolated residents and many areas of Council activities. Sport is crucial for the well- being of our community. I am a member of the Norwood Football Club, actively attending matches as a supporter of the local SANFL competition.

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## Cr Josh Robinson

It is a hugely rewarding honour to represent the residents of Norwood Payneham & St Peters, and specifically the Payneham Ward.

I fully appreciate the trust that people have put in me as a Councillor and endeavour to make decisions in the best interest of all, not just limited groups within our Council area.

We are a diverse group of people and while we only cover a small footprint within metropolitan Adelaide, we have such wonderful people, places, parks and amenities.

This year we have seen significant progress of the Payneham Memorial Swimming Centre with plans for opening in mid-2026. This project has been a contentious issue within our community but I strongly believe that its completion and opening to the community will be a wonderful addition to what the City already offers.

We continue to offer so many activities for families and locals such as the AFL Gather Round, the introduction of the Norwood Food and Wine Festival, Norwood Christmas Pageant, Concerts in the Park among many others.

Norwood Payneham & St Peters is a fantastic place to raise a family and we are seeing continued investment in our parks and recreation spaces.

I hope all residents appreciate the time, effort and energy our amazing Council staff commit to improving our standard of living.

I am looking forward to continued success within our community and working with our diverse residents to drive improvements to our standard of living.

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# St Peters Ward



## Cr Kester Moorhouse

I live in College Park and this is my second term representing the beautiful St Peters Ward.

I have a Bachelor of International Studies (Honours in Politics) from Adelaide University and I work in the public service. I am Deputy Chair of the Eastern Health Authority Board and a Deputy Member of the Council Assessment Panel.

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

One thing that concerns me is Australia’s decreasing rates of volunteering and involvement in community groups. People have become less likely to know their neighbours and rates of social isolation, anxiety and depression are on the rise. I believe councils have a duty to build the infrastructure necessary to foster a deeply connected community to combat this trend.

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 concert halls, we can promote community involvement in things like sporting clubs, book groups and community orchestras.

With an evolving economic climate and our own financial limitations, now more than ever the Council needs to focus on getting the balance right between levying rates and providing services, so our community has the means to flourish.

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## Cr Claire Clutterham

As I embark on my next chapter as the Member for Sturt in the Federal Parliament, I have had cause to reflect on my time as an Elected Member for the City of Norwood Payneham & St Peters.

It was a privilege to learn how Local Government functions and to meet residents and listen to their concerns and ideas. It was an honour to be involved in decisions that affect the lives of local residents and to contribute to the effective running of the Council.

Highlights from my tenure as an Elected Member include the tremendous success and economic benefit that the AFL Gather Round and the Norwood Food & Wine Festival brought to the City of Norwood Payneham & St Peters, as well as the re-development of the Payneham Memorial Swimming Pool, which will be a world-class intergenerational asset once completed, benefiting the community for decades to come.

The City of Norwood Payneham & St Peters is the one of the best places to do business in Australia, with continual growth in the small to medium business sector. Settings that ensure small to medium businesses can continue to thrive are critical, and the City of Norwood Payneham & St Peters always has one eye on the future and is well placed to continue to deliver effective business frameworks and promote businesses contributing to the local economy.

I wish Mayor Robert Bria, Elected Members, Mr Mario Barone, Chief Executive Officer, Ms Lisa Mara, General Manager, Governance & Civic Affairs and all Council staff and Volunteers all the very best as they work together to improve the lives of the residents who live in our City.

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# Torrens Ward



## Cr Hugh Holfeld

I am an electrical and electronic engineer working at the Institute of Photonics and Advanced Sensing.

I enjoy an active lifestyle, playing netball in Stepney at the ICA, soccer for AUSC, and enjoying walks around Felixstow Reserve.

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

Our Ward is lucky to have the expanse of Linear Park and the Torrens River running through our Council area, along with the reserves and playgrounds that provide so much for our community.

I believe the preservation and restoration of these green spaces should be our priority both for the benefit of our residents, but also our flora and fauna.

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

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

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## Cr Garry Knoblauch

I was born, raised, educated and employed in the Port Adelaide district, so naturally I am a supporter of the Port Adelaide Football Club (the Magpies and the Power). However, I played soccer and 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 an Associate Member of the Institute of Municipal Engineering of Australia and a Member of the Australian Institute of Traffic Planning and Management.

I was a resident of Marden for many years but have recently downsized and moved into the Payneham area.

I was first elected as a Councillor for Torrens Ward in 2006, re-elected in 2010, and again in 2014, 2018 and 2022.

I find life as an Elected Member to be both challenging and interesting, and as a retired person I am able to devote considerable time to carry out necessary duties.

I am currently on the Council’s Traffic Management and Road Safety Committee, the Chief Executive Officer’s Performance Review Committee and the Business and Economic Development Advisory Committee. I am also involved with Sustainable Communities SA and am an Affiliate Member of the Payneham RSL.

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

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

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# West Norwood/Kent Town Ward



## Cr Grant Piggott

Having been given an extension to the very reasonable deadline for this column by the always understanding staff, I am today thoughtful.

My co-Ward Councillor, Sue Whittington this week retired from Council after 25 years of outstanding service to the City and the Eastern Health Authority (our regional subsidiary responsible for public health—facility inspections, vaccinations etc.). She is highly respected by our community and will be missed.

I work from home and I reflected that, apart from Crows home games, I don’t need to leave the City of Norwood Payneham & St Peters to live a fantastic life.

The City—and my Ward particularly—abounds with pubs, restaurants and coffee shops. I have my car serviced in Kent Town, cleaned in Norwood and my tyres changed in Payneham. I can choose to use any one of the major supermarket chains in addition to the wide array of specialist shops without leaving the city. I can enjoy football games, theatre, cinema, libraries and bookshops; parks, pools, tennis courts and bowling alleys. Medically, I am covered—recently I signed up for a cochlear implant to my right ear, the Cochlear clinic and the ear specialist are both in the City of Norwood Payneham & St Peters. I even don’t need to leave the City to have my fill of Polly Waffle!

Underpinning all of this is the local Council. As is clear from this Annual Report, the Council enables so much of what is great about this city — infrastructure, facilities, events and reasons to be proud of where we live.

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## Cr Sue Whittington

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

I care deeply about our City and am passionate about our cultural and built heritage. The rich story of our City is reflected in its buildings, meaning that our streetscapes are an expression of our history that we can read every day.

During my tenure, I have served on numerous Council committees, including the Board of the Eastern Health Authority for 20 years. I was previously a Volunteer with the State Government Community Visitor Scheme.

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

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

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# Maylands/Trinity Ward



## Cr Connie Granozio

I have lived in the Maylands/Trinity Ward for 39 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 25 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.

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.

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## Cr Scott Sims

I have lived in the area for more than 22 years and love so much about it—in particular our cosmopolitan and progressive community that is supported and nurtured by facilities such as libraries, outdoor dining, swimming pools, tree-lined streets and the many public parks. I am committed to protecting and where necessary, improving, community facilities and advocating for responsible urban development.

I am also committed to ensuring that the Council is running as efficiently as possible by consulting with residents, Council staff and other experts, and supporting plans that have clear outcomes, timelines and budgets.

My background in State Government and the not-for-profit sector, provides me with an understanding of how to get things done, ensuring our community continues to be a great place to live, work and visit.

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

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

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## Cr Victoria McFarlane

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

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

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

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

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# Council Committee and Board Appointments

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

The role of a Committee is determined by the Council and is set out in the Terms of Reference for the Committee. Committee members are appointed by the Council usually when the Committee is established. During 2024–2025 a number of Committees were established to assist the Council as part of its decision making framework and a number of Elected Members were appointed to the Committees.

**Mayor Robert Bria**

- Business & Economic Development Advisory Committee
- Audit & Risk Committee
- Chief Executive Officer’s Performance Review Committee
- Norwood Parade Precinct Committee (until October 2024)

**Cr Kevin Duke**

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

**Cr Christel Mex**

- Council Assessment Panel

**Cr Connie Granozio**

- Eastern Health Authority Board Member

**Cr Sue Whittington**

- Business & Economic Development Advisory Committee
- Eastern Health Authority Board Member
- Norwood Parade Precinct Committee (until October 2024)

**Cr Garry Knoblauch**

- Traffic Management & Road Safety Committee
- Chief Executive Officer’s Performance Review Committee
- Business & Economic Development Advisory Committee

**Cr Kester Moorhouse**

- Eastern Health Authority Board Member
- Deputy Member of the Council Assessment Panel

**Cr John Callisto**

- Business & Economic Development Advisory Committee
- Chief Executive Officer’s Performance Review Committee
- Norwood Parade Precinct Committee (until October 2024)

**Cr Scott Sims**

Nil

**Cr Claire Clutterham**

- Audit & Risk Committee (until 20 May 2025)
- Board Member of Eastern Waste Management Authority (until 20 May 2025)

**Cr Josh Robinson**

- Deputy Board Member of Highbury Landfill Authority
- Norwood Parade Precinct Committee (until October 2024)

**Cr Hugh Holfeld**

- Business & Economic Development Advisory Committee
- Traffic Management & Road Safety Committee

**Cr Grant Piggott**

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

**Cr Victoria McFarlane**

- Business & Economic Development Advisory Committee
- Deputy Board Member of Eastern Waste Management Authority
- Norwood Parade Precinct Committee (until October 2024)

# Risk Governance and Management

The City of Norwood Payneham & St Peters recognises that the management of risk is a fundamental component of good decision-making and governance. Accordingly, risk management is regarded as an integral part of the Council’s operations.

**Through the adoption of a structured and systemic approach to risk management, the Council seeks to optimise its decision-making performance, transparency and accountability, by effectively managing both potential opportunities and the adverse effects on strategic decisions, as well as daily activities and operations.**

The Council’s systematic approach and risk management related policies, systems and processes, also align with the legislative obligations of the Council, the Chief Executive Officer and the Council’s Audit & Risk Committee, in respect to the management of risks as required by the *Local Government Act 1999* (the Act).

A robust approach to risk management also ensures the successful achievement of the Council’s Vision, Strategic Plan Objectives as contained in *City Plan 2030: Shaping our Future*, as well as the community’s expectations.

## Operational and Strategic Risks

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

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

## Strategic Risk Services Program

Over the course of the 2024–2025 financial year the Council has been participating in the Local Government Risk Services Strategic Risk Services Program. This Program has been assisting the Council to embed a coordinated and systematic approach to risk management across the Council’s operations.

The foundational work of the Strategic Risk Services Program will inform the structured approach to reporting on risks to the Executive Leadership Team, the Audit & Risk Committee and the Council. This approach will be implemented over the course of the 2025–2026 financial year.

## Council Reports

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

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



# Ethics

## Elected Member Behavioural Management Framework

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

To support these provisions, new Behavioural Management provisions set out in the *Local Government Act 1999* came into operation in South Australia in 2022 to coincide with the conclusion of the 2022 Local Government Election.

The Behavioural Management framework, which applies to all Elected Members across Local Government in South Australia, includes Behavioural Standards which are a public declaration of the standards of conduct and behaviour which the community can expect Elected Members to observe.

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

The Behavioural Standards comprise the following components:

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

### Behavioural Standards Panel

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

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

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

### Referral of Matters to the Behavioural Standards Panel

No matters were referred to the Behavioural Standards Panel during 2024–2025.

### Behavioural Management Policy

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

The Council’s Behavioural Management Policy was adopted on 2 September 2024.

The Council’s Behavioural Management Policy sets out:

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

### Breaches of the Behavioural Standards and Behavioural Management Policy

There were no breaches of the Behavioural Standards or Behavioural Management Policy during 2024–2025.

### Health and Safety Duties

Section 75G of the *Local Government Act 1999* sets out the Health and Safety Duties of Elected Members as follows:

(1) A member of a council must:

- a. take reasonable care that the member’s acts or omissions do not adversely affect the health and safety of other members of council or employees of the council; and
- b. comply, so far as the member is reasonably able, with any reasonable direction that is given by a responsible person for the purposes of ensuring that the member’s acts or omissions do not adversely affect the health and safety of other members of the council or employees of the council.

The Council is required to report on the total number of contraventions of Section 75G of the *Local Government Act 1999* during the relevant financial year and the total costs incurred by the Council in relation to dealing with any complaints alleging a breach of/or failure to comply with Section 75G.

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

No breaches of Section 75G of the *Local Government Act 1999* occurred during 2024–2025.

## Integrity Agencies

### South Australian Ombudsman

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

Matters regarding a potential issue of misconduct or maladministration (but not corruption) in public administration, may also be made to the South Australian Ombudsman.

### Independent Commissioner Against Corruption

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

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

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

### Equal Opportunity Commissioner

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

### Referral of Matters to External Agencies

During 2024–2025 no matters were referred to these external agencies.



# Council Representation

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

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

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

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

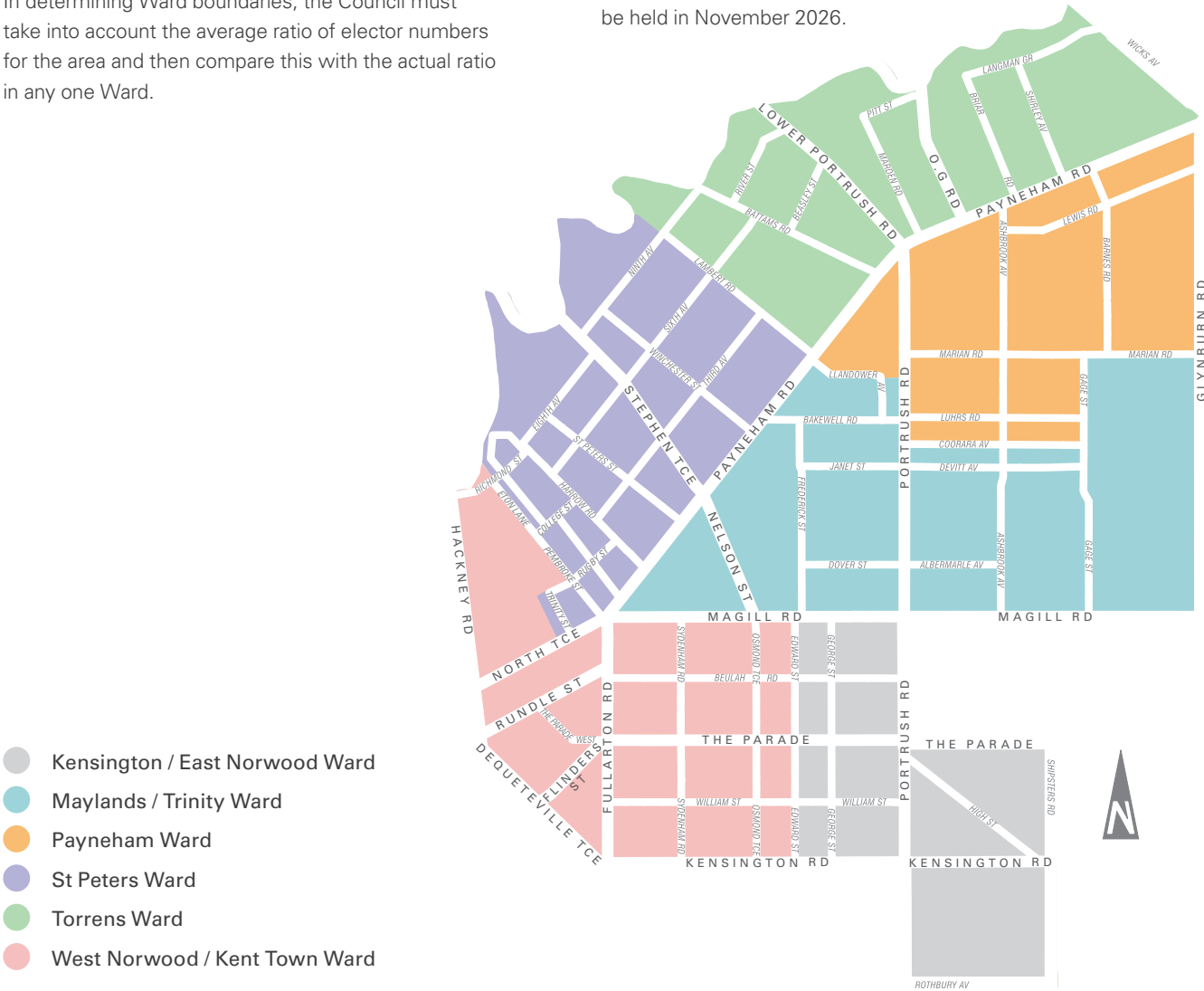
In determining Ward boundaries, the Council must take into account the average ratio of elector numbers for the area and then compare this with the actual ratio in any one Ward.

## Representation Review

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

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

In February 2024, the Council commenced the Representation Review process which is expected to be completed by the end of 2025. The new structure, once certified by the Electoral Commissioner of South Australia, will come into effect for the 2026 Local Government Elections to be held in November 2026.



## Representation Quota

The **Representation Quota for a council** is an amount ascertained by dividing the number of electors for the area of the Council, by the number of Elected Members who constitute the Council.

The City of Norwood Payneham & St Peters Representation Quota for 2024–2025 is set out below:

**Table 1: City of Norwood Payneham & St Peters Representation Quota 2024–2025**

Total number of Electors	26,345
Number of Elected Members (including Mayor)	14
Representation Quota (ratio)	1:1881

Source: State Electoral Office

Table 2 below provides a comparison to the average Representation Quota for Councils of a similar size within the metropolitan area:

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

Council	No. of Elected Members	Electors	Ratio
Norwood Payneham & St Peters	14	26,345	1:1881
Burnside	13	32,324	1:2519
Campbelltown	11	37,677	1:3425
Holdfast Bay	13	28,934	1:2225
Unley	13	28,043	1:2157
West Torrens	15	43,290	1:2886

Source: State Electoral Office



## Council Meetings

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

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

During 2024–2025, Council meetings were held on the first Monday of each month (and when required due to public holidays, on the first Tuesday of each month) commencing at 7.00pm. These meetings were held in the Council Chambers, Norwood Town Hall, 175 The Parade, Norwood.

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

### Elected Member Attendance at Council Meetings

Twelve ordinary Council meetings were held and four Special Council Meetings were held between July 2024 and June 2025. Tables 3 and 4 set out the attendance of Elected Members over this period.

Table 3: Elected Member Attendance at Council Meetings July 2024–June 2025

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

Table 4: Elected Member Attendance at Special Council Meetings July 2024–June 2025

Mayor & Elected Members	Number of Special Council Meetings Attended
Mayor Robert Bria	4
Cr John Callisto	4
Cr Claire Clutterham	1
Cr Kevin Duke	3
Cr Connie Granozio	3
Cr Hugh Holfeld	4
Cr Garry Knoblauch	4
Cr Victoria McFarlane	1
Cr Christel Mex	4
Cr Kester Moorhouse	4
Cr Grant Piggott	4
Cr Josh Robinson	2
Cr Scott Sims	4
Cr Sue Whittington	4

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

Cr Claire Clutterham was on Leave of Absence for two of the Ordinary Council Meetings.  
Cr Claire Clutterham resigned as an Elected Member of the Council on 20 May 2025.

## 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 2024–2025 were:

- Audit & Risk Committee#
- Building Fire Safety Committee#
- Business and Economic Development Advisory Committee
- Council Assessment Panel#
- Norwood Parade Precinct Committee
- Traffic Management and Road Safety Committee

#Statutory Committees

More information about the role of Elected Members, Council’s decision making and Council Committees, is detailed in pages 51–60.

Table 5: Number of Reports at Council & Committee Meetings July 2024–June 2025

Council & Committees	Number of Reports
Council and Special Council	182
Audit & Risk Committee	19
Business & Economic Development Advisory Committee	5
Norwood Parade Precinct Committee	4
Traffic Management & Road Safety Committee	2
Council Assessment Panel	34
Chief Executive Officer's Performance Review Committee	3
<b>Total</b>	<b>249</b>

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

## Confidential Items

The City of Norwood Payneham & St Peters is committed to the principle of open and accountable government. However, the Council also recognises that, on occasions, it may be necessary in the broader community interest to restrict public access to discussion and/or documents.

The *Local Government Act 1999* requires the Council to specify the duration of the order (ie determine a suitable period for which the item will remain confidential), and either impose a 'release' date or event which will trigger the release of the item or a period after which the Council will review the order and determine if in fact the item should remain confidential.

### Council Confidential Items

During 2024-2025 the Council considered 21 items in accordance with Section 90(3) of the *Local Government Act 1999*, where it was deemed necessary to exclude the public from the discussion of a particular matter.

During this period a total of 28 items were released and are no longer confidential.

As at 30 June 2025, there are 135 items which remain Confidential.

For further information regarding the Council’s Confidential Items please see page 289.

### Audit & Risk Committee Confidential Items

The Audit & Risk Committee considered one item in confidence during 2024-2025.

As at 30 June 2025, there are 4 items which remain Confidential.

For further information regarding the Audit & Risk Committee’s Confidential Items please see page 290.



# Information and Briefing Sessions

Information and Briefing Sessions provide a valuable opportunity to enhance Council decision-making processes by providing opportunities for Elected Members to become better informed and seek clarification on issues. Information and Briefing Sessions are held in accordance with Section 90A of the *Local Government Act 1999* (the Act).

Information and Briefing Sessions are held to:

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

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

A designated Information and Briefing Session is used solely for the purpose of information sharing and not for the purpose of obtaining, or effectively obtaining, a decision on a matter outside a formally constituted meeting of the Council or a Council Committee. As such, by their very nature, Information and Briefing Sessions are not subject to the procedural meeting requirements of the Act or the Local Government (Proceedings at Meetings) Regulations 2013.

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

There is also no legislative requirement for the attendance at Information and Briefing Sessions to be recorded. However, at its meeting held on 6 May 2024, the Council resolved that Elected Member attendance at Information and Briefing Sessions will be recorded and published in the Council's Annual Report, commencing from 1 July 2024.

A total of 23 Information and Briefing Sessions were held in 2024–2025. A record of Elected Member attendances is provided on page 66.

# Elected Members

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

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

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

The attributes of an effective Elected Member include:

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

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

# Payments to Elected Members

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

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

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

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

## The Elected Member Allowance for 2024–2025 was:

<b>Mayor:</b>	\$83,540 per annum
<b>Councillors:</b>	\$20,885 per annum

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

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

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

The Council's Audit & Risk and Chief Executive Officer's Performance Review Committee's are the only Prescribed Committees. The Mayor has been appointed as the Presiding

Member of the Chief Executive Officer's Performance Review Committee and therefore the payment of an additional allowance does not apply.

The Council does not pay sitting fees to Elected Members who are members of Council committees, with the exception of the Council Assessment Panel, which is established under the *Planning, Development and Infrastructure Act 2016*..

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

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

Elected Members are entitled to receive reimbursement for:

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

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

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



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

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

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

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

Gifts to Elected Members

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

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

Volunteers Christmas Dinner

In November 2024, the Council hosted its annual Volunteers Christmas Dinner at the Norwood Concert Hall. The event is held to celebrate and thank Volunteers for their contribution over the year and to acknowledge Volunteers that have reached years of service milestones through the presentation of years of service awards.

Nine Elected Members attended the Volunteers Christmas Dinner. The cost of attendance was \$99.50 per Elected Member.

Mayor’s Christmas Dinner

The 2024 Mayor’s Christmas Dinner was held on Friday, 6 December 2024 at Vileroy, 27 Kensington Road, Norwood.

Twelve Elected Members attended the Mayor’s Christmas Dinner. The cost of attendance at the Mayor’s Christmas Dinner was \$120 per Elected Member.

Norwood Football Club Home Games & Pre-Game Functions

The Council extends an invitation to guests, including Members of Parliament, other council Mayors, Volunteers and members of the local community to join the Mayor and Elected Members at home games of the Norwood Football Club. The invitation includes a ticket to the game (at a cost of between \$18 and \$22) and refreshments at half time (between \$12 and \$55 each per game).

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

The Norwood Football Club hosts pre-game functions at its Clubrooms prior to home games. The Mayor and some Elected Members attended some of the pre-game functions at a cost of \$105 each.

AFL Gather Round Rival’s Lunch

In April 2025, the Council hosted the Rival’s Lunch on Osmond Terrace as part of AFL Gather Round activations. A ticketed event, guests came from as far as Queensland prior to watching their teams play at Norwood Oval.

Eleven Elected Members attended the lunch. The cost was \$135.60 per Elected Member.

Eastside Business Awards

The annual Eastside Business Awards celebrate excellence and achievements across the City’s local business with awards conferred across a range of categories. The Awards program culminates at an Awards Dinner where the finalists and winners in each award category are announced. In April 2025, the Awards Dinner was held at the Norwood Concert Hall.

In April 2025, ten Elected Members attended the Awards Dinner at the Norwood Concert Hall. The cost was \$74.50 per Elected Member.

Further information is set out in the Council’s Elected Member Attendances at Events Register on page 294.

Training and Development

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

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

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

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

- new legislative requirements;
- building leadership capability in the sector;
- investing in our community leaders; and
- focusing on building a team culture.

The training focuses on the following themes:

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

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

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

Mid-term refresher training was delivered in September and November 2024, with additional sessions in January 2025, which all Elected Members successfully completed.

International and Interstate Travel

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

International Travel

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

Interstate Travel

Three Elected Members travelled to Canberra for the Australian Local Government Association (ALGA) National General Assembly from 24–27 June 2025.

Cr Victoria McFarlane, Cr Kester Moorhouse and Cr Scott Sims attended the National General Assembly, which is the annual gathering of Local Government in Australia and an opportunity to advocate for better Federal funding, policy reforms and effective partnerships.

Review of Decisions

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

Members of the Council are accountable to the community for the decisions they make. The *Local Government Act 1999* provides for any individual to ask for a review of a decision made by the Council, its employees or other persons acting on behalf of the Council. The Council’s Review of Decisions Policy is available via the Council’s website.

During the 2024–2025 period, the Council received one request for a Review of Decision.

This request related to a decision which had been made by Council staff. The applicant requested the removal of an on street car park that is located opposite the applicant’s property on the basis that the applicant was finding it difficult to access and egress the property.

Council staff assessed the request and determined not to remove the on street car park after taking into account the following:

- the legal definition of reasonable access to a residential property;
- the Council’s On-street Parking Policy which is consistent with the Australian Standard 2.890.5 Parking Facilities, Part 5: Onstreet parking;
- the Street is 6 metres wide and therefore, the capacity for on-street parking is limited;
- a number of properties on Muller Street do not have access to off-street parking; and
- taking into account the legal definition of reasonable access, on the basis that the applicant was able to reverse into the driveway, or otherwise, drive to the end of the street, turn around and park from the other direction on the driveway, it was determined that the applicant had reasonable access to the property.

Following the review process, it was determined that the decision to not remove on street car parking spaces opposite the property was a reasonable and valid decision which had been made by the appropriate staff member and in accordance with the Council’s policies and procedures.



# Council Committees



Left to right: Cr Grant Piggott , Kym Holman, Cate Hart, Mayor Robert Bria, Tami Norman

## Audit & Risk Committee

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

The Committee comprises of the Mayor, one Elected Member and three Independent Specialist Members.

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

For the period commencing 1 July 2024 until 3 March 2025, the Audit & Risk Committee comprised of the following Members:

- Mayor Robert Bria (Presiding Member)

- Cr Claire Clutterham (Elected Member)
- Cr Grant Piggott (Elected Member)
- Ms Sandra DiBlasio (Independent Specialist Member)
- Ms Stefanie Eldridge (Independent Member)

From 4 March 2025, the Audit & Risk Committee membership comprised of:

- Mayor Robert Bria
- Cr Grant Piggott (Elected Member)
- Ms Cate Hart (Presiding Member)
- Ms Tami Norman (Independent Member)
- Mr Kym Holman (Independent Member)

The sitting fee for Independent Members is \$450 per meeting and the Independent Member who is appointed as the Presiding Member of the Committee receives \$650 per meeting. Elected Members on the Committee do not receive a sitting fee.

### Ms Cate Hart Presiding Member

Ms Cate Hart held a career in Local Government spanning more than 30 years, including as Chief Executive Officer of the City of Prospect and the Wakefield Regional Council. Ms Hart has completed the Australian Institute of Company Directors course and is a Registered Planner with the Planning Institute of Australia.

Ms Hart has broad and extensive experience in Council related financial management, risk management and strategic planning responsibilities and has served on and chaired many boards and committees over her career.

Ms Hart has considerable management experience across both Local Government and State Government and has an excellent understanding of finance at a strategic as well as at a budgetary level and an excellent understanding of how the functions of risk, finance and governance interact, to ensure that the Council discharges its legislative obligations.

### Ms Tami Norman Independent Member

Ms Tami Norman has 15 years' experience in Local Government in a range of roles with a specific focus on governance including responsibility for internal audit and risk management functions and other activities relevant to the Audit & Risk Committee.

Whilst working at the Local Government Association of South Australia, Ms Norman updated the current guide in use by all councils to support the operation of all council Audit & Risk Committees to support legislative compliance obligations following extensive reforms.

Ms Norman has a Bachelor of Business and Post-graduate Management certificates, and is currently providing governance services on a consulting basis for State and Local Government organisations.

### Mr Kym Holman Independent Member

Mr Kym Holman has 46 years' experience in banking, finance and risk management and has recently retired.

Mr Holman has a Master of Business Administration and is a Fellow of both CPA and the Institute of Public Accountants.

Mr Holman has held senior roles in banking including as Head of Finance and Financial Controller.

### Ms Sandra DiBlasio Independent Specialist Member

Member of the Audit & Risk Committee since April 2019, Sandra has more than 25 years of experience in auditing, finance, governance and risk management, and currently holds positions on a number of boards chairing finances. With a Bachelor of Arts in Accountancy and a Graduate Member of the Australian Institute of Company Directors, Sandra's experience extends across Government, private sector and not for profit and she currently works in banking and finance.

Ms DiBlasio's term on the Audit and Risk Committee ended on 3 March 2025.

### Ms Stefanie Eldridge Independent Member

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

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

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

Ms Eldridge's term on the Audit and Risk Committee ended on 3 March 2025.

## Audit & Risk Committee Annual Work Program

During 2024–2025 the activities of the Audit & Risk Committee were undertaken in accordance with the Committee's Work Plan and Terms of Reference that reflect the expanded legislature function of the Committee.

Processes to support these legislative responsibilities with respect to risk management and the monitoring of the Council's responsiveness to previous audits will continue to be embedded during the 2025–2026 financial year.

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

The principal matters considered and addressed by the Audit & Risk Committee during 2024–2025 included the following:

- reviewing the 2023–2024 Annual Financial Statements for the Council, Eastern Health Authority, Eastern Waste Management Authority, ERA Water and the Highbury Landfill Authority;
- consideration of the 2024–2025 Audit Report on the Council's Financial Controls;
- reviewing draft Asset Management Plans.; and
- endorsing the 2025–2027 Internal Audit Plan.

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

See pages 296–302 for the full copy of the Annual Report of the Committee.

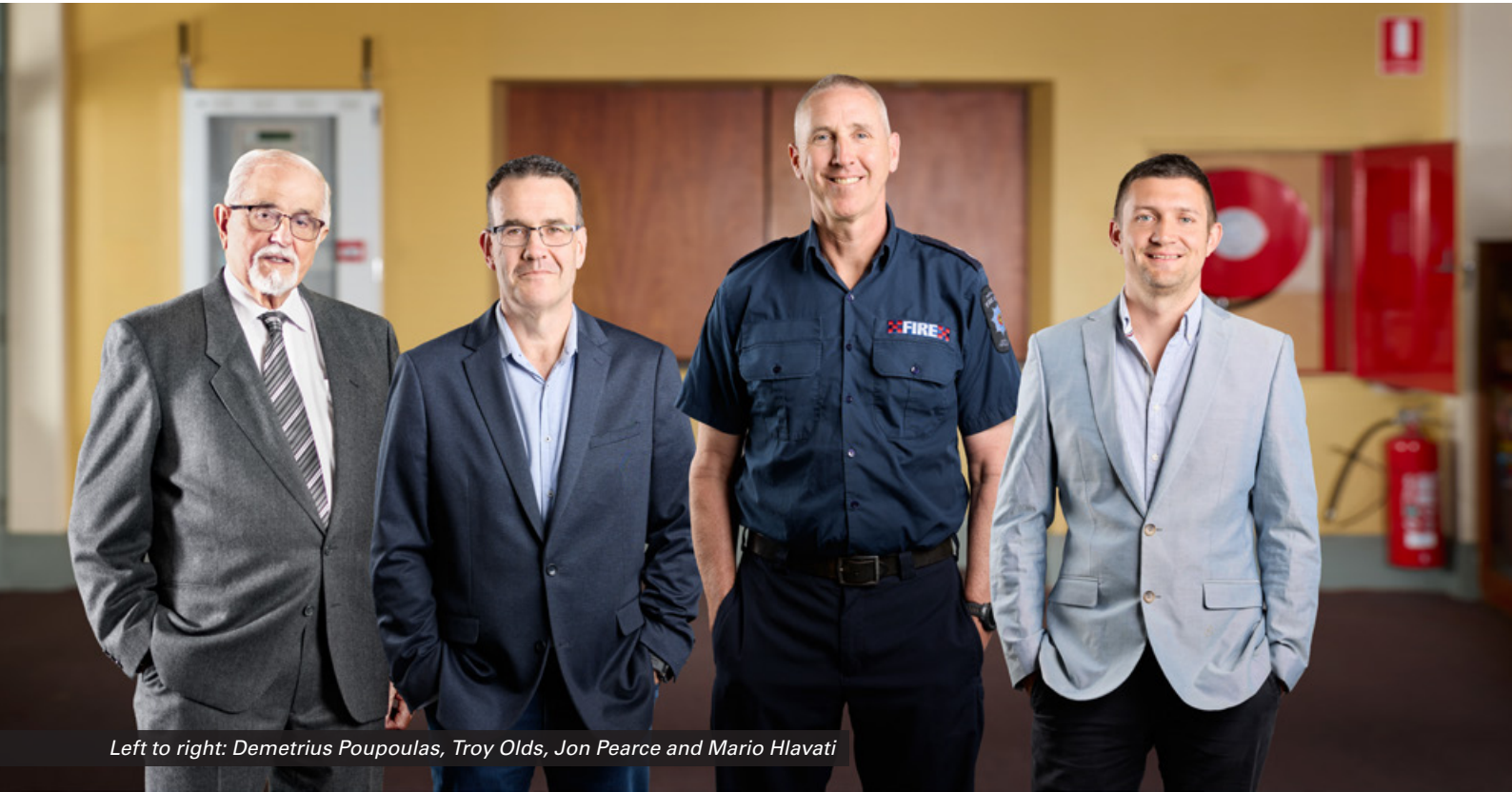
## Challenges

With expanded legislative responsibilities that commenced in November 2023, updates to relevant Council policies and procedures have been required.

With the broadening role of the Committee and to support the regular review of External and Internal Audit actions, Risk Management procedures and other monitoring functions, it is envisaged that a quarterly reporting framework will be implemented with the Audit & Risk Committee in the 2025–2026 Financial Year.



# Building Fire Safety Committee



Left to right: Demetrius Poupoulas, Troy Olds, Jon Pearce and Mario Hlavati

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

Section 157 of the Act establishes the power for the Council’s Building Fire Safety Committee to investigate whether building owners are maintaining proper levels of fire safety in their buildings for the protection of all occupiers or to ensure that buildings and its occupants are adequately protected against fire. Where proper

levels of fire safety are not maintained or the fire safety of the building is considered inadequate, the Committee can take action to require the owner to upgrade the fire safety of the building to an appropriate level.

The Committee met on five occasions during the 2024–2025 reporting period. The Committee dealt with 11 matters during the year, which included eight matters that were carried over from the previous year and three new matters. The Committee also conducted six inspections.

Two matters were fully resolved during 2024–2025. The Committee continues to liaise with the Department for Infrastructure and Transport (DIT) and owners of identified buildings

regarding the presence of non-compliant Aluminium Composite Panel (ACP) Cladding and other flammable cladding in response to a State-wide audit led by DIT. Currently two buildings with ACP cladding are under investigation by the Committee.

For the period commencing 1 July 2024 until 30 June 2025, the Building Fire Safety Committee comprised of the following members:

- Troy Olds (Presiding Member of the Committee)
- Demetrius Poupoulas (Committee Member)
- Jon Pearce (Committee Member)
- Mario Hlavati (Committee Member)

## Troy Olds *Presiding Member of the Committee*

Troy has over 30 years’ experience in Building Surveying in both Local Government and private practice. His expertise is multi-disciplinary in the areas of building surveying, fire engineering, urban and regional planning and disability access.

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

## Demetrius Poupoulas *Committee Member*

Demetrius has been a member of several metropolitan Council Fire Safety Committees for more than 35 years. He is a Fellow of the Institution of Engineers Australia and has been a member of the Australian Institute of Building Surveyors from 1970–2020.

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

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

## Jon Pearce *Committee Member*

Jon has more than 30 years’ experience in the SA Metropolitan Fire Service. He has been a Station Officer for more than 15 years. He currently works within the Built Environment Department as a Planning Officer.

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

## Mario Hlavati *Committee Member*

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

Mario has 10 years’ experience in the Local Government sector, predominately working in the field of building surveying. Accredited Professional Level 1 with DIT, and accreditation with Australian Institute of Building Surveyors as Level 1 Building Surveyor, Mario has held positions on Fire Safety Committees since 2015.

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

## Challenges

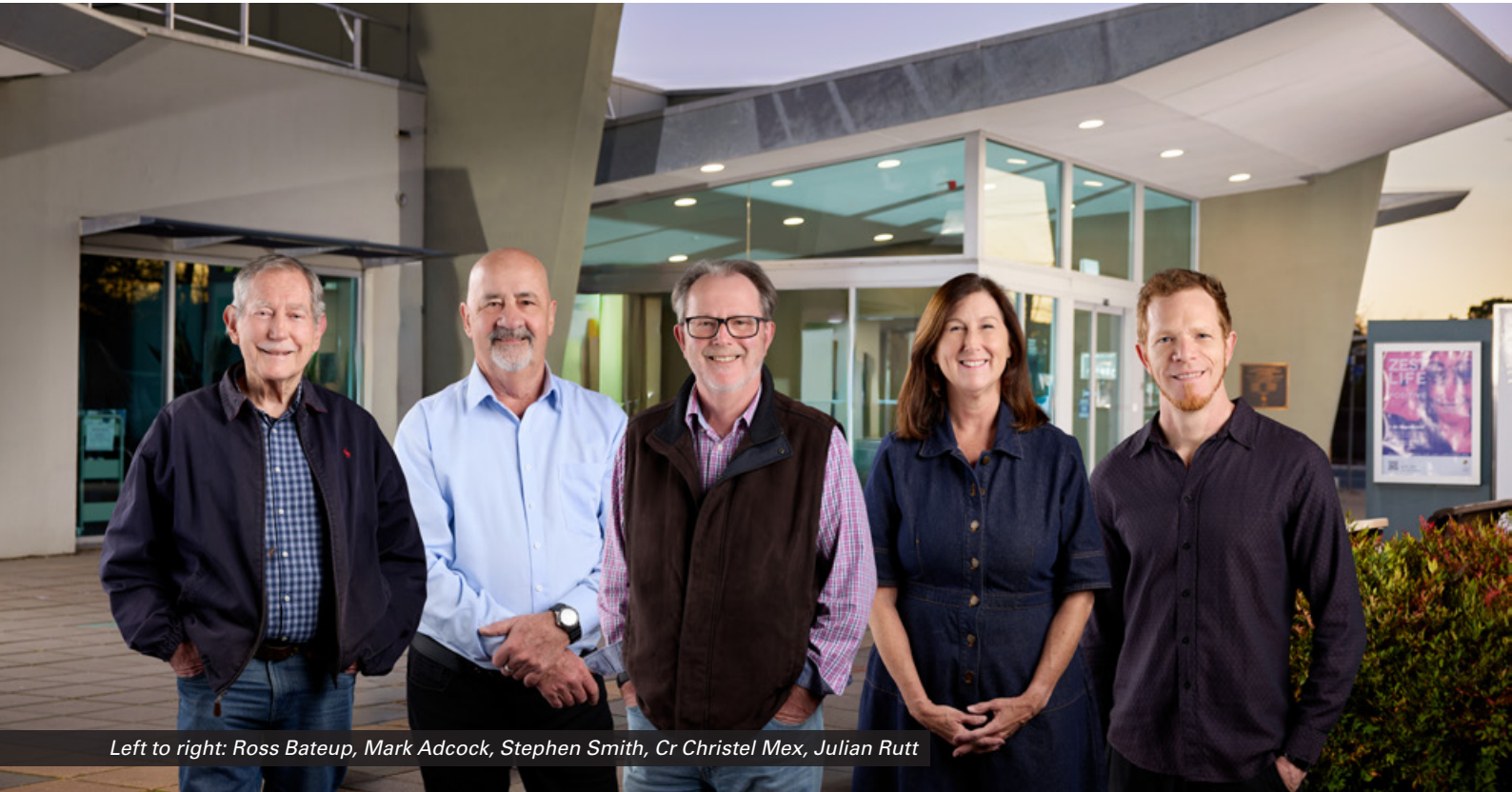
The Building Fire Safety Committee is responsible for the oversight of adequate fire safety of buildings and occupants across the City.

During the reporting period, the Committee observed challenges involving building owners securing the contractors necessary to undertake fire safety works. This is a similar challenge encountered by developers and other persons requiring qualified and experienced tradespersons to carry out specialised work and speaks to the shortage of such professionals to the open market.

The Committee also observed difficulties in securing expert advice (such as fire engineering advice) at reasonable rates, which can make obtaining specialised advice more problematic and lead to delays in addressing fire safety matters.



# Council Assessment Panel



Left to right: Ross Bateup, Mark Adcock, Stephen Smith, Cr Christel Mex, Julian Rutt

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

The Council Assessment Panel considered and determined approximately 3.8% of all Development Applications which were lodged with the Council/ Assessment Manager, with the remainder considered by Council staff under delegated authority.

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

The Council Assessment Panel normally meets monthly on the third Monday of each month. During the 2024–2025 reporting period the CAP met on 11 occasions.

The CAP made a total of 31 determinations in respect to Development Applications out of a total of 811 Development Applications determined for Planning and/or Land Division Consent.

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

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

The Council Assessment Panel comprises of the following Members:

- Mr Stephen Smith (External Presiding Member)
- Cr Christel Mex (Elected Member)
- Mr Julian Rutt (Specialist External Member)
- Mr Mark Adcock (Specialist External Member)
- Mr Ross Bateup (Specialist External Member)

## Mr Stephen Smith Presiding Member

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

## Mr Mark Adcock Specialist External Member

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

Mark has experience in assessing a broad range of complex development proposals.

## Mr Ross Bateup Specialist External Member

Ross is a qualified and experienced Architect, Urban Designer, Landscape Planner and City Planner, who has worked broadly across all levels of government, as well as private consultancy (locally and internationally).

Currently a sitting member of a number of South Australian Council Assessment Panels, Ross brings a wealth of experience and knowledge as a development assessment and architectural professional.

## Mr Julian Rutt Specialist External Member

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

## Challenges

During 2024–2025, the Council Assessment Panel considered a number of development applications that attracted significant public interest, including demolition of a Local Heritage Place and ‘over height’ proposals.

Several ERD Court appeals arose out of refusals issued by the Panel, which continued to demonstrate impartiality and robustness in their decision-making throughout the year.



# Business & Economic Development Advisory Committee



Left to right: Amanda Pepe, Cr Grant Piggott, Cr Garry Knoblauch, Cr Hugh Holfeld, Trish Hansen, Mayor Robert Bria, Rebecca Thomas, Ben Pudney, Josh Baldwin, Amanda Grocock & Matt Grant

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

The Council's Business & Economic Development Advisory Committee oversees the continued implementation of the Council's 2021–2026 Economic Development Strategy. This five-year strategy aims to support the growth of the City's business sector, promote the City as a destination with dynamic and vibrant precincts, encourage innovation and investment, and facilitate ease of doing business.

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

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

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

The Committee met five times during 2024–2025. Independent Committee Members receive a \$300 sitting fee.

For the period commencing 1 July 2024 until 30 June 2025, the Business & Economic Development Advisory Committee comprised of the following members:

- Mayor Robert Bria (Presiding Member)
- Cr Grant Piggott (Elected Member)
- Cr John Callisto (Elected Member) Term concluded 29 October 2024
- Cr Garry Knoblauch (Elected Member) Commenced 11 February 2025
- Cr Hugh Holfeld (Elected Member) Commenced 11 February 2025
- Cr Victoria McFarlane (Elected Member) Term concluded 29 October 2024
- Amanda Grocock (Specialist Independent Member)
- Amanda Pepe (Specialist Independent Member)
- Ben Pudney (Specialist Independent Member)
- Joshua Baldwin (Specialist Independent Member)
- Matt Grant (Specialist Independent Member)
- Rebecca Thomas (Specialist Independent Member)
- Trish Hansen (Specialist Independent Member)

## Amanda Grocock Specialist Independent Member

Amanda holds a Master of Business Administration from the Australian Institute of Business Administration and a Bachelor of Commerce from Adelaide University and qualifications in Governance Foundations for Not-For-Profit Directors from the Australian Institute of Company Directors.

Coupled with 20 years' professional experience in Management, Marketing & Communication roles, Amanda has proven commercial intelligence and a practical understanding of building relationships. She is a negotiator with a commitment to collaborative decision making, and a proven track record of developing and implementing high quality strategic plans, making her a highly effective Board contributor.

## Amanda Pepe Specialist Independent Member

Amanda has extensive experience in media, arts, communications and management roles.

She is currently CEO of multidisciplinary arts, technology and hospitality enterprise, Light Adelaide.

As Publishing Director for Opinion Media she managed and edited the iconic Adelaide masthead The Adelaide Review until its closure.

Prior to this she was Publisher of Solstice Media, responsible for South Australia's only independent daily source of online news, InDaily and also worked as a freelance feature writer and sub-editor for a number of publications. Amanda is highly self-motivated, creative and deeply connected to South Australian business and politics.

## Ben Pudney Specialist Independent Member

Ben is a senior executive with extensive experience in developing local industry capability and maximising supply chain opportunities for local business in sectors such as defence and resources. Through his experience in executive and non-executive director roles, Ben also has an in-depth knowledge of strategic planning, financial and risk management and business partnerships.

## Joshua Baldwin Specialist Independent Member

A former member of the Norwood Parade Precinct Committee, Joshua understands the importance of engagement and collaboration on The Parade between owners, tenants, and patrons.

Coupled with his experience in strategic planning, policy formulation, and organisational performance, Joshua plays a key role in understanding the needs of stakeholders in the local economy.

## Matt Grant Specialist Independent Member

Matt has a keen interest in the application of emerging technologies, such as blockchain and the impending impact on the current foundational principles applied to economic development and is genuinely excited for the emerging opportunities that present.

Matt is the South Australian representative on the national board of Economic Development Australia. He has also guided the development and implementation of recognised and renowned initiatives, strategies and projects in the private and public sectors.

## Trish Hansen Specialist Independent Member

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

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

## Rebecca Thomas Specialist Independent Member

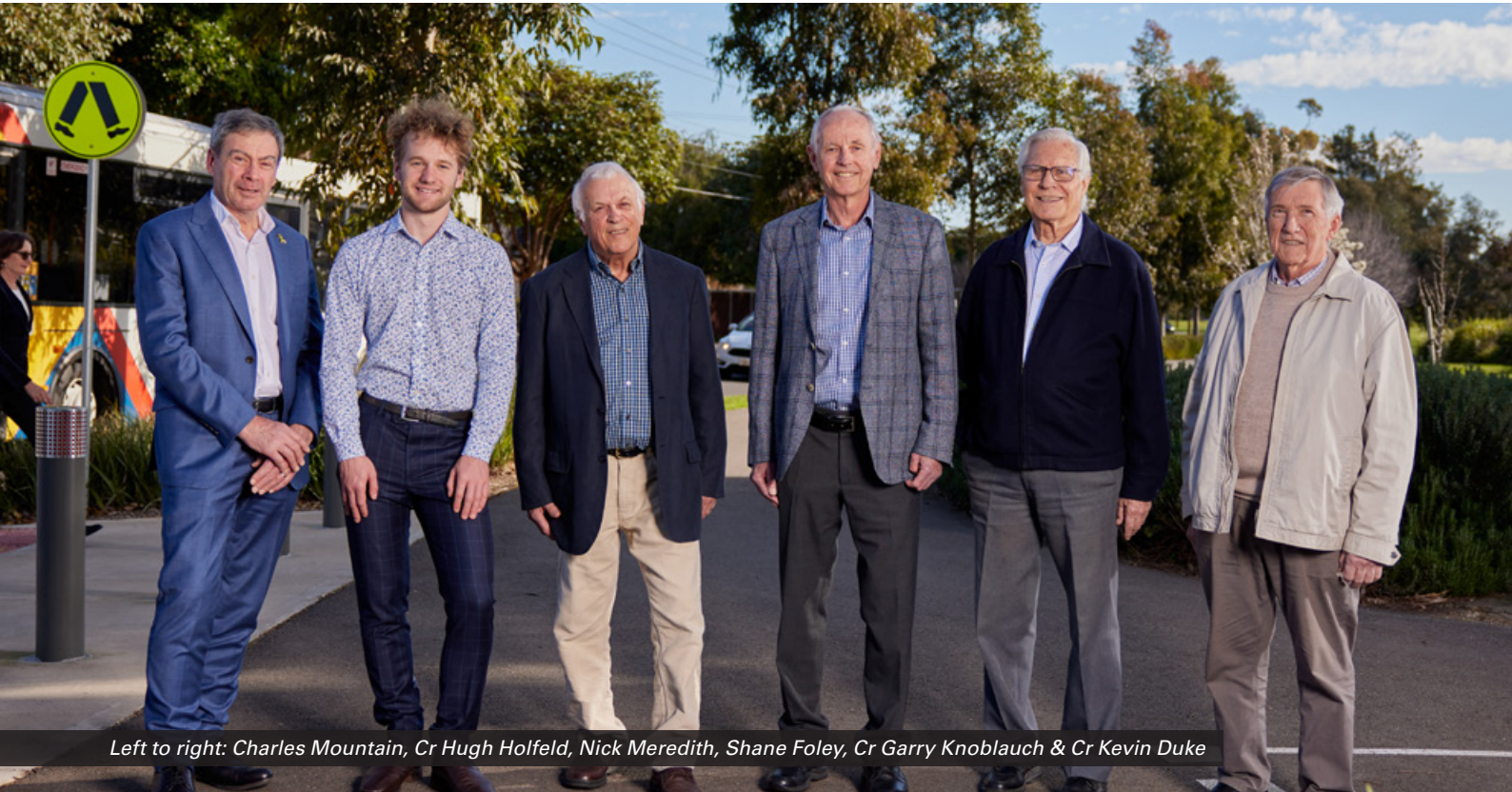
Rebecca is an experienced urban planning and property practitioner with over 25 years of urban planning, strategy and policy development experience within the private and public sector.

Rebecca is part owner of Town Planning consultancy Ekistics Planning and is also the current Presiding Member of the State Commission Assessment Panel. Rebecca has participated on a number of other Government and Local Council Boards and Committees and offers a pragmatic and collaborative approach together with sound understanding of governance and organisational operations of Local Government.

Rebecca resigned from the Committee on 29 October 2024.



# Traffic Management & Road Safety Committee



Left to right: Charles Mountain, Cr Hugh Holfeld, Nick Meredith, Shane Foley, Cr Garry Knoblauch & Cr Kevin Duke

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

The Committee continues to play an integral role in implementing initiatives that enhance road safety and address traffic-related concerns. The Committee meets every three months (unless there are no items for discussion) and held two meetings during 2024–2025.

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

For the period commencing 1 July 2024 until 30 June 2025, the Traffic Management & Road Safety Committee comprised the following members:

- Cr Kevin Duke (Presiding Member)
- Cr Hugh Holfeld (Elected Member)
- Cr Garry Knoblauch (Elected Member)
- Nick Meredith (Specialist Independent Member)
- Charles Mountain (Specialist Independent Member)
- Shane Foley (Specialist Independent Member)

**Nick Meredith**  
*Specialist Independent Member*

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

**Charles Mountain**  
*Specialist Independent Member*

Charles has extensive experience in road safety and has been in his current role at the RAA for more than 10 years. Prior to that, he was the Manager, Transport & Traffic at the City of Unley.

**Shane Foley**  
*Specialist Independent Member*

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

**Looking Ahead**

The Committee will play a key role in assessing the outcomes of the community consultation and recommending future plans for implementing the traffic management solutions initiated during 2024–2025.

# Norwood Parade Precinct Committee

The Norwood Parade Precinct Committee (NPPC) is responsible for delivering initiatives to market and promote The Parade, Norwood, as South Australia's Premier Mainstreet and as a vibrant shopping, cultural, and leisure destination for businesses, residents, and visitors.

The NPPC comprises five Elected Members and seven Independent Members who represent the interests of property and business owners trading within the Norwood Parade Precinct.

The role of the Norwood Parade Precinct Committee is to develop an Annual Business Plan and Budget for the Norwood Parade Precinct (which is funded through a Separate Rate collected by the Council) and to oversee the implementation of the marketing and promotional initiatives outlined in the Plan. These initiatives aim to stimulate visitation, activate the area, and encourage patronage across retail, services, leisure, and dining sectors along The Parade.

For the period commencing 1 July until 31 October 2024, the Norwood Parade Precinct Committee comprised of the following members:

- Mayor Robert Bria (Presiding Member)
- Cr John Callisto (Elected Member)
- Cr Sue Whittington (Elected Member)
- Cr Victoria McFarlane (Elected Member)
- Cr Josh Robinson (Elected Member)
- Joshua Baldwin (Independent Member)
- Mario Boscaini (Independent Member)
- Michael Zito (Independent Member)
- Rik Fisher (Independent Member)
- Tom McClure (Independent Member)
- Hannah Waterson (Independent Member)

The Committee met four times between July and October 2024. Committee Members do not receive a sitting fee.

The term of the Norwood Parade Precinct Committee came to an end in October 2024 and a new committee was not formed.



# 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.





# Organisational Structure



**Chief Executive Officer**  
Mario Barone

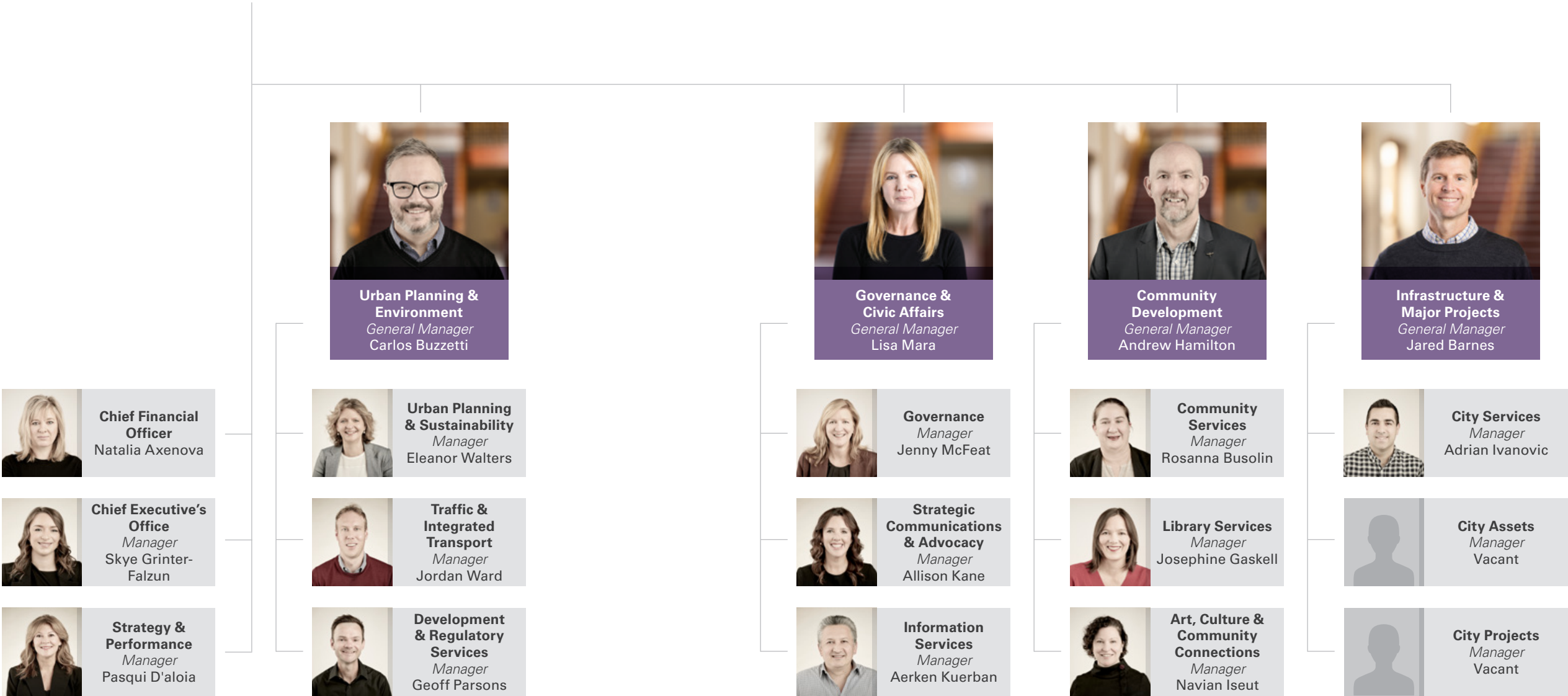
The Council’s organisational structure is designed to meet the demands of a varied and vibrant community in a responsive and effective manner.

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

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

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

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





# Executive Leadership

The Executive Leadership Team is currently comprised of the Chief Executive Officer, four General Managers, Chief Financial Officer, Manager, Chief Executive’s Office and Manager, Strategic Communications & Advocacy. Each has responsibility and accountability for the outputs and outcomes of their respective departments.

The City of Norwood Payneham & St Peters’ General Managers and the Chief Executive Officer form the Executive Leadership Team (ELT). ELT provides consistent service and expertise, across five separate departments.

Executive remuneration packages include salary, statutory superannuation contributions and a vehicle for private use in lieu of overtime. Executives are also provided with tools of the trade such as mobile phones and iPads.



## Mario Barone PSM

Chief Executive Officer

Joined the Council in 1997

In 1997, I was honoured and privileged to be appointed as Chief Executive Officer of the City of Norwood Payneham & St Peters. In this role, I am responsible for the overall management and leadership of the organisation, with direct oversight of economic development, strategic planning, organisational development, human resources, work health and safety, citizen services, marketing and place activation. I am accountable to the Council for implementing its decisions and ensuring the efficient and effective operation of the organisation.

I have a background in Urban, Regional and Environmental Planning, holding a Bachelor of Arts in Planning and a Graduate Diploma in Environmental Planning. I am also a Fellow of the Planning Institute of Australia.

In 1993, I was appointed to the State Government Development Policy Advisory Committee, the predecessor entity to the SA Planning Commission, where I served as Presiding Member from 1997 for 20 years.

I have served as Deputy Presiding Member of the Development Assessment Commission, Presiding Member of the State Government’s Local Heritage Advisory Committee, member of the State Heritage Council, member of the City of Adelaide Development Plan Committee and am currently a member of the Local Government Association of South Australia’s CEO Advisory Committee.

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

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

I am passionate about the role of Local Government in shaping our state’s urban form and how this contributes to the state’s economy and community life.



Chief Executive’s Office  
Manager  
Skye Grinter-Falzun



Strategy & Performance  
Manager  
Pasqui D’aloia



Chief Financial Officer  
Natalia Axenova





Carlos Buzzetti

General Manager  
Urban Planning & Environment

Joined the Council in 2003

I am an experienced Local Government executive with a background in urban planning and management roles at the Cities of Burnside and Holdfast Bay.

I have also lived and worked in Dubai as a Principal Planner on major projects in the private sector.

I have extensive experience in strategic planning, change management, leading multidisciplinary teams, master planning, urban renewal, sustainable urban design and environmental management.

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

Recognised by the Planning Institute of Australia as a Fellow and Registered Planner (RPIA), I hold a Bachelor of Arts in Urban Planning, a Graduate Diploma of Urban and Regional Planning, a Post-Graduate Degree in Psychology of Business and Management, a Certificate of Management, and accreditation as a Smart Cities Practitioner.



Urban Planning & Sustainability  
Manager  
Eleanor Walters



Traffic & Integrated Transport  
Manager  
Jordan Ward



Development & Regulatory Services  
Manager  
Geoff Parsons



Lisa Mara

General Manager  
Governance & Civic Affairs

Joined the Council in 2004

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

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

I am privileged to lead and work with an exceptional team who are committed to delivering excellent outcomes for our community across a range of services, programs and events.

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

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



Governance  
Manager  
Jenny McFeat



Strategic Communications & Advocacy  
Manager  
Simonne Whitlock



Information Services  
Manager  
Aerken Kuerban



Andrew Hamilton

General Manager  
Community Development

Joined the Council in March 2024

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

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

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

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

I hope to give as much back to the City as it has given to me.



Community Services  
Manager  
Rosanna Busolin



Library Services  
Manager  
Josephine Gaskell



Art, Culture & Community Connections  
Manager  
Navian Iseut



Jared Barnes

General Manager  
Infrastructure & Major Projects

Joined the Council in 2018

I hold a Master in Landscape Architecture from Utah State and commenced my career in 2001 as a landscape architect in California, United States of America.

In 2004, I moved to South Australia and have since called it home. I became an Australian Citizen in 2009 and am a resident of Campbelltown.

From 2005 to 2017, I worked at the City of Adelaide on major projects that included the Victoria Square / Tarndanyangga Redevelopment and Rundle Mall Upgrade. It was here that I developed an understanding and appreciation for Aboriginal culture and connection to Country.

Working at the City of Norwood Payneham & St Peters has provided new professional challenges and development opportunities as a project manager, manager and now general manager.

In my current role, General Manager, Infrastructure & Major Projects, I oversee the staff that manage the delivery of major projects such as the Payneham Memorial Swimming Centre Redevelopment as well as those that renew and maintain the City’s buildings, roads, stormwater, recreation and open space assets.

I enjoy and value providing quality service and infrastructure for our community.



City Services  
Manager  
Adrian Ivanovic



City Assets  
Manager  
Vacant



City Projects  
Manager  
Vacant





Natalia Axenova

Chief Financial Officer

Joined the Council in 2023

I bring extensive experience in finance, tax, auditing and accounting across multiple roles and industries, including as Associate Director of Finance in a large organisation. Currently, I lead the Finance Unit, providing financial guidance to the Chief Executive Officer, Elected Members, General Managers and Managers to support informed decision-making.

My responsibilities include overseeing financial risk management, ensuring compliance with legal and regulatory requirements and delivering management accounting services across all functional areas. I also focus on process innovation and operational improvements throughout the organisation.

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

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



Senior Finance Business Partner  
Ann Jayasinghe



Procurement Specialist  
Vacant



Allison Kane

Manager  
Strategic Communications & Advocacy

Joined the Council in 2025

I am a highly skilled and experienced communications and marketing professional across public, private and not-for-profit sectors.

With 20 years’ experience planning and delivering strategic communications and marketing campaigns for iconic South Australian brands, I am drawn to the heart of communities and have a deep passion for Local Government and the outcomes we deliver for people, businesses and communities.

I provide high-level advice to the Mayor, Chief Executive Officer and Executive Leadership Team and work with staff across the organisation to develop relevant and impactful communications.

I am also responsible for planning and delivering engaging community consultation programs, developing content and production of key corporate publications and building effective relationships with media, government and community stakeholders.

I hold a Master of Business and a Bachelor of Marketing and am a Fellow of the Governor’s Leadership Foundation. I am also an Elected Member representing my local community in the City of Holdfast Bay.



Skye Grinter-Falzun

Manager  
Chief Executive’s Office

Joined the Council in 2017

I am a Human Resources professional with experience in high-demand industries, including oil and gas.

I joined the City of Norwood Payneham & St Peters in 2017 and progressed to my current role in 2022 as Manager, Chief Executive’s Office. I lead a multifunctional team spanning Human Resources, Learning & Development, Work Health & Safety and the Citizen Services Unit, and I continue to serve as the interim Manager of the St Peters Child Care Centre & Pre-School.

My role involves leading key organisational initiatives that strengthen internal capability, improve operational efficiency and support the delivery of high-quality, community-facing services. This includes overseeing the Council’s involvement in major events such as the AFL Gather Round.

With qualifications in Human Resource Management and Business Management, I take a strategic and practical approach to leadership. My career reflects a focus on adaptability, professional growth and creating a positive and accountable work environment.



Human Resource Advisor  
Caitlin Rea



Work, Health & Safety Advisor  
Matthew Turner



Organisational Development Specialist  
Vacant



St Peters Childcare & Pre-School  
Director  
Michaela Gardner



Senior Service Officer  
Dhyanna Favretto



# 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.



Stuart Pope, Project Manager

# 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.

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



**Our People**

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

**Working Together**

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

**Leadership**

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

**Excellence**

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

**Integrity**

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

**Service**

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



# Meet Our Staff



*Michaela Gardner*

Director, St Peters Child Care Centre & Preschool



*Hannah Jenkins*

Team Member, Parks & Gardens & Citizen Services Officer

**Watching children learn and grow under the careful guidance of educators at the St Peters Child Care Centre & Preschool is the most rewarding part of the job for Director, Michaela Gardner.**

“I was first inspired to join the child care and teaching professions by my mother, who is a teacher and whose passion for education has always been evident.

“Working with children quickly became a natural calling, as I find their honesty, curiosity and eagerness to learn incredibly motivating.”

Backed by tertiary qualifications including a Bachelor of Early Childhood Education and years of diverse teaching experiences, Michaela joined the St Peters Child Care Centre & Preschool in 2011 as a Junior Kindy Educator/Team Leader.

“I also took on the role of Educational Leader, supporting programming and planning and assisting fellow educators to build confidence and skills.”

With a demonstrated capacity for leadership and excellence, Michaela naturally progressed into the role of Assistant Director while also continuing her responsibilities as an educator.

“When the opportunity arose to utilise my teaching degree more fully, I transitioned into the role of Preschool Teacher and handed over the role of Educational Leader to provide others with the opportunity to further develop their leadership and professional growth.”

With decades of experience and proven leadership capacity, Michaela is now taking on the challenge of leading the Council’s Child Care Centre through a significant period of reform and growth.

“This new opportunity as Director is allowing me to expand my leadership while continuing to deliver on my commitment to high-quality education and care,” says Michaela.

“I have prioritised continuing to build strong, trusting relationships with

families and making sure every child feels supported in their learning and growth.

“All the while, navigating sector-wide issues such as staffing shortages and increasing regulatory demands while also meeting the diverse needs of families has been as challenging as it has rewarding.

Michaela delicately strikes the balance between addressing regulatory and organisational priorities while ensuring the Centre continues to deliver high-quality education and care.

“Working closely with educators to develop their confidence and expertise while fostering trusting relationships with children and families is creating a safe and supportive environment for everyone.

“Children enjoy consistent and meaningful experiences, and Educators feel valued for the important role they play each day.”

**When Hannah Jenkins joined the City of Norwood Payneham & St Peters as a Horticulture Trainee in November 2022, she didn’t imagine how quickly her career and her confidence would bloom.**

“I progressed to a full-time position in April 2024, even though I still had about six months left of my Certificate III in Horticulture,” Hannah recalls.

“It was amazing to be able to work fulltime while still completing my studies and I am so grateful to the Council and my colleagues for supporting me through this stage.”

Since starting at the Council, Hannah has grabbed every opportunity that’s come her way—from mastering machinery like ride-on mowers and chainsaws to enhancing her knowledge about soil types, pests and pruning.

“I’ve achieved more than I could have imagined,” she says proudly.

Hannah’s enthusiasm for learning and

dedication to her work and the Council’s vision hasn’t gone unnoticed.

In July 2025, she began a new chapter—a secondment in the Citizen Services team at the Norwood Town Hall.

“My role involves handling all sorts of enquiries from the community—from rates and infringements to customer requests like tree pruning and clean-up jobs,” she explains.

“I wanted to widen my skill set and learn about different areas of the Council’s operations. This opportunity allows me to do exactly that.”

The experience has brought both challenges and rewards.

“In Citizen Services, being the first point of contact can be tricky—knowing exactly how to respond to and manage an enquiry while balancing the customer’s expectations,” she says.

“But it’s also incredibly rewarding to help people and know they appreciate

when their enquiries or concerns are resolved.”

Her time in Parks and Gardens still holds a special place in her heart.

“I love working outdoors and that it keeps me active. Trees are particularly important to our community and a vital part of a healthy environment so it’s important we care for and protect them.

Looking ahead, Hannah hopes to keep growing—personally and professionally.

“I’m grateful for the opportunities to learn new skills and understand how all the functions of Council fit together.

“I’m very interested to pursue further study in Business Administration and explore other career paths that fulfil my professional aspirations,” she says.

From studying nursing and receptionist work to horticulture and now administration, Hannah is proof that curiosity and courage can take a career in wonderful new directions.



# Staff Profile

As an employer, the City of Norwood Payneham & St Peters prides itself on providing opportunities for staff to be part of a high performing, dynamic and progressive organisation, and establish fulfilling careers.

**Our workforce is as diverse as it is skilled, and also closely represents the cultural diversity of our community.**

As at 30 June 2025, the Council employed 211 staff, comprising 103 full-time, 45 part-time, and 63 casual staff. Casual staff primarily work at the Council’s swimming centres, St Peters Child Care Centre & Pre-school and libraries.

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

Staff are engaged across various positions within:

- Administration
  - Arts & Culture
  - Child Care
  - Civil Services
- Community Services
  - Economic Development
  - Environmental Planning
  - Events
  - Governance
  - Horticulture Services
  - Information Technology
  - Library Services
  - Management
  - Planning and Building
  - Regulatory Services
  - Strategic Planning
  - Swimming Centres
  - Traffic Management
  - Work Health & Safety

211

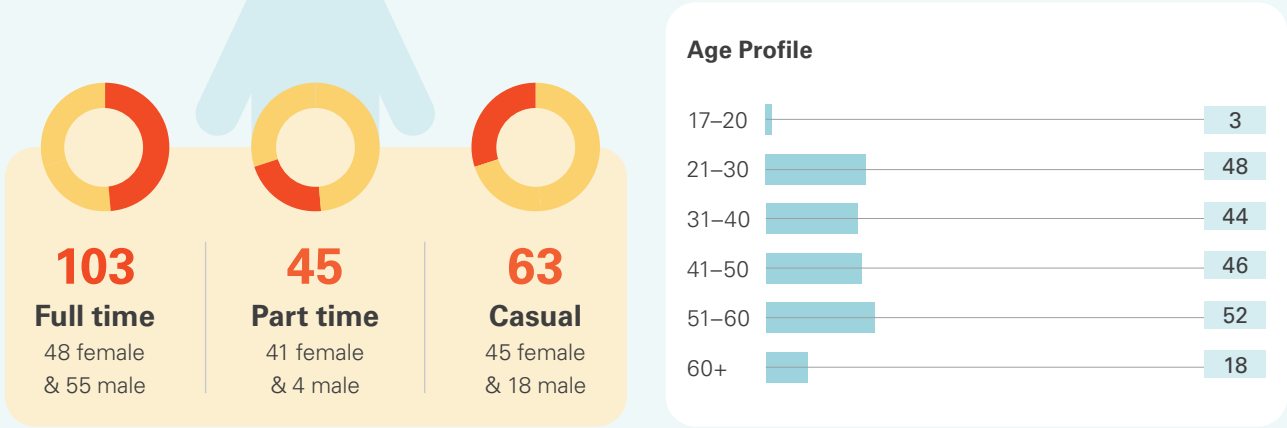
Full time equivalent staff

76%

of our workforce are permanent employees

6.5

average years of service



## Length of Service

As of 30 June 2025, the average length of tenure of the staff at the Council was 6.5 years, with the longest tenure at 44 years. This reflects a slight decrease from 6.8 years and a tenure of 43 years recorded in 2023–2024.

## Demographics

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

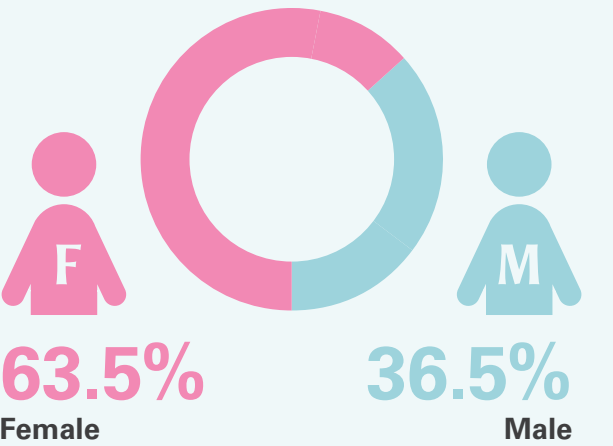
The total workforce comprises 36.5% males and 63.5% females, representing a diverse range of cultures, with many employees fluent in languages other than English, including Italian, Greek, Farsi, Mandarin and Japanese.

The Council's staff are employed under a range of Awards including the Local Government Employees Award, Municipal Officers Award as well as having contract staff.

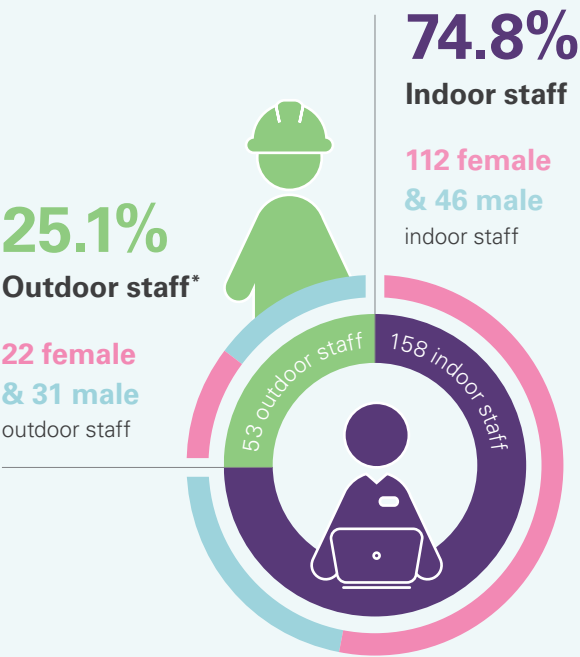
The Council's employees receive the following salaries:

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

### Gender Profile



Above figures as at 30 June 2025.  
\*Depot and swimming centre staff







Megan Schartner, Sustainability Officer

Tony Kanellos, Cultural Heritage Coordinator

# Staff Changes and Recruitment

During 2024–2025, the Council recruited for the following positions:

**Chief Executive's Office**

- Accounts Officer
- Cook, St Peters Child Care Centre & Pre-school
- Director, St Peters Child Care Centre & Pre-school
- Educators
- Finance Business Partner
- Service Officer
- Manager, Organisational Improvement & Transformation
- Manager, Strategy & Performance
- Team Leader, Educator

**Community Development**

- Coordinator, Volunteer Services
- Library Services Officer
- Lifeguard
- Norwood Concert Hall Coordinator
- Pool Supervisors
- Swimming Instructors
- Venue Hire Officer
- Volunteer Visitor Scheme Coordinator

**Infrastructure & Major Projects**

- General Manager
- Manager, City Services
- Leading Worker, Civil Maintenance
- Leading Worker, Parks & Gardens
- Project Manager

- Project Officer
- Team Member, Arboriculture
- Team Member, Civil Maintenance
- Team Member, Parks & Gardens

**Urban Planning & Environment**

- Administrator, Planning
- Administrator, Regulatory Services
- Compliance Officer
- Parking Compliance Officers
- Manager, Traffic & Integrated Transport
- Traffic Engineer

**Governance & Community Affairs**

- Helpdesk Officer
- Manager, Strategic Communications & Advocacy

During 2024–2025, 49 new staff members commenced employment with the City of Norwood Payneham & St Peters. This included 36 casual staff members in the Council’s Libraries, Swimming Centres, Norwood Concert Hall and St Peters Childcare Centre & Pre School. New staff were appointed to replace vacancies created from resignations of existing staff, as well as the creation of new positions to meet the Council’s strategic objectives.

Extensive interview and selection processes are undertaken with successful candidates demonstrating the Selection Criteria, the Organisational Values and Behaviours and excellent references for position requirements to be appointed to each position.

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

## Employer of Choice

The Council is bound by industrial agreements with prescribed wage rates and a position classification system.

The Council’s workforce conditions are governed by two Enterprise Agreements, which are the City of Norwood Payneham & St Peters Local Government Employees Enterprise Agreement and the City of Norwood Payneham & St Peters Municipal Officers Enterprise Agreement. These Agreements are underpinned by the relevant Awards.

During Enterprise negotiations, the Council has focussed on maintaining attractive working conditions and wages, whilst ensuring that the organisation continues to deliver efficient and effective services to the local community.

As of 30 June 2025, 75% of the staff employed by the City of Norwood Payneham & St Peters, are covered by the South Australian Municipal Salaried Officers Award in administrative positions, while 25% are employed under the Local Government Employees Award in trade positions.

Some of the conditions currently provided to staff employed at the Council and that attract staff include:

- Journey Insurance;
- Income Protection;
- Rostered-Days-Off;
- no forced redundancies;
- Voluntary Separation Packages;
- recognition of Continuous Service in employment between Councils and the ability to transfer Long Service Leave Entitlements;
- leave options including access to:
  - Professional Development Leave;
  - Extended Carer’s Leave;
  - Approved Leave Without Pay;
  - Family Violence Leave;
  - Aboriginal & Torres Strait Islander Peoples Leave;
  - Union Training Leave;
  - Paid Parental Leave;
  - Study Leave;
  - Purchased Leave;
- financial assistance towards related Study expenses;
- Part-Time, Job Share & Pre-Retirement Employment options;
- limited use of Fixed-Term Contracts and permanent positions for Senior Managers; and
- Fire Warden and First Aid Officer allowance.

## Employee Benefits

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

- Employee Assistance Program which offers staff (and members of their immediate family and household) confidential and independent counselling for personal or professional support;
- Healthy Lifestyles Program which provides information and opportunities to take part in workshops, seminars, activities and initiatives that promote a healthy and balanced lifestyle, including annual skin cancer screening and health assessments;
- access to the Worksite Immunisation Program which provide the Quadrivalent Influenza and Pneumococcal vaccinations;
- training and professional development opportunities, including support to study a Qualification, support to maintain membership with a Professional Association and Leadership Development programs; and
- support for working parents including paid parental/ adoption leave and arrangements for breastfeeding in the workplace.

## Equal Opportunity Employment

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

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

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

During 2024–2025, no discrimination matters were raised by Council staff.



Training and Professional Development

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

During 2024–2025 professional development benefits included:

- Accredited FOI Officer
- Civica Payroll Users
- Building Surveyor Conflict
- AI Bootcamp
- Body Safety through Body Safety Australia
- Introduction to Legal Obligations - New Senior Council Staff
- Understanding Local Government and its operations
- Dogs and Cats - Council Powers & Responsibilities
- Animal Management Officer Dog Handling
- Timber Framing Design
- Section 7 Statement & Managing Enquiries
- LG Authorised Persons Association - Conference
- Emerging Leaders Programme
- LGSWCS Return to Work
- Norman Waterhouse - LG Employment, Governance & Regulatory Services
- Essential Safety Provisions
- Authorised Persons and Enforcement
- Keeping Safe Child Protection Curriculum
- AITPM National Transport Conference
- Human Guide Training

Looking ahead, the City of Norwood Payneham & St Peters will focus on delivering a leadership program tailored to support the organisation’s leaders to develop efficient and effective leadership skills. Not only will this encourage leaders to further establish their careers but will be integral to succession planning for the organisation.

Work Health & Safety

- RAHN training to staff members working with children
- A Good Place to be a Child — Creating Effective early Learning Environments
- Duty of Care — Work Health & Safety in Education & Care
- Ethics for Accredited Professionals
- Temporary Traffic Management (TTM1)
- Understanding Young Children’s Behaviour & Empowering their Future

- Provide First Aid
- Chief Emergency Warden and Emergency Warden
- Provide Cardiopulmonary Resuscitation
- Playground Inspection training
- Quantified Tree Risk Assessment Limited.

Apprenticeship Scheme

In 2024–2025, under the provisions of its Apprenticeship Scheme, the Council offered four positions for new apprentices in the vocations of Horticulture and Civil Maintenance.

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 contains the following policies:

- Ageing and Work Health Statement;
- Behaviour Standards Policy;
- Breastfeeding in the Workplace Guidelines; and
- Classification Policy;
- Disciplinary and Under Performance Management Policy;
- Fair Treatment and Equal Opportunity Policy;
- Grievance Policy;
- Injury Management and Return to Work Policy;
- Safe Environment Policy;
- Surveillance Devices Policy; and
- Training and Development Policy.

Staff well-being

The Council is committed to ensuring the health and well-being of its staff. The Healthy Lifestyles Program provides information and opportunities to take part in workshops, seminars, activities and initiatives that promote a healthy and balanced lifestyle.

Annual Healthy Lifestyle events include skin cancer screening, health assessments and access to the Worksite Immunisation Program which provides the Quadrivalent Influenza and Pneumococcal vaccinations.

The Employee Assistance Program continues to be a benefit to all staff members and promotes monthly health tips through the Council's intranet, OneNPSP.

The Council engaged Kellie Finlayson to deliver a colon cancer awareness session on 20 November 2025.

With an industry wide emphasis on psycho-social well-being, the Council has scheduled mandatory Anti-bullying and Harassment training for all staff members to be delivered during July and August 2025. This is a collaboration with City of Campbelltown and the Town of Walkerville.

Keeping Staff Informed

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



**129** Influenza vaccinations  
90 in 2023–2024 and 138 in 2022–2023

**25**

Health assessments  
26 in 2023–2024 and 26 in 2022–2023

**104**

Skin cancer screenings  
65 in 2023–2024 and 75 in 2022–2023

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

All staff members are invited to attend staff briefing sessions. These sessions are an important opportunity to communicate, learn about colleagues job roles and projects which the Council is undertaking.

National Conference Costs

In 2024–2025, Council staff attended conferences including:

**Conference:** Australian Institute of Traffic Planning and Management National Transport Conference  
**Costs:** \$2,500

**Conference:** Planning Institute of Australia National Planning Congress 2025  
**Costs:** \$385

**Conference:** Australian Institute of Building Surveyors South Australia Chapter Conference 2025  
**Costs:** \$1,230

**Conference:** LG Professional People and Culture Conference 2024  
**Costs:** \$594

**Conference:** Local Government (IT) SA Conference 2024  
**Costs:** \$722

**Conference:** Revenue Professionals SA Conference 2024  
**Costs:** \$1,280

Charitable Contributions

In 2024–2025, the Council donated \$200 to Ronald McDonald House and \$317 to Backpacks for SA Kids, raised through the 2024 Staff Christmas Raffle.

Gifts to Staff

The City of Norwood Payneham & St Peters records all gifts and benefits regardless of the value received by employees. In addition, the *Local Government (General) Regulations 2013*, provide that a summary of any gifts above the value of \$50 provided to staff during the relevant financial year, either funded in total or in part by the Council must be included in the Council's Annual Report. The Regulations define gifts to include 'hospitality'.

A copy of the Council's Gifts and Benefits Register is included in the Appendices on pages 291–293.



# Awards

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



Year	Description	Award	Project
2011	Stormwater Industry Association (SIA)	Commendation, Excellence in Stormwater Award	Major First Creek Flood Mitigation Works Project of Dunstone Grove-Linde Reserve
2012	Stormwater Industry Association (SIA)	Winner, Excellence in Infrastructure Award	Redevelopment - stormwater management system
2012	Planning Institute of Australia (PIA) Planning Excellence SA Awards	Winner, From Plan to Place Award	Revitalising St Peters Project - Stage 1, Dunstone Grove-Linde Reserve Project
2012	Planning Institute of Australia (PIA) Planning Excellence SA Awards	Commendation, Public Engagement and Community Planning Award	CityPlan 2030: Shaping Our Future - Engagement with Young Children & People
2013	Resilient Australia Awards	State Winner (as part of the Eastern Adelaide Zone Emergency Management Committee)	Zone Emergency Risk Management System
2013	SA Chapter of the Australian Institute of Architects (AIA) South Australian Architecture Awards	Heritage Architecture Award Commendation Award, Public Architecture	St Peters Town Hall Complex
2014	Australian Institute of Transport Planning and Management	Excellence Award for Transport Planning	City-Wide Cycling Plan

Year	Description	Award	Project
2016	Planning Institute of Australia (PIA) SA Awards for Planning Excellence	Hard Won Victory	Beulah Road Bicycle Boulevard
2016	Planning Institute of Australia (PIA) SA Awards for Planning Excellence	Commendation, Minister’s Award	Beulah Road Bicycle Boulevard
2017	Australasian Reporting Awards	Bronze Award	2015–2016 Annual Report
2017	Institute of Public Works Engineering Australasia (IPWEA) Excellence Awards	Winner, Excellence in Road Safety Engineering at the South Australian, Australian and Australasian Awards	City-Wide Schools Traffic Safety & Parking Review
2017	Institute of Public Works Engineering Australasia (IPWEA) Excellence Awards	Winner, Excellence in Asset Management Projects and Practice at the South Australian, Australian and Australasian Awards	River Torrens Linear Park Strategic Integrated Asset Management Plan (RTLIP ISAMP)
2018	Australasian Reporting Awards	Silver Award	2016–2017 Annual Report
2018	Local Government Association Workers Compensation Scheme	Best Practice Major Award - Work Health & Safety Award	Risk management programs and processes
2019	Australasian Reporting Awards	Gold Award	2017–2018 Annual Report
2019	Local Government Association Workers Compensation Scheme	Best Practice Major Award - Work Health & Safety Award	Best Solution to an identified problem (Fold-down step)
2019	Local Government Association Workers Compensation Scheme	Best Practice Merit Award - Work Health & Safety Award	Best Solution to an identified problem (Bobcat bump-stop)
2019	Australian Institute of Traffic Planning and Management Awards	Janet Brash Excellence Award	Wayfinding Strategy - Connecting People to Places
2019	Australian Institute of Landscape Architects (AILA) South Australian Landscape Architecture Awards	Landscape Architecture Award, Parks and Open Space	Felixstow Reserve
2019	Australian Institute of Landscape Architects (AILA) South Australian Landscape Architecture Awards	Excellence in Cultural Heritage	Felixstow Reserve
2019	Australian Institute of Landscape Architects (AILA) South Australian Landscape Architecture Awards	Healthy Parks Healthy People South Australia Award	Felixstow Reserve
2019	Australian Institute of Landscape Architects (AILA) South Australian Landscape Architecture 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



Year	Description	Award	Project
2019	Master Landscapers of SA	Most Environmentally Sensitive Project	Felixstow Reserve
2019	Master Landscapers of SA	Landscape Maintenance Commercial	Felixstow Reserve
2020	Australasian Reporting Awards	Gold Award	2018–2019 Annual Report
2021	Australasian Reporting Awards	Gold Award	2019–2020 Annual Report
2022	Australasian Reporting Awards	Gold Award	2020–2021 Annual Report
2022	Norwood Oval Redevelopment	AFL's Ken Gannon Community Football Facilities Award	Norwood Oval Members Facilities and Clubrooms
2022	Planning Institute of Australia (PIA) and Detention Basin	Award for Commendation, Climate Change & Resilience	Felixstow Neighbourhood Urban Renewal Reserve and Detention Basin
2022	Planning Institute of Australia (PIA)	Award for Commendation, Technology & Digital Innovation	Smart School Crossing, William Street, Norwood
2023	Australasian Reporting Awards	Gold Award	2021–2022 Annual Report
2024	Australasian Reporting Awards	Gold Award	2023–2024 Annual Report
2024	Australian Institute of Landscape Architects (AILA) South Australian Landscape Architecture Awards	Infrastructure Award of Excellence	St Peters Street
2024	Australian Institute of Landscape Architects (AILA) South Australian Landscape Architecture Awards	Water for Life Award	St Peters Street
2024	Australian Institute of Landscape Architects (AILA) South Australian Landscape Architecture Awards	Healthy Parks, Healthy People Award	St Peters Street
2024	Australian Institute of Landscape Architects (AILA) South Australian Landscape Architecture Awards	Minister for Planning's Award	St Peters Street
2024	Australian Institute of Landscape Architects (AILA) Landscape Architecture Awards	National Award of Excellence for Infrastructure	St Peters Street
2024	Australian Institute of Landscape Architects (AILA) Landscape Architecture Awards	National Climate Positive Design Award	St Peters Street
2025	Australasian Reporting Awards	Gold Award	2023–2024 Annual Report
2025	Australian Institute of Landscape Architects (AILA) South Australian Landscape Architecture Awards	Landscape Architecture Award for Play Spaces	Dunstan Adventure Playground
2025	Australian Institute of Landscape Architects (AILA) South Australian Landscape Architecture Awards	Water for Life Commendation	Burchell Reserve
2025	Australian Institute of Landscape Architects (AILA) South Australian Landscape Architecture Awards	Healthy Parks Healthy People Commendation	Burchell Reserve



# Award-winning Dunstan Adventure Playground

Following a \$1.9 million redevelopment completed in January 2024, the much-loved Dunstan Adventure Playground won the Landscape Architecture Award for Play Spaces at the Australian Institute of Landscape Architects (AILA) 2025 Landscape Architecture Awards.

Paying homage to former South Australian Premier Don Dunstan’s vision, the Dunstan Adventure Playground boasts adventure themed play equipment complete with barbecues, lighting, shelter toilets and picnic facilities amongst a thoughtfully designed landscape setting.

“The Dunstan Adventure Playground is the result of thoughtful planning and collaboration with First Nations people to create a place that demonstrates a strong connection to Country, offers active and nature play for children of all ages and places for families and friends to connect, among a stunning natural landscape,” says Mayor Robert Briä.





Council Depot Workers

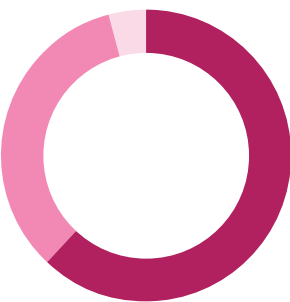
# Work Health & Safety

The Council is committed to maintaining the highest possible standard of health and safety for everyone who enters our workplaces.

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

During the 2024–2025 financial year, the Council's reporting system recorded a total of 113 incidents, of which 68 resulted in an injury. The types of injuries reported are graded by severity, including Fatality, Lost Time Injury (LTI), Medical Treatment Injury (MTI), First Aid Injury (FAI), and Report Only (RO).

### Injury Incident by Type



- 62% First Aid Injuries
- 34% Report Only
- 4% Lost Time Injury

### Workers Compensation Claims Trend Analysis 2024–2025

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

### Drug and Alcohol Testing

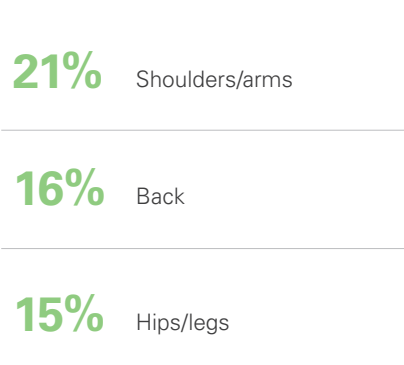
The Council's Drug & Alcohol Policy acknowledges that many positions are considered high risk, requiring staff to be fit for duty and unimpaired at work.

Consequently, the Council maintains and enforces a zero-tolerance policy and conducts random drug and alcohol testing of staff.

In 2024-2025, 50 staff members, equating to approximately 25% of all staff, were routinely and randomly tested for drug and alcohol use. This represents an increase of 30 from 2023–2024, when 20 staff members were randomly tested.

For the 2025–2026 period, the Council plans to maintain the drug and alcohol testing programme to incorporate up to 55 tests per financial year. This will be achieved through monthly testing at irregular times and days.

### Injury Hotspots



### Challenges

A key challenge for the organisation remains improving the utilisation of Skytrust, the Council's WHS reporting system.

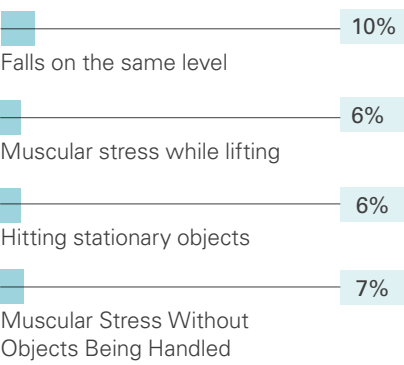
Increased usage of Skytrust will not only provide more information on WHS risks but will also support broader system improvements relating to how business units manage their assets and improve risk management associated with those assets.

An additional challenge is the ongoing integration of new and improved systems into the everyday aspects of the business.

### Looking Ahead

The WHS Management System will continue to develop as the use of Skytrust improves, and the risk and plant processes will be a focus for the coming year.

### Top Injury Causes





# Communications & Engagement

The Council produces and publishes a range of communications tailored for its stakeholder groups. While these communications are plentiful, the key digital and printed publications and other channels are set out below.



## Community Consultation

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

The Council invited comments from the community on a range of topics and matters during 2024–2025 which included:

- Asset Management Plans
- By-law review
- Draft 2025–2026 Annual Business Plan and Budget
- Draft On-street Parking Policy
- Draft Representation Report
- Eastern Health Authority draft Lease Agreement
- Holmesdale Memorial Tennis Club draft Lease Agreement
- Inter-War Housing Heritage Code Amendment
- Streetscape and Road Safety Improvements (Aberdare Avenue and Jones Avenue, Trinity Gardens)
- The Parade Precinct Separate Rate & draft 2025–2026 Annual Business Plan
- Volunteer Strategy 2024–2028

## Look East

Look East is the Council’s dedicated masthead that keeps citizens connected to the Council and community through a biannual print edition, hundreds of online articles and digital email updates.

### Look East Print

In 2024–2025, the Council continued to publish the Look East print edition, which was distributed to ratepayers and residents within the City of Norwood Payneham & St Peters, available in the Council’s Libraries and Citizen Services Centre, and downloadable 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.

### Look East Online

Look East online serves as a digital extension of the Council’s long-running community print magazine by embracing multimedia storytelling through video, graphics and interactive content on a dedicated news website.

Launched in August 2024, the Look East website works in tandem with the official Council website while adopting a more approachable and editorial tone and delivering timely and relevant articles across key content pillars.

Read more about the development of the website on page 109–111.

### Look East eNewsletter

Following a review of external communication channels and the subsequent launch of the new dedicated Look East website, the Council relaunched its eNewsletter as Look East Digital (formerly Your NPSP) in August 2024.

Leveraging the already established and recognisable Look East brand, the Look East Digital eNewsletter complements the Council’s broad suite of public-facing communications, delivering regular and timely updates about Council events, initiatives, major projects and business activities, via email and straight to a subscriber’s inbox.

An opt-in communication, Look East Digital is well received with a 48% average open rate (an increase from 45% as at 30 June 2024), which is considered excellent against a government benchmark of 35.3%\*

Since its August 2024 launch, Look East Digital amassed 14,430 subscribers as at 30 June 2025 — a significant increase on Your NPSP subscribers which was reported as 3,118 as at 30 June 2024.

*\*Mailchimp benchmarking data*

## Social Media

Social media has diversified the sources of information for our community and provides effective two-way engagement tools in digital places where our community is already active.

Measurable and cost-efficient, the Council now manages a suite of profiles across key platforms Facebook, Instagram and LinkedIn, all of which continue to experience significant audience growth, reach and engagement, and driving considerable traffic to the Council’s website.

For more information see page 179.

## Website Performance

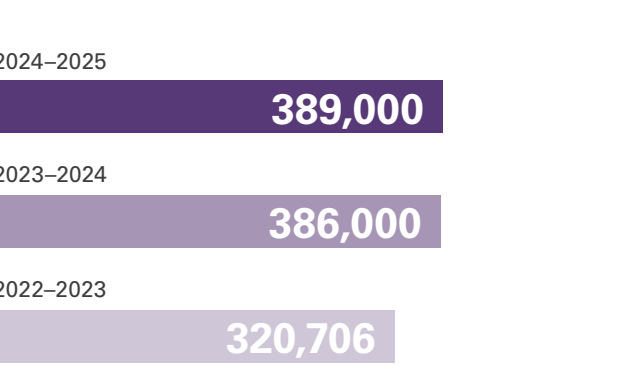
The Council’s website is a hub of information about the City of Norwood Payneham & St Peters, detailing its major projects, services, initiatives, projects and events for ratepayers, residents, businesses and visitors.

### Website Visits

The website experienced an increase in the number of visitors during 2024–2025 with 389,000 visits — an increase of 0.7% on the previous year.

The images and data on the following pages shows the top six most visited website pages on the Council’s official website and the number of visits each received during the 2024–2025 financial year period.

**Figure 1: Total website visits by year**







Devices

Audience behaviour analysis shows that 58.2% of website visitors viewed the website on mobile devices meaning that the Council must continue to improve optimisation and ensure content such as video and publications are suitable for viewing on a range of 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, seven days a week. Popular online services include:

- make a payment;
- report a problem;
- pay rates with Payble;
- library catalogue and app; and
- My Local Services (an app developed by the Local Government Association of South Australia to deliver localised council information to residents of South Australia).

Online Forms

Online forms are an important part of the Council’s suite of online services. In 2024–2025, 15 online forms were created for the convenience of citizens and to streamline the way we collect and process service requests, enquiries, feedback and complaints.

Completed Website Improvements

Look East Online

Launched in August 2024, the Look East website is a digital extension of the Council’s Look East magazine that delivers Council and community news and updates through multimedia storytelling using video, graphics and interactive content on a dedicated news website.

Hosted in parallel with the Council’s official website (npsp.sa.gov.au), Look East is an accessible platform where

residents, businesses, community members and stakeholders can stay informed about Council programs, local initiatives and community news.

With the vast capabilities and capacity of the digital Look East experience, the Council is able to apply a more curated lens to the print edition and tailor content for each of the platforms.

In addition to the Look East website, a complementary eNewsletter has been developed which provides a curated selection of content from both Look East and the Council’s website.

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

Accessibility Widget

To improve website user experience, the Council implemented a new accessibility widget that meets Australian Accessibility Standards. Supported by the Council’s Community Services Unit and Creative Digital Designer, UserWay allows website visitors to adjust contrast and colour saturation, highlight links, increase text size and spacing, pause animations, hide images, enable a dyslexia-friendly mode, and change the cursor style. Improving the overall user experience, UserWay also demonstrates the Council’s commitment to inclusivity and social responsibility through our communications.

Eastside Wine & Ale Trail Digital Map

The Eastside Wine & Ale Trail digital map is designed for easy use across desktop and mobile devices—whether the website user is out on the trail, planning a visit or looking for a new bar or venue to try.

Users can search for and view participating businesses across the City of Norwood Payneham & St Peters, making it simple to discover the best places to meet the makers and enjoy local hospitality in the suburbs of Kent Town and Stepney.

Have Your Say

The new online community consultation section Have Your Say, provides residents with a central hub to access, follow and participate in public consultations.

Designed to improve transparency, encourage feedback and capture valuable community insights for more informed Council decision-making, the Have Your Say section draws on best-practice models.

Have Your Say benefits the community by making it easier to:

- view open, closed and upcoming consultations in a clear and accessible format;
- read project summaries and background information;
- participate through online surveys, interactive elements and written submissions;
- track timelines and stay informed about consultation outcomes;
- access key documents and FAQs; and
- subscribe for automatic updates on existing and new consultations.

Consultations span a wide range of Council activities, including infrastructure, traffic and parking, strategic planning, the Annual Business Plan and Budget, strategies and community programs.

Enhancing mechanisms for community consultation bolsters the Council’s commitment to meaningful engagement and empowers citizens to help shape decisions that affect their local area.

Looking Ahead to 2025–2026

Improving the Employment Application Process

A new Employment Declaration section will be developed as part of the online job application form and launched in late 2025.

Designed to improve clarity and streamline recruitment processes, this new feature will allow applicants to checklist their eligibility for roles and help hiring managers assess applications against key selection criteria.

Public Art Map

The existing Public Art Map will be reimagined into a digital and accessible overview of public artworks located throughout the Council area. This interactive, online resource will highlight a diverse collection of sculptures, murals, mosaics and installations in streets, parks and walls in public spaces.

The map will serve not only as a practical guide for those wishing to explore the City’s public art but also as a celebration of local creativity, cultural identity and community engagement. It aims to increase visibility and appreciation of public art while supporting artists and encouraging cultural tourism.

Arts Directory Refresh

To complement the launch of the Public Art Map, the existing online Arts Directory will be updated and refreshed to enhance its functionality and better engage with local artists, creative practitioners, and the wider community.

The upgraded directory will act as a central hub to showcase local talent, promote creative services, and connect people with artists for projects, collaborations, and commissions.

Site Map and Content Review

A framework to review the Council website sitemap and page content format and structure will be developed by a working group. This will be used as the basis for a broad review of the structure of the website and page content, hierarchy and format, which will commence in 2025–2026.



# Capturing Christmas Joy with Local School Children

## Mayor's 15th Christmas Card Competition



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

**Each year the start of the festive season is marked by the annual Mayor's Christmas Card Competition—an eagerly anticipated opportunity for our City's youngest residents to draw on their creativity and artistry.**

The Mayor's Christmas Card Competition invites local children from preschool to Year 6, who live or attend school in the City of Norwood Payneham & St Peters, to engage in a fun and festive activity that captures the spirit of Christmas through drawing, painting and decorating Christmas-themed drawings.

More than 300 entries were received in the 2024 Mayor's Christmas Card Competition, all proudly displayed in the foyer of Norwood Town Hall during the Christmas period, offering the community a chance to admire the festive creations of our young artists.

Mayor Robert Bria had the honour of hosting a reception on Monday, 21 October 2024 to present the awards with all finalists and their families.

Each winner received copies of their artwork as Christmas cards to share their unique designs with loved ones during the festive season.

The overall winner was also presented with a Wacom Graphic Tablet to continue their creative journey and their design was featured on the front cover of the Christmas edition of the Council's magazine, Look East.

**Congratulations to all the winners and finalists of the 2024 Mayor's Christmas Card Competition.**

### Overall winner

Linda - Norwood Primary School

### Pre-School

1st Prize: Madeleine - Margaret Ives Preschool

### Reception

1st Prize: Della - Norwood Primary School

2nd Prize: Alex - St Andrew's Primary School

3rd Prize: Jonathan - St Andrew's Primary School

### Year 1

1st Prize: Zixian - St Joseph's Memorial School

2nd Prize: Felise - Trinity Gardens Primary School

3rd Prize: Abigail - Norwood Primary School

### Year 2

1st Prize: Isla - Norwood Primary School

2nd Prize: Otis F - St Joseph's Memorial School

3rd Prize: Otis K - St Joseph's Memorial School

### Year 3

1st Prize: Marco - St Joseph's School Payneham

2nd Prize: Alexander - St Andrew's Primary School

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

### Year 4

1st Prize: Yiwei - Norwood Primary School

2nd Prize: Ava - St Joseph's School Payneham

3rd Prize: Joseph - Prince Alfred College

### Year 5

1st Prize: Cynthia - Norwood Primary School

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

3rd Prize: Rayhan - Norwood Primary School

### Year 6

1st Prize: Talia - St Joseph's School Payneham

2nd Prize: Aubrey - St Joseph's School Payneham

3rd Prize: Barbod - Norwood Primary School



**Overall  
winner**

**Linda**  
Norwood Primary School





## 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.



Norwood Christmas Pageant Volunteers



# Our Volunteers

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

**Volunteers play an integral role in our City’s community life and make a valuable contribution by giving their time and skills for the benefit of others.**

The impact of the work of Volunteers is both wide reaching and highly valued, however it’s not just the recipients of the program and services who benefit.

Volunteering can create many opportunities for Volunteers such as opening networks to new friends and acquaintances, providing the opportunity to develop new skills or refine existing ones, transitioning into or out of paid employment and gaining hands-on work experience.

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

During 2024–2025, 225 Volunteers contributed 9,989 hours of benefit to our community. The value of these hours is \$467,552, based on a dollar replacement value of \$46.80 per hour (Volunteering SA & NT).

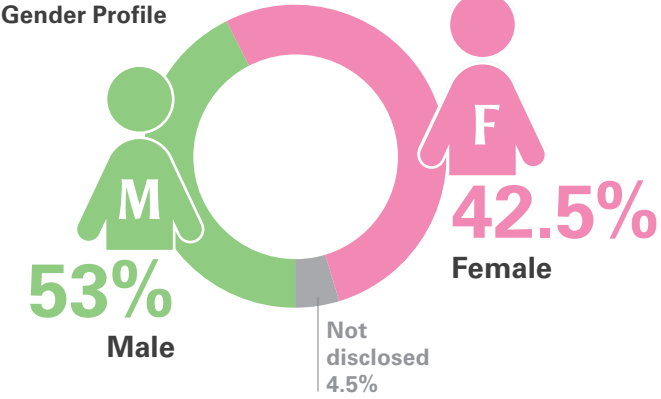
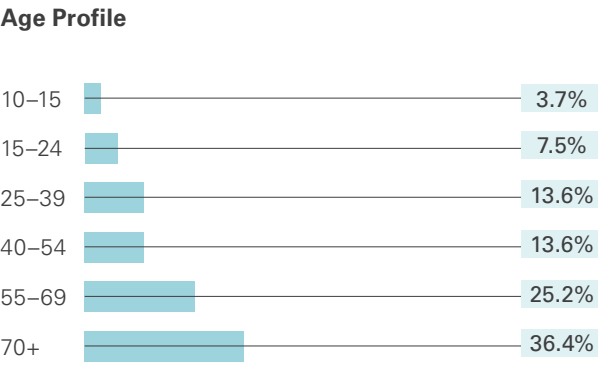
Our Volunteers contribute across the organisation, support the wider community, and bring with them diverse skill sets, experience, and cultural backgrounds.

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

- Administration;
- Borthwick Park Biodiversity Program;
- Community Transport;
- Community Visitors Scheme;
- Council Events;
- Cultural Heritage Program;
- Food Secrets & Eastside Wine and Ale Trail (EWAT) Bus Tours
- Friends of the Billabong;
- Graffiti Removal;
- Justice of the Peace;
- Libraries (processing, community information; Home Library Service; and delivery of other Library programs and activities);
- Pet Care Program; and
- Stepping-Out Program.

**9,989** Hours contributed to the community

**\$467,552** Dollar value of hours contributed\*



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

## Volunteer Management

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

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

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

### Volunteer Years of Service Awards

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

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

On 27 November 2024, at the Annual Volunteer Christmas Dinner, the following Volunteers received Certificates for the Years of Services to the Council:

<b>5 Years</b>	Barbara Rowe
Jennifer Chen	Greg Wilmot
Julianne Ben	Joanne Wilmot
John Patterson	Jim Harvey
Chang Cao	Meredith Scottney-Turbill
Nina De Ieso	Nadia McLaren
Terry Dickeson	Andrew Hill
Ian Fang	Trevor Little
Juliet Hugo	Don Perry
Ian King	Dianne Schwarz
Chris Levingston	
Michael McAvaney	<b>15 Years</b>
Irene Paech	Louis Nappa
	Ronald Newbold
<b>10 years</b>	<b>20 Years</b>
Kerry-Anne McVeigh	Joe Mignone
Kate Eatts	Carmel Mignone
Henry Andryszczak	Melville Rowe
Christopher Bennett	
Marcelle Bennett	

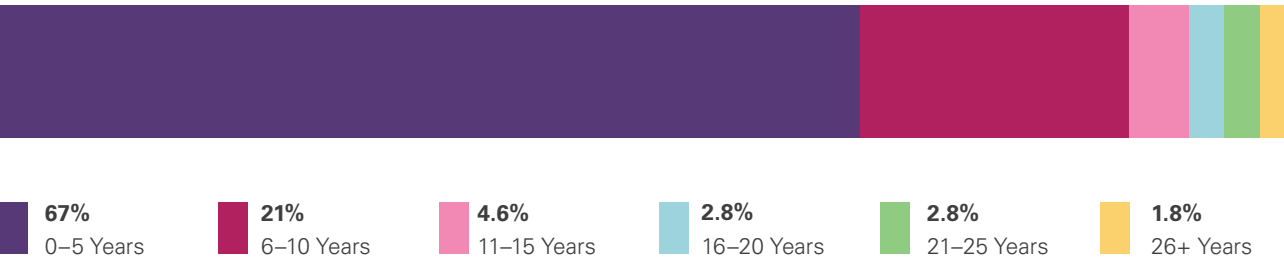
### Challenges

One challenge the Council faces is the age of its Volunteers, with 36.4% aged 70 years or older. For some, age limits their ability to continue in their preferred roles, leading to difficult decisions such as retiring, modifying, or switching roles. This change can be challenging due to reduced social activity or the loss of the sense of giving back to the community.

### Looking Ahead

The draft Volunteer Strategy, which guides the growth and development of Volunteer Services, will be released for a final round of community consultation. Following the Council's endorsement, implementation of the actions outlined in the Strategy will commence, fostering an inclusive community service that encourages meaningful participation.

### Volunteer Length of Tenure







# Meet Our Volunteers

## Mike Baldwin

**For Mike Baldwin, volunteering is all about giving back to the community, staying connected, and offering a helping hand where it's needed most.**

Since 2020, Mike has generously given his time to the City of Norwood Payneham & St Peters as both a Justice of the Peace (JP) and a member of the Council's Graffiti Removal team.

Mike first became a JP during his career with the Attorney General's Department, where the appointment was a requirement of his position.

Following his retirement in 2020, he knew it was important that he continue using his skills and expertise to help others.

"Justice of the Peace services allow community members to have free, easier and local access to a legal representative who can witness and certify specific documents," Mike explains.

"It's something useful for others, and it keeps me connected to people."

Shortly after joining the Council as a Justice of the Peace, Mike was invited to volunteer with the Graffiti Removal team.

With experience driving larger vehicles and handling equipment, he saw it as another way to make a difference and jumped at the opportunity.

"It helps maintain the local environment, keeping it respectable and allowing members of the community to retain pride in the areas they live and work."

For Mike, the most rewarding part of volunteering is simple.

"Giving something back to the community without asking for anything in return and enjoying the interaction with community members wherever possible. Volunteering can sometimes also provide a person with a purpose."

Mike's commitment to volunteering doesn't stop there.

For more than 17 years, he has been involved with the Holmesdale Tennis Club—starting out by helping with odd jobs before taking on multiple leadership roles. Today, he is the club's President, Junior Coordinator, and

coach, continuing the proud tradition of the small community club that has been part of Adelaide's eastern suburbs since 1935.

"Smaller community clubs rely on volunteers to stay viable," Mike says.

"It's rewarding to know you're providing a welcoming environment where people can experience the benefits of sport. Recently, we've also introduced wheelchair coaching to make the club more inclusive."

Reflecting on his career in finance, regulation and business management, Mike says volunteering has provided him with a new kind of purpose in retirement.

And his advice for anyone considering volunteering?

"If you have any spare time, it can be a very rewarding experience. As a JP, I've had elderly people thank me simply for taking time to show empathy. As part of the graffiti team, people passing by often call out a word of thanks. Small things like that make it all worthwhile."

## Paul Wilson

**When you jump aboard a Food Secrets bus tour, you'll likely receive a warm welcome from Paul Wilson, one of the Council's Volunteer bus drivers.**

Since retiring from a long and fulfilling career as a schoolteacher and principal in South Australia's Department of Education, Paul has been volunteering his time for the benefit of our community.

Volunteering with the Council since 2017, Paul says that his volunteer commitments continue to be an important part of his retirement plan, as it enables him to maintain social interactions among a host of other benefits.

"Now that I am retired, and have good health and time, I enjoy helping out in my community.

"I get satisfaction knowing that I am using a skill I have to provide a service and be a support to others."

Paul says that driving the community bus provides him with the opportunity to be part of a team that delivers vital

services for our community while also helping to showcase the premium food and beverage manufacturers that our City is best known for.

*"As the bus driver for the monthly Food Secrets tours, I enjoy welcoming and joining the guests to hear about and discover the amazing local food and beverage producers."*

"I wouldn't be honest if I didn't say that I also enjoy the coffee and lunch that is provided on each tour!"

One of more than 220 Council Volunteers, Paul also offers his transport services to ensure that people within our community stay connected and can access the services they need.

"Every fortnight I drive the community bus to pick up local elderly residents from their home and take them to a social 'lunch at the pub' gathering, an important activity for those at risk of social isolation.

"It's fulfilling to see the smiles on the faces of the residents and tour guests who I drive around, knowing that they have appreciated the opportunity the bus service provides for them to get out and about in our community."

Paul credits volunteering for its positive influence on personal well-being.

"It is a great way to keep the mind and body active while at the same time providing a sense of self-worth and personal satisfaction knowing that you are helping others in your community."

**To find out more about volunteering with the City of Norwood Payneham & St Peters, visit [www.npsp.sa.gov.au/volunteering](http://www.npsp.sa.gov.au/volunteering)**



# Our Community

The City of Norwood Payneham & St Peters is a strong, diverse and participatory community that contributes to the vibrancy of our City and livability of the Council in many ways.

Our residents help to build a healthy, happy and resilient City. Some leave a legacy for future generations to enjoy.

This section provides information about some of our community members.



Jazz in the Park, Koster Park



# Community Funding Program

The City of Norwood Payneham & St Peters offers a wide range of programs, services and facilities aimed at improving the health and well-being of our citizens while enhancing the cultural vitality of the community.



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

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

Funded initiatives are expected to make meaningful contributions to social, cultural, economic, environmental, and community development within the City or address significant social and welfare needs.

The Council’s Community Funding Program incorporates the following Grants Schemes:

- the Community Grants Scheme; and,
- the Public Art & Culture Grants Scheme.

Grants are awarded through two rounds each financial year, one in August and one in February.

During 2024–2025, the Council provided \$39,935 in funding to 10 community groups through the public Art & Culture Grants Scheme. Additionally, the Council provided \$34,047 to 12 community groups to support local initiatives.

Community Grants Scheme		
Organisation	Initiatives	Amount
NP&SP Community Garden Association Inc	Linde Community Garden improvements	\$2,850
East Torrens Baseball Club	Additional equipment for women’s baseball.	\$5,000
Russian Community Centre	Support for Folk Pancake Festival Maslenitsa community event	\$5,000
Fogolar Furlan Inc.	Support for Donne Divine — In Cammino Con Dante community event	\$2,200
Payneham Cricket Club	Minor equipment for team sport	\$2,500
South Australia Badminton College	Minor equipment for community participation	\$2,500
East Adelaide Primary School	Native bush tucker community garden	\$2,500
Swing and Blues Dancing in Adelaide	Support for World Lindy Hop Day community event	\$2,200
Mums and Bubs in Nature	Minor equipment to establish a free nature play program	\$2,500
Holmesdale Memorial Tennis Club Inc	Minor equipment to support diverse community participation	\$2,500
Beulah Rd Brass — Kensington & Norwood City Band Inc.	Minor equipment for events	\$1,800
St Peters Residents Association Incorporated	Minor equipment for community events	\$2,497

Public Art & Culture Grants Scheme		
Organisation	Initiatives	Amount
Lauren Downton	Artistic development and mentorship	\$2,435
LCND (Lucinda Penn artist)	Community Corner mural located in Kent Town	\$5,000
Seb Humphreys	Mural located in Kent Town	\$5,000
Amber Cronin	Delivery of multi-disciplinary art experience centred around the themes of climate crisis, resilience and hope.	\$2,500
David Stanley	Mural located at 2C Ann Street, Stepney	\$5,000
Jane Skeer	Artistic development and mentorship	\$2,500
Studio Spring	Mural located at the rear of 129 Magill Road, Stepney	\$5,000
McKellar Stewart Kindergarten	Indigenous artistic collaboration, workshops and development	\$5,000
Norwood Primary School & Residents	Mural located at the rear of Norwood Primary School	\$5,000
Melak Khaleel	Visits by local schools to the ‘The Fruit of Resistance’ exhibition at the Collective Haunt, Norwood	\$2,500





# Australia Day Awards

## *Welcoming new Australian citizens and celebrating contributions*

**On Saturday 26 January 2025, Mayor Robert Bria officially welcomed 41 new Australian citizens to the City of Norwood Payneham & St Peters as part of the Council’s Australia Day celebrations.**

Addressing the candidates for citizenship, Mayor Bria said, “This ceremony marks the beginning of a new chapter of your own life”.

“Citizenship is about rights and responsibilities. It is a life-long invitation to participate in the cultural, economic and social life of the country you now call home.”

Federal Senator Marielle Smith read a message on behalf of the Hon Tony Burke, Federal Minister for Home Affairs, Immigration and Multicultural Affairs which was followed by each of the citizenship candidates taking the Oath of Allegiance or the Affirmation of Allegiance. Both express loyalty to Australia and its democratic values.

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

“Here in the City of Norwood Payneham & St Peters, we are proud to have people who have shown the power of their example in helping others in their community,” said Mayor Bria.

“They should serve as an inspiration to all of us about the virtues of volunteering, of service to others, and making a positive difference to our country.”`

Each of the recipients of the Australia Day Awards exemplify the spirit of community and the dedication and service that strengthens our City and defines who we are.

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



### Community Event of the Year Cheeky Grin Coffee Longest Table

Through an amazing fundraising event, Cheeky Grin Coffee raised an outstanding \$32,555 for the Hospital Research Foundation Group.

Cheeky Grin Coffee is an award winning café with a strong community focus, tucked away on Gage Street in Firlie.

Owner Stefan Iannace saw an opportunity to help his customers and community members that have been affected by cancer and more specifically breast cancer.

A night of good food and drinks and great company whilst raising much needed funds to support cancer research.

Held as part of the national Longest Table initiative, the sold-out show brought a new level of community connection to this local café’s portfolio and raised the third largest amount in Australia.



### Award for Active Citizenship Thomas Marlin

Thomas is a world class cellist and musician who has committed himself to building the musical landscape in Adelaide through the grassroots of our music community.

He’s a private teacher who has taught many pupils who have gone on to be a part of the Adelaide Youth Orchestra and the Open Music Academy, and has significantly contributed to the success of the St Peter’s College Strings in ABODA (Australian Band and Orchestra Directors’ Association) Festival.

Thomas is a member of the Adelaide Baroque and the Tarrawatta Trio and formed the Alma Moodie String Quartet raising awareness of historical female figures in Australian musical history.

Adelaide is Australia’s UNESCO City of Music, and Thomas demonstrates total dedication to the principals of UNESCO cities of music re spreading awareness of and access to more live music opportunities in the community.

Thomas’ recent recording of Boccherini’s famously virtuosic Cello chamber music with Sally Walker, made in the world class North Adelaide Baroque Hall and released on AVIE records, is currently Grammy-nominated.

### Young Citizen of the Year Ethan Chen

Ethan has made a significant impact on the community by bridging the gap between disadvantaged children and the benefits of sports.

Founded by Ethan, Courtside Champs has raised more than \$10,000 and reached over 700 families, delivering sports programs to children who otherwise wouldn’t have the opportunity.

With all proceeds and donations funding equipment and scholarships for these families, Ethan has fostered a culture of mentorship and skill development, ensuring that disadvantaged and underrepresented children have access to quality sports coaching and positive role models.

Ethan has revolutionised service learning in his community by stepping up to various ambassador roles, representing the UN Youth SA organisation as a student ambassador and is also a Youth Coastal Ambassador for Green Adelaide.

Ethan has also received the UN Youth Global Citizenship Award, the Headmaster’s Academic Scholarship and has been named a student leader for the 18th National Leadership Camp by Burn Bright.



# Growing Together at Linde Community Garden



**Tucked away in the heart of Linde Reserve in Stepney lies one of our community’s most treasured green spaces—the Linde Community Garden. Here, vegetables, friendships and community spirit grow side by side.**

This year, the garden received a welcome boost thanks to a \$2,845 Community Grant from the Council. The funding helped complete an important project in replacing the timber edging around the last of the garden’s 65 raised beds.

For 12 years, Linde Community Garden has been part of the local landscape. Over time, much of the original timber garden bed edging began to deteriorate and were at risk of collapsing.

“Replacement of the edging has been a vital project for our Volunteers as it has ensured the long-term structural soundness of all garden beds and a solid edging for pathways,” says Chris Brideson, Chair of the Linde Community Garden.

Recognising its importance, members replaced the old timber with a sustainable alternative made from recycled plastic and sawdust fines. This material is durable, eco-friendly, and will last at least 25 years—a long-term investment in the garden’s future.

This upgrade didn’t happen overnight. Over time, support from both the Council and Rotary helped gradually replace the edging on most of the garden beds. The latest grant allowed the final stage of 15 beds to be completed.

“It’s been a real team effort,” adds Chris. “With the additional support from the Council and hard work by our members and Volunteers we’ve been able to improve the garden and secure its future in a much shorter timeframe than anticipated.”

With new edging across all 65 beds, the garden is now in its strongest position. The recycled material ensures structural soundness and safe pathways, securing the garden’s future as a welcoming, sustainable community space.

“Being able to give the garden beds a new lease of life has given the whole garden a lift. Planting, watering and weeding have all become more efficient, and this is reflected in the range of healthy crops now being grown.”

# Re-dedication of the St Peters Heroes Memorial



**The St Peters Heroes Memorial is located on St Peters Street, St Peters and forms part of the ANZAC Avenue of Honour, which was dedicated by the City of Norwood Payneham & St Peters in 2014.**

In 2019, the St Peters Residents Association was successful in obtaining a grant to place two plaques on the Memorial listing the names of 145 men from the former Town of St Peters Council area who died in the Great War.

On 11 November 2024, an additional plaque listing the names of the 89 men from the former Town of St Peters Council area who died as a result of their service in the Second World War was officially unveiled by Her Excellency, the Hon Frances Adamson AC, Governor of South Australia.

“In my role as Governor, I am frequently reminded of the service and sacrifice that countless South Australians have made to protect our way of life. Memorials, such as the St Peters Heroes Memorial, serve as vital reminders of their courage and sacrifice.

“It also offers our community a space to personally reflect and express gratitude for their legacy—a legacy that enables us to enjoy the freedoms they fought so hard to protect.” said Her Excellency, the Hon Frances Adamson AC, Governor of South Australia.

The additional plaque was once again a result of the research and work under-taken by Mr David Cree, President of the St Peters Residents Association and members of the Association, with a grant from the Government of South Australia’s ANZAC Day Commemoration Fund.

The Council commends the St Peters Residents Association for its important contribution to the history of St Peters.

The Ceremony was attended by a number of descendants of the St Peters heroes, some of whom travelled from Melbourne, Canberra, Brisbane and elsewhere in Australia for the re-dedication.

*“We gather in the presence of a solitary soldier, who since February 1922 has kept vigil over the memories of the 145 Great War and now the 89 Second World War St Peters Heroes who made the ultimate sacrifice...”* Mayor Robert Bria.



# Our Business Community

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





# Local Economy Booming With More Opportunities on the Horizon

The City of Norwood Payneham & St Peters is well-known for its thriving main streets and retail precincts.

**Often touted as the CBD of Adelaide’s east, The Parade, Norwood is uniquely positioned as a one-stop destination, dotted with coffee shops, cafes, restaurants and clothing boutiques, to supermarkets, banks, jewellers, hairdressers and homewares. You can get your teeth cleaned, see a doctor, book a holiday or buy a house.**

Look a little further and you’ll discover the eclectic shopping, dining and lifestyle destination that is Magill Road—a boutique business community with a broad but refined offering.

Traverse to Glynde and Stepney and you’ll uncover some of the best produce South Australia has to offer among dozens of world-class and award-winning food and beverage manufacturers.

There are more than 7,000 businesses across the City, operating in many different sectors, serving different pockets of the community, trading across state and national borders. That equates to almost one business for every five residents.

They employ more than 27,000 people with 4,500 of these also living within the City of Norwood Payneham & St Peters.

They are small businesses, family businesses, freelancers and entrepreneurs.

## Our City has a great economic story to tell.

Since August 2024, CreditorWatch, a leading business data and insights agencies providing commercial credit reports, has ranked the City of Norwood Payneham & St Peters as having the lowest risk of business failure of any Local Government area in Australia (537 in total).

“This is a stunning result and testament to the professionalism, tenacity and resilience of the 7,000 small businesses in the Council area,” says Mayor Robert Bria.

*“Traders who either establish or move their business to the Council area understand they are opening in an area where the Council and community genuinely cares for and supports local businesses”.*

For the first time, annual consumer spending in the City of Norwood Payneham & St Peters has reached

almost \$2 billion, again demonstrating the ongoing strength of the local economy.

Spendmapp, which collects and analyses credit card and EFTPOS transactions, revealed the City recorded \$1.9 billion in consumer spending for the year ending 30 June 2025.

Mayor Bria says this is an “incredible result that shows our City and community remain resilient in an uncertain economic environment”.

The health sector represents the largest spend at \$350 million, followed by specialised and luxury goods (\$305 million) and groceries and supermarkets (\$234 million).

Spendmapp data supports the notion that Norwood is the ‘engine room’ of the local economy, reporting it to be the best performing suburb within the City of Norwood Payneham & St Peters, with spending in the area accounting for 39% of total spend in the City.

And with almost half of the annual dining spend in our City in Norwood, it’s easy to see why The Parade is Adelaide’s premier main street.

Of course, it helps to have Time Out Magazine rank Norwood as the 35th coolest neighbourhood in the world.

Since 2019, the average year-on-year increase in spending in our City has been just over \$100 million. If this trend continues unchanged, spending is expected to increase from \$1.9 billion in 2024 to \$2.5 billion by the end of 2030.

Spendmapp data also shows that localities such as Kent Town are starting to come into their own, meaning the Council must carefully consider what’s happening there and how it can best support future strategic growth.

The Council plays a critical role in ensuring the local economy continues to prosper by developing the right policy settings and, where appropriate, partnering with State and Federal Government to create an environment conducive to growth.

Achieving this growth requires a multi-pronged approach, including implementation of The Parade Masterplan, retaining the Glynde and Stepney employment zones, growing and value-adding to the flourishing health care sector, and increasing population density in strategic locations such as Kent Town and Norwood.

The Council’s Business and Economic Development Advisory Committee is laser focused on engaging key stakeholders as it works towards the next iteration of the Council’s Business and Economic Development Strategy.

“The Council is also acutely aware that to further cultivate the economic opportunity in Norwood Payneham & St Peters, we must accelerate our engagement with key players in government and the private sector to harness the incredible opportunities unfolding before us through strategic partnerships,” adds Mayor Bria.

“There is no doubt we have some hard work ahead of us but I believe we have the fundamentals right to build on our City’s credentials as a safe pair of hands in which to do business.”



ORTC, The Parade, Norwood



Two Pairs, Magill Road, Stepney



1645 Coffee Roasters, Sunbeam Road, Glynde







## 2025 EASTSIDE BUSINESS AWARDS

# Eastside Business Awards

More than 20 local businesses were celebrated at the prestigious 2025 Eastside Business Awards—with 10 top performers taking out awards across 11 categories.

The annual awards program recognises and celebrates exceptional small businesses in the City, as voted by the public—and this year’s finalists are testament to the high calibre of local businesses in the City of Norwood Payneham & St Peters.

Coming out on top with a Hall of Fame accolade is McConnell’s Furnishings and Upholstery.

The company, founded by John Murray in 1995, was born in a shed in Edward Street, Norwood before relocating to its current showroom and workshop on Magill Road.

Almost lost for words at the award win, John shared his gratitude for the recognition and “pat on the back” from his community.

Third time was the charm for Pavé Café, securing the gongs for Best Café/Restaurant and Best Coffee in Adelaide’s east.

Owner of Pavé, Rimu Good has built a thriving business and a connected community—all from a humble cobblestone courtyard café on The Parade that was formerly a car park.

With three wins in each category, Pavé has now been cemented as a local favourite and as such, was crowned a Legend of the Eastside Business Awards, held on 30 April at Norwood Concert Hall.

Pavé now joins the glittering ranks of previous Legend Award recipients, Cheeky Grin Coffee, Little Bang Brewery Co, Mary MacKillop Museum and Shouz Boutique.

## Recognising excellence and honouring local legends

Held on 30 April at the Norwood Concert Hall, the Awards was the culmination of a campaign that saw almost 10,000 votes cast by loyal customers.

“It’s clear that our business community is backed by strong community support,” says Mayor Robert Bria.

“To be named a finalist in the Eastside Business Awards is a nod to the exceptional products and services these businesses consistently deliver for our community.

“They are shining examples of the impact that our local businesses have on our broader community, and why the City of Norwood Payneham & St Peters is such a great place to do business.”

### Congratulations to all of the winners!

**Hall of Fame (20+years)**  
McConnell’s Furnishings and Upholstery  
134 Magill Road, Norwood

**Best Arts & Culture / Entertainment Experience**  
Art Images Gallery  
32 The Parade, Norwood

**Best Café / Restaurant and Legends Award**  
Pave Café  
138b The Parade, Norwood

**Best Coffee and Legends Award**  
Pave Café  
138b The Parade, Norwood

**Best Customer Experience**  
T Life  
131 The Parade, Norwood

**Best Fashion Retailer**  
Exurbia  
134a The Parade, Norwood

**Best Food / Beverage Manufacturer**  
Prove Patisserie  
157–159 Magill Road, Stepney

**Best Hair / Beauty Salon**  
Cozy Hair  
Shop 6/474–476  
Payneham Road, Glynde

**Best Independent Small Business**  
Tito Pignetti – Training & Consulting  
34 Ashleigh Ave, Felixstov

**Best Professional Service**  
Physio Smart / MOTUM Health  
296 Payneham Road,  
Payneham South

**Best Pub / Bar**  
Rising Sun Inn  
60 Bridge Street, Kensington

Pictured above, L-R: 1. Mayor Robert Bria, Rimu Good (Pavé Cafe) 2. Estelle Carosi, Patricia Amadio, Amanda Musolino, Tim Grasso, Chantelle Garreffa (Fred salon) 3. Mayor Bria, Olivia Dryden & Sara Westover (Art Images Gallery)



2025  
EASTSIDE  
BUSINESS  
AWARDS

John and Kerrie with Chief Welcoming Officer, Tango

## From humble Irish beginnings to Hall of Fame

**If you frequent Adelaide's best restaurants and bars, it's likely that you've sat on a piece of handcrafted furniture from McConnell's Furnishings & Upholstery.**

From the booths and bar seating at Pirie Street's award-winning Osteria Oggi restaurant to the sunken, distressed lounge at Hutt Street's Latteria to the polished finishes of seaside Crisp Port Elliot, McConnell's handcraft is stamped across South Australia in favourite eateries, corporate businesses and private homes.

For 30 years, McConnell's has been the quiet achiever at the forefront of cutting-edge design and soft furnishings.

But this year, they step into the limelight as they are celebrated for their achievements and contributions to the City of Norwood Payneham & St Peters local economy and business community, winning the prestigious Hall of Fame Award at the 2025 Eastside Business Awards.

"We've been punching above our weight for a long time, and we've waited 30 years to get this pat on the back," says Irish-born McConnell's founder, John Murray.

"We were absolutely taken by surprise on the night but we're so grateful for the acknowledgment."

From humble beginnings in a shed on Edward Street, Norwood, McConnell's has firmly secured its roots in the City of Norwood Payneham & St Peter's and grown into a treasure of Magill Road.

"Magill Road is a unique precinct that specialises in home and soft furnishings, and I can't think of anywhere better to locate our business."

A young John immigrated from Navan, Ireland with nothing more than a suitcase and an abundance of passion and energy to make a life for himself.

"I didn't set out to become an upholsterer but I did draw inspiration from my grandfather who was a self-taught and qualified cabinet maker, wood turner, upholsterer and polisher.

"I named the business after him and it grew from there."

Joining forces with his wife Kerrie 15 years ago, John's craftsmanship is complemented by Kerrie's flair for textiles, colourways and interior design.

"Prior to joining John in the business, I had been travelling the world and fortunate to live in some luxurious places that inspired my passion for interiors," says Kerrie.

"Morocco in particular made me fall in love with colours, textures and design."

Built on a philosophy of quality and style, John and Kerrie offer a bespoke service for their clients that's more than just restoring furniture, it's about the value it adds to the lives of customers.

"Being part of a creative process always achieves great outcomes, so we enjoy working with people who have a vision for something unique, bold and thoughtful."

**McConnell's Furnishings and Upholstery**  
134 Magill Road,  
Norwood  
Phone 8363 0099  
[www.mcconnells.com.au](http://www.mcconnells.com.au)

@mcconnellsuph  
/mcconnellsupholstery



## Raising the Bar

*Bright minds and big ideas*

**From building resilience and how to break bad habits, to the law, comedy, crime and renewable energy — and everything in between — there is something for every curious mind and lifelong learner at Raising the Bar.**

An annual event on the Council's calendar, Raising the Bar is an opportunity to broaden your thinking, dive into topics of passion or open your mind to another point of view.

Held on Tuesday 6 August 2024, inspiring educators, visionaries and thought leaders delivered 19 free talks at 10 venues across the City of Norwood Payneham & St Peters.

Pubs, hotels, bars and cellar doors were transformed into a learning campus for one night as record patrons flocked to the City for this unique and free lifelong learning opportunity.

More than 900 people attended talks at The Robin Hood Hotel, The Colonist, Maylands Hotel, Ferg's Stepney, Reform Distilling, Britannia, The Suburban Brew, Little Bang Brewing, Republic Norwood and The Rising Sun Inn.

The skyrocketing popularity of true crime content, driven by curiosity around criminal motives and a desire to learn about the criminal justice system, has seen Sean Fewster and Daniel Panozzo return year on year to explore different aspects of criminology.

Always a sellout, Sean Fewster, The Advertiser's Chief Court Reporter and change management consultant Daniel Panozzo, who together co-host the podcast Just Lawful, brought their insightful conversation about intricacies of open justice to a captivated audience at Little Bang Brewing.

At the same time, other experts were exploring the intricacies of successful relationships, Mediterranean diets and gut health at venues across the City.

Both battling bowel cancer, Kellie Finlayson and Sophie Edwards got raw and real with their diagnosis and the ongoing collateral damage that this disease has.

A confronting but powerful and even humorous conversation, Kellie and Sophie made sure their audience at

The Suburban Brew was more aware of the symptoms and preventions of bowel cancer, and felt more empowered to trust their gut when something just isn't right.

Raising the Bar is part of a global event series that first began in New York with the aim of making education accessible to all and embedding it within popular culture.

Cities across the world, including the City of Norwood Payneham & St Peters, have embraced this innovative approach to learning, transforming local venues into spaces where education and conversation take centre stage.

With only one license extended per city, the City of Norwood Payneham & St Peters has exclusive access to host this event in Adelaide, positioning the Council area as a place for inspired, innovative and accessible learning no matter your age or ability.

Each year, Raising the Bar continues to grow in popularity, cementing itself as a flagship event on the Council's events calendar.



# The Parade shines for AFL Gather Round



For the third year running, The Parade, Norwood welcomed more than **108,000 locals and visitors** for the biggest weekend on the AFL fixture.

*Locals, tourists and football enthusiasts bring economic boost*

**Kicking off the weekend’s festivities was the Rivals Long Lunch, a lavish affair with 160 patrons gathered under a marquee along the Council’s premier boulevard Osmond Terrace on Saturday 12 April.**

Building on the success of its 2024 debut, a section of the picturesque tree-lined boulevard was transformed into a vibrant dining precinct, showcasing the very best of Glynde and Stepney’s food manufacturers, perfectly matched with beverages from local producers.

Head Chef Eddie Noble curated a standout menu with beloved media personality and Eddie’s mum Jane Reilly OAM, lending her charm and local pride as emcee.

“This event is a great celebration of our community and the local hospitality scene, and I was particularly delighted to see people from as far as Townsville attend,” says Mayor Robert Bria.

“It’s a unique opportunity to support local businesses while enjoying some of the best food and wine South Australia has to offer—just a drop punt from Norwood Oval.”



The Rivals Long Lunch served as the perfect prelude to the first of two AFL matches at Norwood Oval, which drew some 20,000 loyal footy fans over the Gather Round weekend.

On Saturday 12 April, the Brisbane Lions made a convincing comeback to steal the win from the Western Bulldogs in front of a sold-out crowd.

The following day, and to another loud and sold-out Norwood Oval, Greater Western Sydney came out on top after a thrilling clash against St Kilda.

The Council recognises that hosting matches at Norwood Oval featuring interstate teams is a key factor in attracting tourists from across the country to The Parade.

“Bringing interstate teams to Norwood Oval is great from a tourism perspective and gives our City a unique opportunity to showcase everything we have to offer,” says Mayor Bria.

On Sunday 13 April, the Norwood Food & Wine Festival returned to Adelaide’s premier main street, The Parade, for



a sun-drenched festival showcasing South Australia’s best produce.

Spoilt for choice when it came to satisfying their tastebuds, more than 90,000 people filled The Parade as they soaked up live performances and DJ sets before the headline act, the ARIA award-winning Birds of Tokyo, took to the stage for an unforgettable performance.

In terms of economic impact, the weekend proved to be another success story for the community and business sector as local spend set new records, with Spendmapp data showing strong expenditure by interstate tourists.

Of the \$15.9 million total spend across the City during the AFL Gather Round weekend—which increased 7% on the previous year—more than \$1.12 million can be attributed to interstate tourists.

Particularly pleasing was the significant increase in total hospitality spend this year—\$4.6 million compared to \$3.6 million in 2024.

Hospitality spend in Norwood over the weekend peaked at \$2.83 million compared to \$2.4 million in 2024 (19% increase) while spend in the hospitality sector on Sunday 13 April, the day of the Norwood Food & Wine Festival, soared by 36% to \$1.5 million (compared to \$1.1 million in 2024).

These figures not only demonstrate the popularity of the Gather Round but also position Norwood Oval and The Parade as the ideal local venue and destination to host matches and celebrations.

With the State Government securing the AFL Gather Round for at least another year, the Council has expressed an interest in continuing to host matches at Norwood Oval and has allocated \$200,000 in its 2025–2026 Budget for activations and events.

**\$15.9m**  
**total spend across the City during the 2025 AFL Gather Round weekend**  
(12% increase on comparative weekend of 28–30 March 2025)



# It's no secret: Jane Reilly shares her passion as Food SECRETS Ambassador



Jane Reilly at Rio Coffee, Stepney

**South Australian media icon Jane Reilly OAM fuses her passion for produce with her love for local as the Ambassador of the Council's Food Secrets initiative.**

The City of Norwood Payneham & St Peters is home to some of South Australia's most passionate food and beverage manufacturers that are testament to the diversity and excellence of South Australia's food manufacturing industry, and that demonstrate a long history and culture within our local community.

Through the Food Secrets initiatives, the Council casts a spotlight on the exceptional businesses and people, produce and stories, that make the City of Norwood Payneham & St Peters the destination for premium food and beverages—from wine, cheese, coffee, gelato and confectionary to traditional pastas, pastries and so much more.

When asked to champion the City's burgeoning food manufacturing industry, the answer was simple.

*"I've always been passionate about supporting local—whether it's farmers, producers or family-run businesses."*

"When this opportunity came up, I jumped at the chance to shine a light on the incredible work being done right here on our doorstep."

A local resident and host of the Food Secrets bus tours, Jane has formed a deep understanding of the stories behind the exceptional local produce and businesses.

"I continue to be blown away by the passion and dedication of these businesses—many being family-owned and around for generations."

"These videos aren't just about recipes; it's about the people. It's about the growers, makers and artisans whose products end up on our plates."



"They're committed to quality, sustainability and keeping traditions alive. It reminds me just how lucky we are in South Australia to have such a rich food culture—and how important it is to support it."

Intent on taking our local Food Secrets into kitchens across the State and sharing how local ingredients become unforgettable meals, Jane teamed up with her star chef son, Eddie Noble for a new video series.

"To produce these videos alongside my son Eddie made it even more special!"

Sharing ten not-so-secret recipes that can be whipped up at home with restaurant pizzazz, each episode highlights our local food manufacturers.

"These videos aren't just about recipes; they're about the people. They're about the growers, makers and artisans whose products end up on our plates."

"The Food Secrets series gives viewers a real connection to where their food comes from and shows how easy it is to create something amazing with local ingredients."

And with some of the best produce in the state, it's not hard to find inspiration—but it was a challenge for Jane to pick her favourite recipe.

"That's a tough one!" exclaims Jane.

"But I think the slow-braised lamb ragu with pappardelle stands out. The quality of the lamb and pasta—both from local producers—is just incredible."

Jane says the cooking series is a delicious mix of behind-the-scenes tours, cooking tips and a whole lot of heart.

"Eddie shows you how to turn ingredients into restaurant-quality meals with easy-to-follow steps, while I dig into the stories behind the businesses—it's really the perfect blend of food and storytelling."

Beyond the food and storytelling, Jane's underlying message is as simple as it is it powerful—shop local.

*"Every time you buy local, you're supporting jobs, families and the community. You're investing in quality and sustainability."*

"Plus, local food just tastes better—it's fresher, made with care and often has a great story behind it. When you watch the series, you'll see what I mean."







Infrastructure work at Trinity Valley

# Our Performance

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

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# Major Projects

## Payneham Memorial Swimming Centre Redevelopment

### Project update

The transformation of Payneham Memorial Swimming Centre is well underway with the \$60 million project taking shape following construction of two indoor pools and an Olympic sized 50 metre, 10 lane outdoor pool.

March 2025 marked one year since the former Payneham Memorial Swimming Centre was demolished to make way for a modern state-of-the-art aquatic leisure centre.

Now at the halfway mark of the construction phase, much has been achieved and the three new swimming pools are taking shape—and water!

In November 2024, construction of the two indoor pool shells—the learn to swim and the 25 metre pools—were completed, closely followed in December by the outdoor 50 metre pool shell.

Following completion of the shells and associated works, the pools successfully underwent hydrostatic testing.

“Hydrostatic testing is a crucial quality control measure to identify any potential leaks or structural weaknesses prior to completing construction,” says Michael Moshos, the Council’s Project Manager.

“We filled the pools with water to simulate usual operating conditions and observed over a nominated period to determine if there were any possible issues.

“We are pleased to report that the testing was successfully completed, the pools were drained and construction continued as planned.”

While the construction of the pools is underway, the building works around the pools have also been taking shape.

“Over December 2024 and January 2025, we saw the erection of the structural steel components and installation of roofing for the indoor pool hall,” says Michael.

“This is a significant milestone which made way for the internal fit out of the pool hall to commence in March 2025, which included the feature timber ceiling—a product sourced from Italy specifically for the project.”

More recently, the concrete slab for the pavilion building has been laid and preparation for tiling works in the 25 and 50 metre pool has commenced.



“Over the coming months, passers-by will start to see construction of the pavilion building—the main entrance to the Centre that houses function and commercial areas.”

Practical completion of the Payneham Memorial Swimming Centre is scheduled and on-track for mid 2026.

“Following this, there will be a period of finalising the centre and preparing staff and systems for opening.”

To find out more, visit [www.npsp.sa.gov.au/pmsc](http://www.npsp.sa.gov.au/pmsc)

### Project timeline

- **May 2021**  
Concept design endorsed by Council
- **May 2022**  
Schematic design endorsed by Council
- **May 2022–July 2023**  
Detailed design and documentation
- **August–December 2023**  
Construction tender
- **January 2024**  
Construction contract awarded to Badge Constructions
- **February–March 2024**  
Demolition of existing facilities
- **March 2024**  
Construction commenced
- Civil and remediation works
- Pool shells installed
- Erection of indoor pool hall steel framing and roof
- Hydrostatic testing of outdoor and indoor pools
- Pavilion building concrete slab
- Indoor pool hall internal fit out
- Indoor and outdoor pool tiling and finishes
- Pavilion building internal fit out
- Construction of zero depth waterplay and water slide tower
- Installation of 50 metre pool shade sail
- Car park civil works
- Finishing and landscaping
- **Mid 2026**  
Practical completion
- **TBC**  
Reopening of Payneham Memorial Swimming Centre





MICHAEL MOSHOS, COUNCIL

## Meet the Team behind the Payneham Memorial Swimming Centre Redevelopment

### Michael Moshos, Project Manager City of Norwood Payneham & St Peters

Leading the charge on the Council's new state-of-the-art Payneham Memorial Swimming Centre is Project Manager, Michael Moshos.

The Centre holds a special place in Michael's heart, having spent many hot summer days there as a child.

"Overseeing construction of the new Payneham Memorial Swimming Centre is a highlight of my career to date," says Michael.

"I grew up in the surrounding suburbs and frequently visited the former Centre as a child."

Michael, who joined the City of Norwood Payneham & St Peters more than six years ago, has worked on several capital projects ranging from road renewal and building works to streetscape, reserve and major stormwater drainage upgrades.

"Working on this project—which signifies the biggest infrastructure investment by the Council to date—is as challenging as it is rewarding."

One such challenge Michael says, has been striking the balance between form, function and community expectation.

"Ensuring that the design and material selections throughout the new facility genuinely reflect the needs and expectations of the community, while balancing functionality, aesthetics, and accessibility, has been a key challenge."

Just as challenges drive Michael to succeed, feedback from the community eagerly awaiting the centre's completion fuels his motivation.

"Positive feedback from the community about the look and feel of the site, including the scale and presence of the new facility, has been a great affirmation that we're delivering something special."

Which brings Michael to the value of the redevelopment to the community.

"The centre is not just a place to swim, but also a hub for social connection, recreation and development."

*"The upgraded facilities will provide a more inclusive, modern space that supports health and year-round use."*

The Payneham Memorial Swimming Centre may have been a long time in the making, but sailing past the halfway point of the construction timeline gives rise to a moment of reflection and the contributions that bring us to this point.

"Collaboration has been the key to the project's success to date. The expertise of and collaboration between staff, architects, consultants and the broader design team has been invaluable in driving the project forward."

Michael acknowledges the years of work and effort poured into the initial design.



JACK LEWIS, BADGE

### Jack Lewis, Project Manager, BADGE

Working alongside the Council's Project Manager Michael Moshos to oversee construction of the Payneham Memorial Swimming Centre, is Jack Lewis, Project Manager at BADGE.

For the last 18 months, Jack has been dedicated to ensuring the overall delivery of the construction project and collaborating with Michael to deliver the best outcome for our community.

"The team at BADGE is excited to have been awarded this project and contribute to the community through such an iconic and state-of-the-art facility in the Council area," says Jack.

Delivering an aquatic centre of this scale and quality is no easy feat, but Jack takes the challenges and uncovers the opportunity.

"The site required considerable remediation before construction was able to commence however careful collaboration with the Council allowed this to be successfully carried out with no disruption to planned construction schedules."

When it comes to the most challenging aspect to date, Jack says it has been installation of the glulam timber ceiling in the pool hall, which required coordination of multiple design elements and site logistics while continuing to construct multiple pools.

*"Successfully executing this stage of construction was incredibly rewarding and was a clear reflection of how dedicated and hard working the BADGE team has been."*

"It's also testament to the collaboration between BADGE and the Council as we work towards the shared goal of delivering an exceptional aquatic facility for the community."

# BADGE



# Burchell Reserve Resevelopment

As we unveiled the newly redeveloped Burchell Reserve, it was important to reflect on the site's rich history and celebrate the exciting upgrades to this cherished community space.

Burchell Reserve, St Peters was officially opened on Sunday 27 October by Mayor Bria and official guests with a cutting of the ribbon, Welcome to Country and smoking ceremony led by Kaurna elder, Uncle Tamaru.

The community embraced the open space, play equipment, courts and landscaping and enjoyed learning more about the history of the Reserve and stormwater drainage system.

Central to the story behind Burchell Reserve is Alfred Burchell, a significant figure whose dedication to both animals and people laid the foundation for the vibrant Reserve we enjoy today.

Born in Norwood in 1868, Alfred Burchell pursued his passion for animals at the South Australian School of Mines and Industries, qualifying as a farrier in 1888. In 1900, he and his family settled on Fifth Avenue in St Peters, where he established a successful horse hospital. His expertise contributed not only to the welfare of horses but also to the community's overall well-being.

Alongside his practice, Alfred owned land on nearby Sixth Avenue, where he cared for horses—land that would later become known as Burchell's Paddock. By the late 1930s, after retiring from his veterinary practice, Alfred recognised the pressing need for recreational spaces for local children.

He proposed selling his land to the Town of St Peters for the creation of a playground. The Council responded positively, purchasing one allotment

in 1939 and an adjacent one in 1944, ultimately combining them to establish what we now cherish as Burchell Reserve.

In honour of Alfred Burchell's contributions, the Reserve was named after him when it officially opened. Alfred lived to see his former horse paddocks transformed into a beloved recreational area for families and children. He passed away on 14 October 1945, leaving behind a legacy of care and community spirit.

Burchell Reserve stands as a testament to our rich local history while also playing a crucial role in our local ecosystem. Originally part of a floodplain for Second Creek and the River Torrens, the area has faced persistent flooding challenges. In the 1880s, significant changes redirected Second Creek, leading to the development of 'The Avenues'. However, the low-lying land to the northwest of Sixth Avenue, including Burchell Reserve, remained largely undeveloped until Alfred's vision came to fruition.

Today, Burchell Reserve serves not only as a valuable open space but also plays a vital role in managing stormwater and reducing flood risks for local properties.

In this respect, a key feature of Burchell Reserve is the billabong located near the playground, designed to temporarily store and filter stormwater runoff after light rainfall.

For heavier rains, a substantial 670m<sup>3</sup> (ie equielent to 670,000 litres) concrete tank situated beneath the courts

collects stormwater, allowing it to be released gradually back into the stormwater drainage system.

During extreme weather events, such as a 1-in-100-year rain event, this underground detention tank can overflow into the Reserve. While this might temporarily cover the playground area and paths with shallow water, it will only be for a short time until the water safely drains away and full accessibility and use of the Reserve is restored.

This project has been jointly funded by the Australian Government (National Flood Mitigation Infrastructure Program) and the City of Norwood Payneham & St Peters, reflecting a commitment to creating a safe and enjoyable environment for everyone.

As we all enjoy the newly developed Burchell Reserve, we not only cherish a vibrant Reserve but also honour the vision of a man who dedicated his life to the happiness of our community.

Alfred Burchell 1868–1945



## The \$4.2 million redevelopment of Burchell Reserve included:

new stormwater drainage system, including a raingarden and underground detention tanks

walls, fences and stonework

multipurpose courts for tennis, basketball, netball and 4-square

improved accessibility with stairs, ramps and paths

safety lighting

public toilets

new playground equipment

barbeque and picnic facilities

new park furniture.





## George Street Upgrade

### Construction scheduled to commence

The highly anticipated upgrade of George Street, Norwood will commence in early September 2025, marking the first stage of implementation of the transformational Parade Masterplan.

The Parade Masterplan sets out a bold vision that will protect and enhance The Parade's unique identity and appeal when delivered in its entirety, and ensure that Adelaide's premier main street maintains its competitive edge as a thriving and vibrant destination.

The George Street Upgrade project, between The Parade and Webbe Street, will enhance the public realm to deliver a safer, greener and high-quality streetscape and a more welcoming environment.

Residents, visitors and local businesses will benefit from wider and well-lit footpaths that enhance pedestrian safety, more street trees and irrigated garden beds to cool and green our local environment, and new street furniture.

The project will commence with the construction of new stormwater drainage infrastructure in Harris Street and George Street, which has been brought forward in the Council's Long-term Stormwater Drainage Program, to address stormwater management in the local area.

Once construction of the stormwater drainage is complete, the works will progress into transformation of the streetscape.

The Council's project team has been working closely with stakeholders to develop a staged approach to construction that minimises impact to traders and visitors.

Following a competitive tender process, South Australian large-scale landscaping and civil construction specialists Outside Ideas has been appointed as the main contractor for this project.

Construction of the George Street Upgrade commences from early September and is scheduled for completion in March 2026.



## Trinity Valley Stormwater Drainage Upgrade

### Under construction

As part of the multi-million dollar Trinity Valley Stormwater Drainage Upgrade, the Council is installing new infrastructure to significantly reduce the risk of flooding to properties in the suburbs of St Morris, Trinity Gardens, Maylands and Stepney (collectively known as the 'Trinity Valley'). Stages 2 and 3 of the four-stage Project, were completed in 2023–2024. Stage 4 is currently under construction and Stage 1 will be undertaken during the 2025–2026 financial year.

Each of the four stages of the Trinity Valley Stormwater Upgrade Project provide a flood risk reduction benefit as standalone projects, however provide maximum benefit to flood risk reduction following completion of all four stages.

To maximise the flood risk protection within St Morris as part of Stage 4, an open detention basin is being

constructed within St Morris Reserve, which has required extensive excavation and grading of the reserve area.

The construction of an open detention basin within the reserve has created the opportunity for the Council to renew and upgrade all of the open space and recreational assets within St Morris Reserve. While the construction of a detention basin will help manage stormwater and flooding risk, it has also formed the foundation for delivering better outcomes for residents by providing the opportunity for an improved playground, new recreational facilities and new vegetation and trees throughout the reserve.

Stormwater will be directed to the open detention basin at St Morris Reserve via a new stormwater network commencing at Glynburn Road, running parallel to the existing network on Third

Avenue and Green Street, before finally discharging into the basin at St Morris Reserve. A new stormwater pipe located within the reserve will then discharge stormwater from the detention basin back into the existing network along Gage Street.

The open detention basin has presented the opportunity to incorporate different elements within the reserve such as the playground, landscaping and the introduction of water sensitive urban design into the overall project design. Amenity upgrades include installation of a barbecue, toilet block, picnic shelter and seating, a new basketball court, improved playground equipment, a walking path around the perimeter of the reserve and park furniture throughout.



# St Morris Reserve Upgrade

## Under construction

The upgrade of the playground equipment at St Morris Reserve is being delivered as part of the broader St Morris Reserve redevelopment, which forms Stage 1 of the Trinity Valley Stormwater Drainage Upgrade—the final phase of the staged implementation of this multi-million dollar project to assist in protecting the community from the impacts of flooding. See page 149.

The new fenced playground area will include a variety of equipment that encourages active and imaginative play and will benefit from the addition of a shade sail to provide added protection and extend playground visits on sunny days.

The playground will be complemented with a multi-purpose court, barbecue facilities with seating and shelter, walking paths and landscaped gardens and lawns.

The upgrade commenced in April 2025 and is scheduled for completion in late 2025.

Stage 4 and a major portion of the St Morris Reserve Upgrade is funded as part of the Council’s Trinity Valley Stormwater Upgrade Project.

# Kensington Road Black Spot Safety Project

## Detailed design

The intersection of Kensington Road, George Street and Giles Street has been identified as a significant Black Spot with 46 crashes recorded in the five-year period between 2017 and 2021, 17 of these crashes resulted in an injury.

Designed to enhance pedestrian and cyclist safety at the intersection of Kensington Road, George Street and Giles Street, the construction of a wide centre median on Kensington Road is expected to reduce crashes by approximately 95%.

This median will prevent through and right-turn movements for vehicles from George Street and Giles Street, and will also provide a refuge island for pedestrians and cyclists crossing Kensington Road.

The project is fully funded by the Australian Government through the Black Spot Program.

# Rosemont Lane Reconstruction

## Under construction

In June 2022, the Council resolved to convert Rosemont Lane—previously a private laneway—into a public road.

Upon taking ownership of the laneway, the Council began design works to address flooding during rain events and to upgrade the laneway to Council standards.

The project also focuses on preserving the ongoing health of significant trees located along the laneway boundary.

The laneway reconstruction includes:

- underground water storage and a pump station;
- installation of a rising main and new power supply for the pump station;
- permeable paving adjacent to significant trees;
- concrete kerbing and new asphalt surfacing;
- new pedestrian footpath and driveway crossover; and
- new drainage outlets in Rosemont Street.

These improvements aim to improve stormwater management, provide safer access and ensure the long-term sustainability of the area.

The reconstruction is scheduled to be completed in September 2025.

The project is jointly funded by Council’s Capital Works Program and the Federal Government’s Roads to Recovery Program.





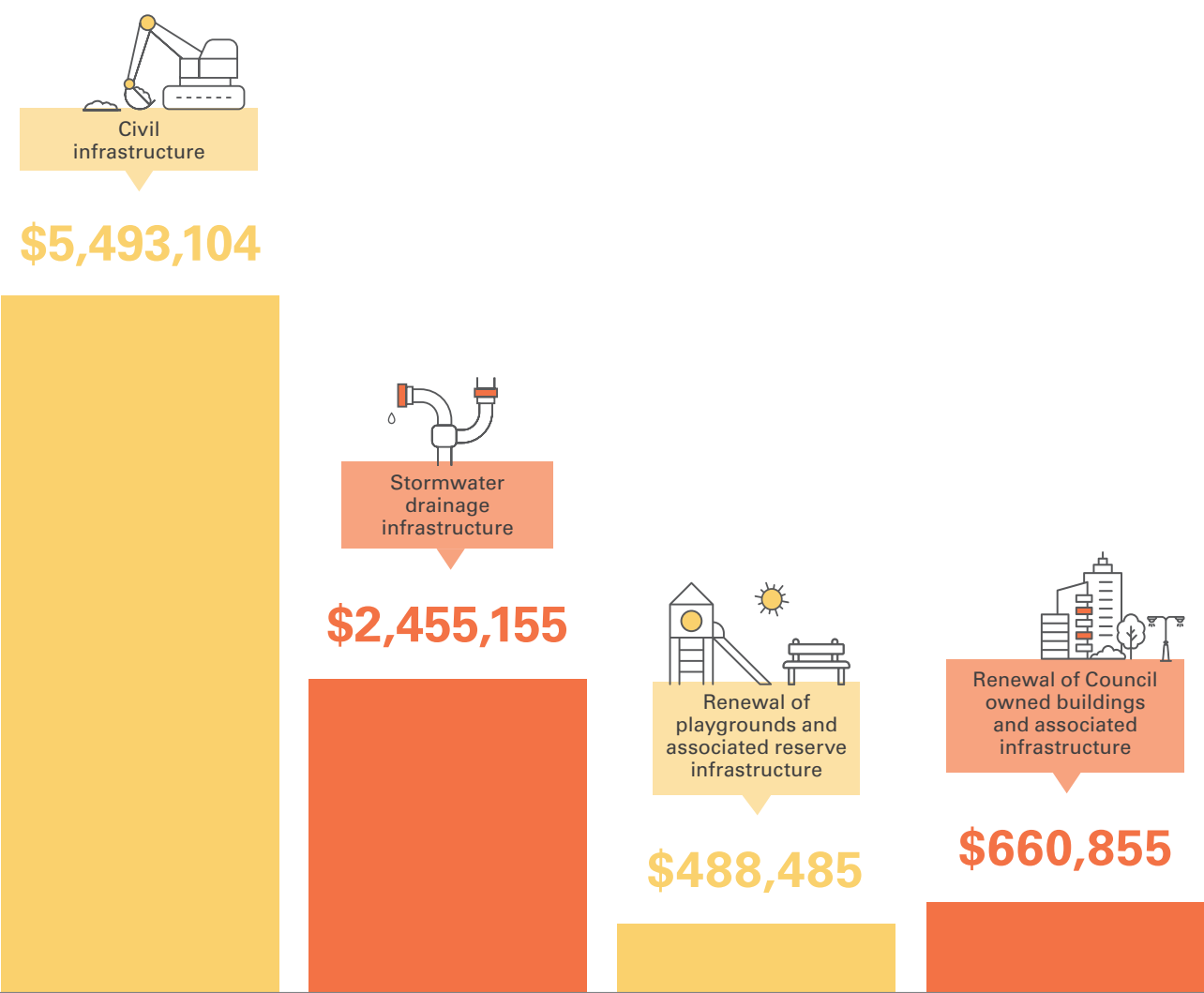
# Capital Works Program Expenditure

## 2024–2025

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

### The 2024–2025 Capital Works Program expenditure of \$9,097,598 incorporated:

- Civil infrastructure works to the value of \$5,493,104 including resealing 7.3kms of roads, reconstructing 6.6kms of footpaths and replacing 5.7kms of kerbing.
- Building works to the value of \$660,855 including the upgrade of lighting at Norwood Concert Hall.
- Recreation and open space infrastructure works to the value of \$488,485 including renewal of Broad Street Reserve and Bridge Road Reserve playgrounds.
- Stormwater drainage works to the value of \$2,455,155, including Trinity Valley Stormwater Drainage Upgrade Stage 4.



Infrastructure work at Third Creek



# Civil Infrastructure Capital Works Program

## 2024–2025

The Council works tirelessly and invests significantly to ensure that our community benefits from the exceptional delivery of ongoing capital works for the safety and well-being of residents, business operators and visitors to our City.

### A summary of the 2024–2025 Civil Infrastructure Capital Works Program

Street	From	To	Re-seal	Kerb & Water Table	Footpath
College Park					
Bailol Street	North Terrace	Rugby Street	✓	✓	-
Goss Court	Harrow Road	End	✓	✓	-
Evandale					
Alexander Street	Janet Street	End	✓	✓	-
Belinda Street	Janet Street	Bakewell Road	✓	✓	-
Felixstow					
Ashleigh Avenue	Redden Avenue	Fisher Street	✓	✓	⚠
Forsyth Grove	OG Road	End	✓	-	-
Fraser Avenue	Reid Avenue	Shirley Avenue	✓	✓	-
Thrower Avenue	Reid Avenue	Briar Road	✓	✓	-
Glynde					
Henry Street	Avenue Road	Barnes Road	-	-	⚠
Joslin					
Lambert Road	Payneham Road	First Avenue	✓	✓	-
Lambert Road	Tenth Avenue	End	+	+	-
Kensington					
Hughes Avenue	End	Bridge Street	⚠	⚠	-
Regent Place	The Parade	End	#	#	-
Kent Town					
Grenfell Street	The Parade West	Fullarton Road	⚠	✓	-
Marden					
Beasley Street	Battams Road	Caleb Street	✓	✓	⚠
Duke Street	Payneham Road	End	⚠	✓	-
Peter Court	Marden Road	End	✓	✓	-

Street	From	To	Re-seal	Kerb & Water Table	Footpath
Norwood					
Austral Place	Harris Street	End	+	-	-
Boskenna Avenue	North Street	Charles Street	-	-	⚠
Charles Street	Kensington Road	William Street	✓	✓	-
Edward Street	Beulah Road	Magill Road	✓	✓	-
Fisher Street	Fullarton Road	Charlotte Place	⚠	✓	-
Harris Street	Edward Street	George Street	+	+	-
Prosser Avenue	George Street	Queen Stret	✓	✓	-
Sheldon Street	Sydenham Road	Osmond Terrace	⚠	⚠	-
Wadham Lane	Fullarton Road	Clarke Street	✓	✓	-
Payneham					
Arthur Street	Henry Street	Payneham Road	-	-	✓
Charles Street	Arthur Street	End	✓	✓	-
John Street	Arthur Street	Ashbrook Avenue	✓	✓	-
Rosella Street	Portrush Road	George Street	-	-	✓
Payneham South					
Second Avenue	Ashbrook Avenue	Pam Street	✓	✓	-
Royston Park					
Fifth Avenue	Lambert Road	Battams Road	-	-	✓
Sixth Avenue	Lambert Road	Battams Road	-	-	✓
St Morris					
Breaker Street	Fifth Avenue	Seventh Avenue	-	-	⚠
Seventh Avenue	Gage Street	Green Street	⚠	⚠	-
St Peters					
Eighth Lane	Stephen Terrace	Winchester Street	✓	✓	-
First Avenue	St Peters Street	Stephen Terrace	✓	✓	-
Seventh Lane	Stephen Terrace	End	✓	✓	-
Sixth Lane	Winchester Street	End	✓	✓	-
Third Lane	St Peters Street	Stephen Terrace	✓	✓	-
Trinity Gardens					
Amherst Avenue	Albermarle Avenue	Aberdare Avenue	✓	✓	-
Ashbrook Avenue	Albermarle Avenue	Aberdare Avenue	-	-	✓
Avonmore Avenue	Albermarle Avenue	Aberdare Avenue	-	-	⚠

- ✓ Programmed and delivered
- ⚠ Programmed but rescheduled for delivery Q1 2025–2026
- # Programmed but rescheduled for delivery Q2 2025–2026
- ⊕ Programmed but rescheduled to align with George Street Upgrade in 2025–2026
- ⚠ Programmed but rescheduled to align with Trinity Valley Stormwater Drainage Project Stage 4 in 2025–2026
- ⚠ Programmed but not delivered. To be rescheduled upon review of Council’s long-term renewal program
- ⊕ Programmed but rescheduled to align with Lambert Road Outlet Upgrade (financial year unconfirmed)





Paving Works at Third Creek

Capital Works carried forward

The following works were carried forward from 2023–2024 and delivered in 2025–2025:

Street	From	To	Re-seal	Karb & Water Table	Footpath
Evandale					
Elizabeth Street	Janet Street	Llandower Avenue	✓	✓	-
Morris Street*	Bakewell Road	Janet Street	-	✓	✓
Firle					
Arnold Avenue	Gage Street	Hampden Street	✓	-	-
Kensington					
Bowen Street	High Street	The Parade	✓	-	-
Marden					
Marden Road	Kent Street	Payneham Road	✓	-	-
Maylands					
Parsons Street	Phillis Street	Adelaide Street	✓	-	-
St Peters					
First Lane	Stephen Terrace	Westminster Street	✓	-	-
Stepney					
Ann Street	Henry Street	Payneham Road	✓	-	-

\* New project, not carried forward. Kerb renewal undertaken due to urgent stormwater management issues. Footpath renewal scheduled for 2025–2026 and brought forward to align with kerb renewal.

Additional Capital Works undertaken in 2024–2025

Following successful grant funding through the South Australian Government Local Roads and Community Infrastructure Program the following works were undertaken:

Street	From	To	Re-seal	Karb & Water Table	Footpath
Glynde					
Marian Road	Avenue Road	Glynburn Road	-	-	✓
Payneham South					
Devitt Avenue	Aveland Avenue	Gage Road	-	-	✓
Royston Park					
Battams Road	Payneham Road	Second Avenue	-	-	✓
Battams Road	Sixth Avenue	Ninth Avenue	-	-	✓



# The Year Ahead

## Key Projects and Events

This map list includes some of the key projects and events that are planned for delivery across the City during 2025–2026, for the benefit of the community.

1. **Trinity Valley Stormwater Drainage Upgrade (Stage 4)**

Continue construction of new stormwater drainage infrastructure at St Morris Reserve and in surrounding streets. Read more on page 149.

2. **St Morris Reserve Upgrade**

St Morris Reserve will be upgraded as part of Stage 4 of the Trinity Valley Stormwater Drainage Upgrade and includes new playground equipment and shade sails, picnic shelter and park furniture, basketball court, toilets and irrigation and landscaping. Read more on page 150.

3. **George Street Upgrade**

The George Street Upgrade represents the first stage of implementation of The Parade Masterplan and is a significant and transformational project for the City and the eastern region. Read more on page 148.

4. **40 km/h speed limit investigations**

Further to recent speed limit reductions across the City and to improve road safety, investigations will be undertaken to implement reduced speed limits in the streets of Kensington and Felixstow.

5. **Payneham Memorial Swimming Centre Redevelopment**

Construction of the new state-of-the-art Payneham Memorial Swimming Centre will continue and is scheduled for completion in March 2026. Read more on pages 142–145.

6. **Kensington Road Blackspot Safety Project**

Designed to enhance pedestrian and cyclist safety at the intersection of Kensington Road, George Street and Giles Street, the construction of a wide centre median on Kensington Road is expected to reduce crashes by approximately 95%.

7. **Fifth Quadrennial Public Artwork**

The Council's fifth Quadrennial Public Artwork has been commissioned and will be installed on Osmond Terrace, bolstering our City's well-earned reputation for standing firm on its long-term vision to foster creativity.

8. **William Street Bikeway Lighting Upgrade**

Upgrade of street lighting along the William Street Bikeway to ensure compliance and improve safety.

9. **Santos Tour Down Under**

The nationally and internationally recognised Tour Down Under cycling event brings elite cyclists and cycling enthusiasts to South Australia each January. The Council will host two stage starts supported by The Parade traders.

10. **Concerts in the Park**

Concerts in the Park are family friendly, picnic-style live music events. The themed concerts are held once a month over three months at the beginning of each year.

11. **St Peters Fair**

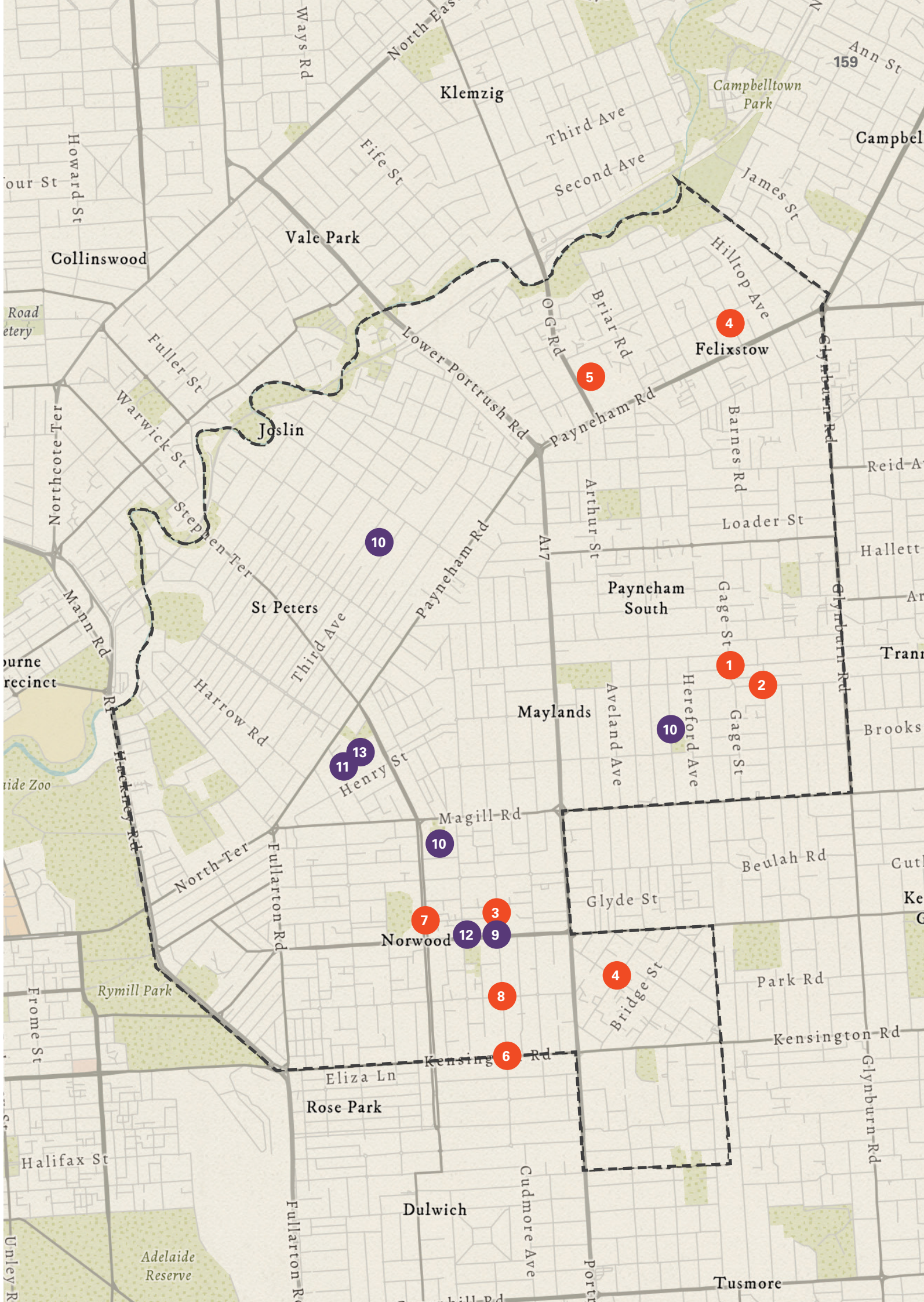
An annual family-friendly event at Linde Reserve, Stepney featuring free entertainment and live music.

12. **Norwood Christmas Pageant**

Adelaide's second biggest Christmas Pageant takes place along The Parade, Norwood.

13. **Twilight Carols**

A free family friendly open-air concert under the stars in Linde Reserve, Stepney.





# Project Governance

*CityPlan 2030: Shaping our Future* is the long-term strategic management plan for our City. It provides the overarching planning framework for the Council’s decision making, including Project Governance.

The Plan reflects priorities identified by the Council and community, and structures these into four key Outcome areas: Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability.

## Contracts and procurement

The Council’s Procurement Policy complies with the requirements of the *Local Government Act 1999*.

Section 49 of the Act, requires the Council to prepare and adopt policies in respect to contracts and tenders covering the following:

- the contracting of services;
- competitive tendering; and
- the use of local goods and services.

In addition, Section 49 (a1) of the Act, requires the Council to develop and maintain policies, practices and procedures which are directed towards:

- obtaining value in the expenditure of public money;
- providing for ethical and fair treatment of participants; and
- ensuring probity, accountability and transparency in all operations.

The Procurement Policy therefore seeks to:

- define the methods by which the Council will acquire goods and services;
- demonstrate accountability and responsibility of the Council to its community;
- be fair and equitable to all parties involved;
- enable all processes to be monitored and recorded; and
- ensure that the best possible outcome is achieved for the Council and in turn the community.

In addition, the Council’s Procurement Policy Guidelines provide clear direction to all Council employees when undertaking procurement activities during the course of performing their duties at the City of Norwood Payneham & St Peters. These Guidelines are applied in conjunction with the Procurement Policy.

Generally, open and fair competition is best achieved by undertaking a tender process so that all interested parties have an opportunity to bid.

However, there may be procurements in which a tender process will not necessarily deliver the most advantageous outcome for the Council. In such instances, other market approaches may be more appropriate.

When determining which procurement method should be applied, staff give consideration given to the following:

- value of the purchase;
- level of risk associated with the purchase; and
- complexity of the purchase.

Purchasing thresholds apply and these are set out within the Procurement Guidelines. Where possible priority is given to local suppliers when considering Direct Sourcing or Request for Quotation services and/or supplies.

## Project Governance Framework

A robust governance framework has been implemented by the Council to ensure project outcomes are consistent with the Council’s Vision.

The framework includes the following:

1. Leadership responsibilities and accountabilities;
2. Strategic Communications;
3. Risk and Issue management; and
4. Monitoring and Compliance.

The project planning stage requires several components, including concept and detailed designs, project schedules, resource requirements/limitations and measures for success. As part of this process, an in-depth analysis and structuring of the following activities is undertaken:

- setting of project goals;
- identification of project deliverables;
- creation of project schedules; and
- reporting requirements.

This framework provides the project manager and team with structure, processes, decision-making models, and tools for managing and controlling the project while ensuring the successful delivery of the project. This is crucial especially for complex projects.





# Community Facilities

Community facilities play an important role in the social fabric of our City, building stronger, healthier, and more connected communities.

Providing important gathering places that enable lifelong learning, creative expression, access to essential services, opportunities for people to meet, share skills and resources, building community cohesion and wellbeing.



## Venues for Hire

The Council runs four venues across the City that are available to be hired by community groups and private hirers.

**Payneham Community Centre**  
📍 374 Payneham Road, Payneham

**St Peters Youth Centre**  
📍 2 Cornish Street, Stepney

**Banquet Hall (St Peters Town Hall Complex)**  
📍 101 Payneham Road, St Peters

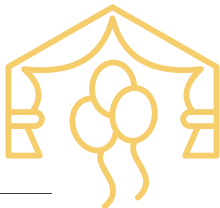
**Payneham Library Community Facilities**  
📍 2 Turner Street, Felixstow

**83%**  
utilisation

**3,898** individual bookings  
⬆ 101% increase on 2023–2024

**453** unique hirers  
⬆ 100% increase on 2023–2024

Approximately 48.5% of the total bookings across our four venues for hire were for community programs, groups and activities, with 20.5% being booked for private functions (e.g. birthdays, christenings) and 31% for Council-led programs and events. In total, our facilities had 453 unique hirers, including almost 50 regular groups.



## Libraries

**Norwood Library**  
📍 110 The Parade, Norwood

**Payneham Library (Tirkandi)**  
📍 2 Turner Street, Felixstow

**St Peters Library**  
📍 101 Payneham Road, St Peters

The Council’s three Libraries support knowledge sharing, recreation and learning, and connect citizens through shared spaces and experiences.

In 2024–2025, a service review was undertaken on the Council’s overall library service. Read about this on pages 40–41.

**165,605**  
total visits  
compared to 168,506 in 2023–2024

**297,557** total loans  
⬆ increase from 110,623 in 2023–2024

**83,137** total digital loans  
⬆ increase from 74,931 in 2023–2024

**710** home library deliveries  
⬆ increase from 195 in 2023–2024

**14,149** library members







## Norwood Swimming Centre

📍 32 Phillips Street, Kensington

Six lane, 50 metre outdoor pool  
Learn to swim pool

52,213  
attendances



↑ increase of 12,640  
on 2023–2024

6,493  
Swimming and Water Safety  
Education Program participants  
4,072 in 2023–2024

1,959  
Learn to Swim participants  
1,731 in 2023–2024

The Norwood Swimming Centre opened for the season on 12 October 2024 until 16 April 2025, recording a significant increase in patronage for the 2024–2025 season and an improved operating deficit on the adopted budget.

A range of external temporary influences positively impacted with the Norwood Swimming Centre operations in the 2024–2025, including:

- closure of the Payneham Memorial Swimming Centre and Adelaide Aquatic Centre due to redevelopment;
- delayed opening of the George Bolton Swimming Centre (in City of Burnside) until December 2024; and
- high temperatures throughout the season, with a significant increase in the number of days above 30 degrees.

### Challenges

The Norwood Swimming Centre is an ageing asset that is facing increasing competition from other centres.

An access report prior to the 2024–2025 season identified a series of limitations in access and facilities for people with disabilities. Prior to commencement of the 2025–2026 swimming season, a new hoist and pool steps will be installed.

Car parking remains a challenge, with limited on-street parking that is often occupied by all-day parkers from nearby workplaces and no designated accessible spaces.

Increasing costs also continue to impact on the operations, leading to increased costs for utilities (natural gas and electricity) and chemicals. The combined total cost for these in 2024–2025 was \$60,293.

Careful management will be crucial to ensuring it continues to deliver valuable services to the community. .



## Norwood Concert Hall

📍 175 The Parade, Norwood

Main Hall 797 seated capacity  
Don Pyatt Hall 80 seated capacity

32,000  
patrons



108 events hosted  
↑ increase from 105 events in the previous year

\$53,198 operating surplus

The Norwood Concert Hall is a cherished arts and cultural venue that is owned and operated by the Council, hosting a diverse range of local and international events that cater to various community interests.

It plays a critical role in supporting the sustainability of the arts, cultural and creative industries in South Australia, while also providing an important connection to the broader community.

The high-quality annual events calendar continues to attract visitors to The Parade, South Australia’s premier mainstreet, increasing activity in the surrounding area and driving economic impact.

### Looking ahead

The George Street Upgrade will commence in September 2025 and include improvements to the George Street entry to the Norwood Concert Hall and upgrades to the foyer.

Other key improvements scheduled for 2025–2026 include:

- lighting rig upgrades;
- upgrade of trestle and cabaret tables;
- replacement of dressing room flooring and painting of walls; and
- refurbishment of patron chairs in the Concert Hall.





## Parks and Reserves

The City has more than 180 hectares of open space, comprising 72 parks and reserves and 29 playgrounds for the community and visitors to enjoy.

Our parks and reserves have been designed as places for the whole family to enjoy—even your canine companions can explore our 10 off-leash areas.

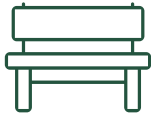
Many of the parks feature recreational facilities such as tennis, netball and basketball courts, cricket pitches and sporting fields.

Ideal settings for filming and photography, weddings, birthday parties and corporate events, our parks are also available for casual hire.



72

parks and reserves



29

playgrounds



180

hectares of open space



10

dog off leash areas



### Dunstan Adventure Playgournd

📍 Winchester Street, St Peters

**Features** adventure-themed play equipment, barbeque and picnic facilities and shaded lawns.



### Felixstow Reserve

📍 Corner of Langman Grove and Riverside Drive, Felixstow

**Features** nature play spaces, Kaurna interpretive trail, fitness stations, walking trails and various sporting facilities.



### Joslin Reserve

📍 between Third and Fourth Avenues, Joslin

**Features** tennis courts, a playground, and shaded lawn areas.



### St Peters River Park

📍 entry from River Street or Goss Court, St Peters

**Features** a cricket pitch, seating and electric barbeques.



### Syd Jones Reserve

📍 Sullivan Street, Firl

**Features** a playground, basketball ring, table tennis table, bouldering wall, shelter and barbecue.



### Payneham Oval Playground

📍 John Street, Payneham

**Features** a range of sporting facilities including an oval, tennis court, football, basketball ring and cricket pitch.



# St Peters Child Care Centre & Preschool

📍 42–44 Henry Street, Stepney

120  
families  
in our  
community

85  
Average  
children  
per day

The St Peters Child Care Centre & Preschool has been providing quality child care since 1977. The Centre emphasises the importance of play in helping children learn. Through exploration, children develop skills in all areas of development, including physical, social, cognitive, emotional, and creative growth.

The Centre is licensed for 104 long day care places per day and operates as an Approved Provider under the *Education and Early Childhood Services (Registration and Standards) Act 2011* and the Education and Care Services National Regulations.

## Leadership

During the 2024–2025 financial year, the Centre welcomed a new Director, Assistant Director and Educational Leader. These appointments strengthened leadership capacity and continue to provide additional support across the day for families, children, and staff. Read more about the Centre’s new Director Michaela Gardner, on page 94.

## National Quality Standards Assessment and Rating

During March 2025, the Centre successfully completed assessment and rating against seven quality areas in the National Quality Standard. Carried out by the Education Standards Board, the Centre achieved an overall rating of ‘Meeting’. This result accurately reflects our philosophy, practice and commitment to quality care.

Moving forward, the Centre will continue to reflect on the feedback from the assessment and work towards achieving an ‘Exceeding’ rating at the next scheduled review to be undertaken in three years.

## Enrolments

Enrolments in the 0–2.5 year age group have grown significantly, and the Centre is close to full capacity for this age range for the coming year. However, attracting families with children aged 3 years to Preschool remains an area for development. This decline is largely due to children transitioning to Early Learning Centres attached to their future schools or to Department of Education Preschools/Kindergartens. Mondays and Fridays continue to be the lowest attendance days.

## Challenges

Recruiting educators continues to be a challenge—a trend reflected across the spectrum of the early childhood sector.

While undertaking recruitment for permanent staff, the Centre maintained educator-to-child ratios by utilising agency staff.

Now with ideal staffing levels, the Centre can deliver improved consistency for families, stability for the children, and reduced pressure on the existing team.

## Looking Ahead

The Centre is currently undertaking the 2026 enrolment process. As expected, the highest demand continues to be for places in the 0–2 year age group. It is also pleasing to see strong family referrals—many new enrolments and tour requests are directly the result of word-of-mouth recommendations, which reflects the positive reputation of the St Peters Child Care Centre & Preschool.



# The Gallery at St Peters

📍 101 Payneham Road, St Peters

18  
exhibitions

77  
artists showcased

6 artist-led initiatives

102 artworks sold



Situated in the heart of the St Peters Town Hall Complex, The Gallery serves as a vital cultural facility, showcasing diverse exhibitions that celebrate local and international artistic talent and the City's most valued cultural heritage.

A thriving space for community connection through art and culture, The Gallery provides a space for creativity, cultural expression and cultural heritage.

The venue is designed to cater to a variety of artistic formats, including painting, photography, sculpture, and digital art, ensuring that visitors can engage with a broad spectrum of creative works.

The Gallery hosts a wide range of exhibitions and facilitates community involvement through artist-led activations, workshops and educational programs, allowing visitors of all ages to participate in hands-on creative experiences.

These events help foster a sense of connection between artists and the community, enhancing the cultural vibrancy of the City of Norwood Payneham & St Peters.

The facility’s prime location on St Peters Street makes it easily accessible and its role as a cultural hub continues to attract visitors from across the region, contributing to the City’s reputation as a centre for the arts.

## Looking Ahead

To continue the successful activation of The Gallery in the 2025–2026 financial year, a range of activities are underway or planned, including a curated History Festival program to attract and engage a broad audience; and cultural partnerships to deliver cultural programming and showcase the work of First Nations artists.





# CityPlan 2030: Shaping Our Future

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

The Vision is based on the community's aspirations and is underpinned by four Outcomes—Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability.

*Image right: The colourful image depicts the vision of the City of Norwood Payneham & St Peters area in 2030. It was painted by the senior students of the Kid's Art Studio under the guidance of Briony Fitzgerald (a student at Uni SA) and Maxine Cavaggion.*



## Outcome 1 Social Equity

*An inclusive, connected, accessible and friendly community.*

## Outcome 2 Cultural Vitality

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

## Outcome 3 Economic Prosperity

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

## Outcome 4 Environmental Sustainability

*A leader in environmental sustainability.*





Dunstan Adventure Playground

# Measuring our Success

The Council is committed to delivering *CityPlan 2030* and monitoring progress through regular reporting to our community through the Council’s Annual Report. Additional reporting is also provided through the Council’s Reporting Framework.

Measures of success are outlined in *CityPlan 2030* for each of the four Outcomes in the Plan and are set at three strategic levels: Macro, Council and Community.

- ▶ **Macro Targets** reflect the Council’s commitment to contributing towards State and Federal Government targets, however the level of achievement against these targets is influenced by external economic and social factors, which are not within the full control of the Council.
- ▶ **Council Targets** are set against deliverables which the Council is wholly accountable for, and are not impacted by any reasonable external influences.
- ▶ **Community Perception Targets** are set that reflect the community’s level of satisfaction.

Targets set against each Outcome area provide a measure of achievement that the Council will be aiming to reach. They provide a clear goal for the Council to work towards.

It’s important to note some targets cannot be fully achieved as they require a comparison to the previous year and data collected for the targets only commenced in 2022–2023.





# Outcome 1 Social Equity



*A connected, accessible and pedestrian-friendly community.*

CityPlan 2030 Objectives

- 1.1 Convenient and accessible services, information and facilities.
- 1.2 A people-friendly, integrated, sustainable and active transport network.
- 1.3 An engaged and participating community.
- 1.4 A strong, healthy, resilient and inclusive community.
- 1.5 Access to affordable housing for lower income earners.

## Measuring Our Success

Metric	Target	Actual	Status
▶ Use of active transport to school/work	31% trips made by active transport in 2045	6.81% REMPLAN ABS Census 2021	In progress Next Census data collection in 2026
	Aligns with 30 Year Plan for Greater Adelaide (2017 update)	Aligns with Greater Adelaide Regional Plan (released in 2025)	✓
▶ Number of lifelong learning programs provided by the Council	Year on-year increase in the number of lifelong learning sessions delivered by the Council.	724 (559 in 2023–2024)	✓
▶ Provision of connected, safe and enjoyable streets, paths and facilities that encourage cycling and walking	Minimum of one prioritised street improvement each year that encourages active transport	2 in progress - George Street Upgrade detailed design - St Morris Bikeway and Streetscape Upgrade consultation	✓
▶ Level of community satisfaction with safety during the day and night	Resident perception rating higher than average from the previous four Community Surveys	Day 4.6 (average 4.6)	On par
		Night 4.0 (average 4.1)	✗
	Business perception rating higher than the average from the previous four Community Surveys	Day 4.4 (average 4.4)	On par
		Night 3.8 (average 3.8)	On par
▶ Level of community satisfaction with the access to services and facilities	Resident perception rating higher than average from the previous four Community Surveys	4.0 (average 4.1)	✗
	Business perception rating higher than the average from the previous four Community Surveys	3.8 (average 3.8)	✓

▶ Macro Targets    ▶ Council Targets    ▶ Community Targets    ✓ Achieved    ✗ Not met

\* Census data collected during COVID-19 when 22.6% of population did not go to work or worked from home and 55% drove their car.



# 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.
- ✔

Expand the availability of free Wi-Fi in Council facilities and public places.
- ✔

Ensure Council places, services, facilities, information and activities are inclusive and accessible to people of all abilities.
- ✔

Ensure Council facilities, services, programs and events are well promoted.
- ✔

Design and provide safe, high-quality facilities and spaces for all people.



## Citizen Services

In 2024–2025, the Council responded to 57,692 telephone calls, showing a slight increase from 2023–2024 (57,220). The Council's Citizen Services staff managed service requests covering graffiti, footpath and road maintenance, traffic, parking, trees, waste management and general enquiries.



## Library Visitation

In 2024–2025, visitation to the Council’s three libraries decreased in line with physical loans while digital loans continued on an upward growth trajectory with an 11% increase on 2023–2024.

Library	Visitation	Physical Loans	Digital Loans
St Peters	74,428	112,614	-
Payneham	62,396	136,153	-
Norwood	28,781	48,790	-
Total	165,605	297,557	83,137

## Library Collections Development and Service Enhancements

In 2024–2025, the Library Service took proactive steps to enhance collections and meet community needs. Key initiatives included:

- increased collection to include three Thermal Imaging Cameras to detect heat loss and unwanted heat gain in homes;
- curated a Multicultural Community Collection that includes culturally focused books, ESL resources and selected foreign language films;
- introduced Early Literacy Reader Kits, an Easy Reading Collection and Dyslexic Friendly Collection to support young readers facing literacy challenges such as dyslexia; and
- updated the inhouse gaming consoles (Nintendo DS) at all Library sites.

Responding to community feedback, the Library Service acquired a range of new items, aligning with its commitment to maintaining a contemporary, diverse, and culturally meaningful collection.

## Library Services

### Library Outreach Services

*"I have found the Home Library Service a great community service and have been introduced to new authors through your selections."*

710 visits to 64 individual citizens and aged care organisations



The Home Library Service made 710 visits to 64 individual citizens and aged care organisations, delivering more than 9,100 items. This service improves quality of life by providing access to Library resources and information, along with social interaction and wellbeing checks for those who may be isolated or vulnerable.

Click, Call & Collect Home Delivery also continues to assist citizens who may need temporary support accessing Library resources.

### Reader Advisory Tools and Community Engagement

Several reader advisory tools are available through the Libraries, including Shelf Talkers, Staff Picks, a subscription to Good Reading Online.

The Libraries’ bi-monthly print newsletter, Off the Shelf, has been well-received in its first year with 300 copies of each edition distributed through the Libraries. A digital version is also available from the Council’s website with 460 visits to the webpage during 2024–2025.

### Curated Displays and Web Resources

The Collections Team curated displays for key events such as the AFL Gather Round, Nature Festival and author talks. These displays, along with dedicated web pages featuring reading lists and online resources, enrich the library experience and celebrated diversity, arts, and cultural heritage.

### Early Childhood Literacy and Families

In 2024–2025, 4,461 children and their families participated in early childhood education sessions such as Baby Bounce and Story Time, while an additional 3,065 children and families joined school holiday programs and events throughout the year.

### Library Collaboration Across Council Services and with The Gallery

The Library Service further strengthened its collaboration with Council Services, including Youth Services, Community Services, and Sustainability, to support community engagement and initiatives.

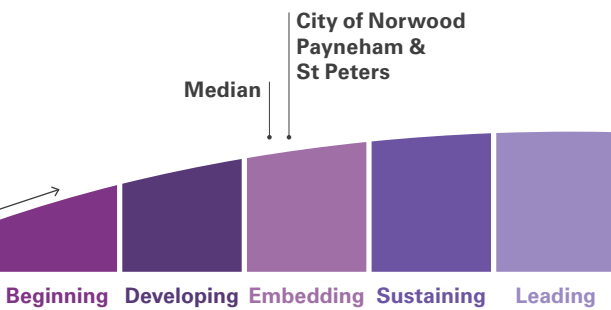
The partnership with The Gallery at St Peters Town Hall Complex expanded cultural offerings by acquiring arts and cultural heritage-themed books, enriching the cultural experience for gallery visitors.



Developing a Smart Council

Guided by its Smart City Plan, the Council is committed to building internal capacity and skills to deliver smart digital services that are more efficient and effective. In 2024–2024, the Council delivered the following initiatives:

- Increased coverage and connectivity for community by implementing free public Wi-Fi in all Council-owned facilities;
- Installed digital display screen with centralised messaging control at all three Libraries;
- Commenced development of an IT Strategy that will inform the evolution of Council services to ensure efficiency, effectiveness, accessibility and innovation;
- Developed an Elected Members Portal that improves communication and ensures Elected Members are informed of key performance indicators to underpin community engagement and data-driven decision-making; and
- Undertook a Staff Sentiment Survey to determine and benchmark the smart city maturity of the City of Norwood Payneham & Peters as at February 2025 (diagram 1). The current maturity is assessed at ‘embedding’, meaning that smart community capabilities, plans, projects, outcomes and processes are active across the organisation with evident impacts on Council services and the community.



Norwood Concert Hall Improvements

The age and style of the Norwood Concert Hall presents limitations in accommodating larger performances and audience numbers and presents challenges in ensuring the venue is maintained at commercial and industry standards.

Improvements completed in the 2024–2025 financial year included:

- replacement of George Street foyer doors;
- LED lighting upgrade in dressing rooms, kitchen, bar, Don Pyatt Hall and public foyer spaces; and
- painting of upstairs foyer.

A structural assessment was also undertaken on the George Street foyer flooring in preparation for future upgrades.

Burchell Reserve Redevelopment

Burchell Reserve in St Peters was officially reopened on Sunday 27 October 2024 following its \$4.2 million redevelopment. Not only is the reserve valuable open space with popular recreational facilities, but it also plays a vital role in managing stormwater and reducing flood risks for local properties. Read more about the Burchell Reserve redevelopment on pages 146–147.

Imaginative New Playspaces

The Council completed upgrades of the Broad Street Reserve Playground and Bridge Road Reserve Playground to create new safe and vibrant playspaces that enhance play opportunities and create a more enjoyable experience for children of all ages.

Animal Management

6 expiations were issued

12 in 2023–2024

2 unregistered dogs

8 in 2023–2024

2 dogs wandering at large

3 in 2023–2024

3 dog attacks

1 in 2023–2024



The Regulatory Services Unit is responsible for investigating and taking enforcement action regarding complaints relating to dog attacks, barking dogs and other matters under the *Dog & Cat Management Act 1995* and the Council’s Dog & Cat Management Plan. The Unit also assists in educating and promoting good animal management practices.

During 2024–2025, six expiations and five cautions were issued. Expiations comprised two for dogs wandering at large, two for unregistered dogs and three associated with a dog attack. No fines were issued for contravening an order or for dogs not being microchipped or desexed.

Electronic Permit Applications

While initially funded as part of the 2024–2025 Annual Business Plan and Budget to digitise Outdoor Dining, Trading and Residential Parking Permit applications, a feasibility assessment determined that the project be reconsidered following review of the Outdoor Dining Policy and implementation of the IT Strategy.

Marketing and Communication

The Council utilises a range of channels and mediums to communicate its major projects, services, initiatives, projects and events to ratepayers, residents, businesses and visitors.

Website

Central to all communications and marketing activities is the Council’s website. The website is the hub of detailed information and a source of truth for all Council services, programs and initiatives.

In 2024–2025 the website continued its upward growth trajectory with an increase of almost 1% on visitor numbers.

There are a number of ways to engage with the Council through the website, including making online payments, completing online forms and surveys, interactive consultation elements, subscribing to email updates and booking events.

Ensuring the website is accessible for the entire community, the Council implemented an accessibility widget that meets Australian Accessibility Standards.

See page 109 for details about the Council’s website performance.

Look East Digital

In 2024–2025, the Council launched its Look East microsite, a digital extension of the popular bi-annual Look East magazine that delivers Council and community news and updates through multimedia storytelling.

Social Media

The Council continues to see organic growth across its social media platforms since launching them in 2018.

**4,785**

**Facebook followers**

4,268 in 2023–2024  
3,587 in 2022–2023  
2,987 in 2021–2023  
2,539 in 2020–2021  
1,642 in 2019–2020

**3,561**

**Instagram followers**

2,605 in 2023–2024  
1,838 in 2022–2023  
1,501 in 2021–2023  
1,278 in 2020–2021  
854 in 2019–2020

INSTAGRAM@FACEBOOK

The Council’s reach has grown steadily on Facebook, Instagram and LinkedIn, engaging citizens with updates on events, major projects, news and local stories. Women aged 35–44 remain the most engaged demographic, with popular content consistently reaching thousands of profiles

In 2024–2025, the highest viewed post promoted the Verge Garden Incentive Program which received 117 interactions.

The impact of video content continues to surpass static content. The Council launched a video series titled Meet the Owners—a dynamic video profile of some of the City’s iconic, oldest and most loved businesses and the people and stories behind them. The series launched with an episode on the European Cafe, which was viewed 25,000 times and received more than 800 interactions reflecting a high level of engagement and interest.

Media

The Council recognises that the media has an important role within our community and is a powerful vehicle to amplify and enhance our communications. The Council continues to maintain a favourable relationship with media outlets including News Corp’s The Advertiser and its digital publication AdelaideNow, Solstice Media’s mastheads InDaily, CityMag and SA Life, all mainstream television and radio networks and the national broadcaster ABC, together with a range of small boutique and niche publications that target sectors of the community.

The Council works closely with these outlets to secure editorial coverage and where appropriate advertorial and advertising to support the promotion of Council events and initiatives.

Publications and Print


The Council uses a range of print publications to share information and updates with the community, including Look East magazine, postcards, posters and roadside signage placed at strategic locations, brochures and flyers.


See pages 108–109 for more information about Council’s communications and marketing achievements.





# Objective 1.2


## A people-friendly, integrated and sustainable transport network.

- 

Provide pleasant, safe, accessible, green and well signed walking and cycling routes.
- 

Provide community transport to support people to participate in community life.
- 

Work with other agencies to influence or provide improved and integrated, sustainable and active transport networks.
- 

Provide appropriate traffic and parking management to enhance residential amenity and support business.
- 

Enable installation of electric vehicle charging infrastructure.

### Community Bus

**280**   
times the Community buses  
were used for Council initiatives

252 in 2023–2024  
122 in 2022–2023

The Council operates two Community Buses: a 12-seater Ford Transit and a 21-seater Fuso Rosa, equipped with a wheelchair lift and retractable step. The buses were used 280 times in 2024–2025 for Community Care Programs, tours and excursions, an increase from 252 uses in 2023–2024.

### Shopping and Transport Services

 **68**  
Citizens accessed shopping  
and transport services  
80 in 2023–2024 | 103 in 2022–2023

Eligible citizens receive assistance with shopping, either through transportation to shopping centres or via the community bus or car Shopping Services. In 2024–2025, 68 citizens accessed the shopping transport service, a decrease on the previous two years.

### Facilitating Accessibility and Mobility Through Smart Technology

Guided by its Smart City Plan, the Council recognises that the ability for people to move efficiently around a city is best achieved through smart technology and innovative transport options. Committed to making the most of these opportunities and to deliver better transport and accessibility outcomes for our community, the Council implemented the following initiatives in 2024–2025:

- deployed smart parking sensors on the ground floor of the Webbe Street Car Park in Norwood;
- implemented body-worn camera devices for Parking Compliance Officers to improve safety;
- advocated to the Department for Infrastructure and Transport for improvements to bus routes in St Morris to enhance traffic safety; and
- procurement of Go-Pro camera to capture real-time traffic management and on-street parking issues by the Council’s Integrated Traffic Management Unit.

### Engaging With Our Community Regarding On-street Parking

Like many inner city areas, on-street parking within the City of Norwood Payneham & St Peters is a limited resource, often with competing user requirements and demands. To provide fair and equitable access to on-street parking, optimise the use of on-street parking to meet the needs of users and the surrounding community, and ensure the management of on-street parking is clear, transparent and equitable, the Council reviewed and updated its On-Street Parking Policy, subsequently releasing it for community consultation. More than 120 submissions were received which informed the final

policy, which was subsequently adopted by the Council at its meeting on 7 April 2025. The Policy is available to view on the Council’s website and funding is allocated to commence implementation in the 2025–2026 financial year with a focus on the Kensington precinct.

### Safer Streets

The Council is committed to improving road safety for all road users and pedestrians. In 2024–2025, the Council delivered or commenced a range of initiatives that create safer road environments:

- as part of a City-wide rollout, the Council Implemented the 40km/h speed limit in the suburbs of Hackney, College Park, St Peters, Joslin, Royston Park, Marden, St Morris, Glynde, Firle, Payneham, Payneham South and Trinity Gardens to improve road safety for all users.
- a new emu crossing on Tarcoma Avenue was installed in collaboration with St Joesph’s Primary School and the Way2Go program to deliver a safer crossing for pedestrians during school peak periods.
- completed construction of traffic calming devices in the form of speed cushions at intervals along Langman Grove, Felixstow between Briar Road and Wicks Avenue.
- commenced concept designs for a zebra crossing in Thornton Street, Kensington. Community consultation is scheduled to be undertaken in 2025–2026 with construction likely to occur within the same financial year.
- commenced concept designs for the Richmond Street Bikeway and Streetscape Upgrade with community consultation scheduled to be undertaken during 2025–2026.
- the Council endorsed and accepted a Federal Government grant through the Black Spot Program to improve the intersection of Kensington Road, George Street and Giles Street with the construction of a wide centre median on Kensington Road. The detailed design has commenced with construction scheduled to be undertaken during 2025–2026. The improvements are expected to reduce crashes by approximately 95%.
- progressed traffic management concepts for Payneham South, Firle and Trinity Gardens with concepts to be finalised in 2025–2026.

### St Morris Bikeway and Streetscape Upgrade

As one of the Council’s primary cycling routes, the St Morris Bikeway requires upgrades to improve safety accessibility outcomes for all users. During 2024–2025, the Council undertook staged community consultation on the proposed St Morris Bikeway and Streetscape Upgrade, which includes:

- new pedestrian refuges on Clifton Street and Jones Avenue at their intersection with Portrush Road;
- new footpath adjacent to Trinity Gardens Primary School on Aberdare Avenue; and
- landscaped buildouts and new kerb ramps at the intersections on Aberdare Avenue.

Further community consultation and detailed design will be undertaken in the 2025–2026 financial year.

### Annual Bicycle Count

The Annual Bicycle Count, conducted at key intersections as identified in the Council’s City-Wide Cycling Plan, gathers data on cyclists commuting into the City during the morning peak hours.

This data helps assess cycling trends, pinpoint areas needing improvement, and guides investment in infrastructure to support active transport. On 4 March 2025, the survey covered 17 locations within the Council area, recording more than 1,700 cyclists over a two hour period.

The findings, which suggest that cyclist activity is consistent with previous years but has not yet returned to pre-COVID19 levels, will inform policy to promote cycling and make active transport a more accessible choice for residents.

### On-Street Parking Permits

#### Residential Parking Permits

Residential Parking Permits are issued following an assessment of the applications to citizens to exempt them from on-street parking controls adjacent to their properties.



To be eligible, citizens must:

- be a resident of the City;
- have an applicable vehicle(s), which is not a truck, trailer, caravan, boat, bus or motorcycle;
- not have off-street parking or the number of vehicles which are garaged at the property cannot be accommodated off-street; and
- reside in a property alongside where parking controls indicates resident only and/or time-limit parking.

Visitor Parking Permits

Visitor Parking Permits are issued to citizens to enable their visitors, or trades people to park their vehicles for longer than the permitted time in areas in which time-limits apply, or in areas that indicate resident only parking.

To be eligible an applicant must meet the following criteria:

- be a resident of the City;
- not have off-street parking; and
- reside in a property alongside where parking controls indicates resident only and/or time-limit parking.

In 2024–2025, a total of 1,037 permits were issued. This compares to 1,056 permits issued in 2023–2024.

1,037  
permits issued  
1,056 in 2023–2024



514 residential permits 466 in 2023–2024	523 visitor permits 590 in 2023–2024
--	--

Management of On-Street Parking

The Council has implemented a number of time-limited on street parking controls throughout the City to:

- provide a fair and equitable process in assessing and meeting the parking needs of all road users within the City; and
- optimise the use of available on-street parking in a manner that best meets all needs and complements the role of available off-street parking provisions.

The role of the Council’s Compliance Officers, is to ensure that parking is available in a safe, convenient and appropriate manner which supports the primary land use activities across the City.

9,613  
parking expiations issued  
11,204 in 2023–2024



631  
parking expiations withdrawn  
841 in 2023–2024

Marden and Royston Park Traffic Management Devices

Identified as a capital project through the 2024–2025 Annual Business Plan, detailed design and construction of proposed traffic management devices for Marden and Royston Park have been placed on hold by recommendation of the Council's Traffic Management and Road Safety Committee pending evaluation outcomes of the 40km/h speed limit implementation

Heavy Vehicle Study

Funding was allocated as part of the 2024–2025 Annual Business Plan to prepare the ‘Glynde Heavy Vehicle Traffic Study, including data analysis, traffic volume and speed, presence of each classification of heavy vehicle, and consultation with property and business owners. The project did not proceed in 2024–2025 and will instead be undertaken in 2025–2026.

Staff Bike Parking in Webbe Street

Funding was allocated as part of the 2024–2025 Annual Business Plan to construct a safe and secure bicycle storage facility for Council staff. This project did not proceed and has been placed on hold.

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 and promote community-based initiatives where possible.

✔ Facilitate community support networks and partnerships for the sharing of resources and skills in order to build community capacity.

✔ Inform and connect new residents to the community and its resources.

Volunteer Strategy

In September 2024, the Council’s draft Volunteer Strategy was released for community consultation.

The draft Volunteer Strategy seeks to strengthen and support the City’s Volunteer services, guiding the development and growth of Volunteer initiatives, setting clear focus areas and priority actions for the next five years.

It also defines the Council’s role in supporting and nurturing the people who dedicate their time to volunteering across the City.

Feedback from the community and stakeholders was received and analysed before being considered by the Council in March 2025. At this time, the Council resolved to defer endorsement of the draft Strategy in favour of undertaking some further targeted community consultation.

An amended draft Volunteer Strategy will be released for community consultation in September 2025.

Promoting Volunteering Opportunities

The Council’s website contains a volunteering hub that promotes volunteering opportunities with the Council and in community organisations. Volunteers and their stories are also shared through this platform in celebration of the contributions of our valued VBolunteers.

In 2024–2025, the Volunteer Vacancies webpage received 4,300 visits, representing growth on the previous year of 44%.

A dedicated Volunteer eNewsletter was sent to 265 subscribers twice during 2024–2025 and achieved an average open rate of 83% and a click rate of 33%, indicating a very engaged audience.

Volunteering in the City

225  
Volunteers  
221 in 2023–2024



9,989  
hours contributed by  
Volunteers to help deliver  
Council services  
and programs  
7,861 in 2023–2024



\$467,552  
value of Volunteer hours  
\$366,479 in 2023–2024





Boldly Beautiful Teen Program

Youth Action Plan 2025–2027

In April 2025, the Council adopted the Youth Action Plan 2025–2027 following the expiry of the 2022–2025 Youth Development Strategy in January 2025.

The Youth Action Plan guides the Council's priorities, programming and activations. The priorities of the Action Plan include:

- Greater access to mental health support and services.
- Connection to services and activities available in the young person's community.
- Increased access to age appropriate, affordable, and accessible sport and recreation activities and opportunities.
- More support with post-school pathways, including the teaching of 'life skills' or 'how to adult.'
- Inclusion in decision-making.

Boldly Beautiful Teen Program

Seven teenagers aged beaween 10–18 years, participated in a four week workshop series focused on developing effective self-care skills while boosting confidence in a fun, supportive and inclusive environment.

The female participants learned to have a healthy relationship with makeup by learning how to use it to enhance their natural features and built skills to manage their inner and outer beauty for a positive and balanced self-image.

Youth Strategic Group

As part of the Youth Action Plan 2025–2027, the Council established a framework and recruited members for a Youth Strategic Group.

The purpose of this group is to provide youth perspectives and feedback on Council projects and events, ensuring that a youth lens is applied to Council's initiatives and youth voices are represented in decision-making.

Objective 1.4

A strong, healthy, resilient and inclusive community.

- ✔ Provide all ages and abilities programs and spaces for sport, recreation and play to support physical and mental wellbeing.
- ✔ Encourage and provide opportunities for lifelong learning.
- ✔ Provide spaces and programs for people to meet, share knowledge and connect with each other.
- ✔ Facilitate a range of housing options to assist in maintaining social and cultural diversity and affordability.

Community Care Services

The Council's Home Support Services Program provides a range of Community Care Services. In 2024–2025, 598 citizens accessed these services, a 13.6% decrease from the previous year. This decline reflects several factors, including:

- increased service hours required for existing clients needing more home support and accessing more than one service from the Council; and
- rising costs in service delivery, such as Domestic Assistance, Home Maintenance and Car Shopping Services, due to increased contractor charges, limiting the number of citizens the Council can assist.

18,000  
hours of Community  
Care Services delivered

19,791 in 2023–2024  
18,242 in 2022–2023


598  
number of citizens accessing  
Community Care Services  
692 in 2023–2024 | 714 in 2022–2023

178  
My Aged Care referrals  
234 in 2023–2024 | 376 in 2022–2023

Community Care Services Challenges


The Council's Panel of Contractors has increased their costs of services due to an increase in their staff salaries. This increase in costs has, in turn, raised the Council's service delivery costs, reducing its capacity to deliver the same level of service to as many citizens as in previous years.

Long-term Domestic Assistance

 302  
Citizens received Long-term  
Domestic Assistance  
356 in 2023–2024 | 372 in 2022–2023

Long-Term Domestic Assistance provides up to two hours of cleaning services per fortnight. 302 citizens receiving assistance in 2024–2025, compared to 356 in 2023–2024,

Home Maintenance Services

 262  
Citizens accessing Home  
Maintenance Services  
320 in 2023–2024 | 322 in 2022–2023

The Council's Home Maintenance Service assists eligible citizens with minor repairs and maintenance, such as gutter cleaning, window cleaning and yard tidying. 262 citizens accessed these services in 2024–2025, compared to 320 the previous year.



"I liked the boldly beautiful program because it helped me connect with other girls and it makde me feel really good and let me express myself... I had a lot of fun experimenting with the make-up and skincare "

Alannah, 11 years old,  
Boldly Beautiful Teen Program



Personal Care

The Council’s Personal Care Services provide support to eligible citizens who require assistance with dressing, feeding or showering. In 2024–2025, four people accessed Personal Care Services.

Home Modification Services

The Home Modification Service improves home safety through the installation of rails, steps, and bannisters. In 2024–2025, 36 people accessed this service, a 100% increase 2023–2024.

Aged Care Volunteer Visitors Scheme

The Aged Care Volunteer Visitors Scheme (formerly the Community Visitors Scheme) recruits Volunteers to provide companionship to citizens receiving Australian Government subsidised Home Care Packages or living in aged care homes. The Council’s Volunteer Visitors Scheme Coordinator manages this program, which served 53 socially isolated residents in aged care facilities across Norwood Payneham & St Peters, Burnside, and Campbelltown, a slight decrease from 57 in 2023–2024.

Zest for Life

400 participants 17 events



The Zest for Life Program, which is delivered by the Council to celebrate positive ageing, was held in August 2024. The Program offered tours, learning opportunities, and social activities across a range of interests, including health and well-being, entertainment and lifestyle trends, making it a popular initiative among the Council’s older citizens. The most common age group for participants was between 71 and 80 years.

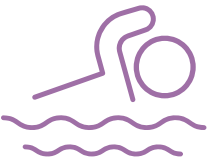
A variety of events were available, from a tour of Karkoo Nursery in Oakbank and a baking class at the Norwood Commercial Kitchen, to tours of local op-shops, seminars, movie screenings, and concerts. Participants had the opportunity to enjoy beer or wine tastings at Little Bang Brewing and Ferg’s Stepney, both part of the Council’s Eastside Wine and Ale Trail initiative.

This year’s Zest for Life Concert featured the Royal Australian Navy Band, in a Sunday matinee performance, with afternoon tea in the Norwood Concert Hall.

Almost 400 citizens attended 17 events over the two-week program. Approximately 70% of participants were from the City of Norwood Payneham & St Peters, while 30% joined from nearby suburbs such as Adelaide, Walkerville, Klemzig and more.

Norwood Swimming Centre

52,213 attendances



↑ increase of 12,640 on 2023–2024

6,493 swimming and Water Safety Education Program participants

4,072 in 2023–2024

1,959 Learn to Swim participants

1,731 in 2023–2024

With the new Payneham Memorial Swimming Centre under construction, the Norwood Swimming Centre hosted an increased number of events, including:

- an Australia Day event on Sunday 26 January 2025;
- two movie nights on 7 December 2024 and 13 February 2025, where attendees could watch the movie from the water or the grassed area; and
- Learn to swim holiday programs with Royal Life Saving Saving South Australia and Surf Lifesaving Australia.

A range of external temporary influences positively impacted with the Norwood Swimming Centre operations in the 2024–2025, including:

- closure of the Payneham Memorial Swimming Centre and Adelaide Aquatic Centre due to redevelopment;
- delayed opening of the George Bolton Swimming Centre (in City of Burnside) until December 2024 which dramatically increased patronage at Norwood Swimming Centre in October and November; and
- high temperatures throughout the season, with a significant increase in the number of days above 30 degrees.

Key revenue sources included general admissions, season passes, swimming lessons and hire income. The Norwood Swimming Centre realised an operating deficit (excluding internal costs and depreciation) of \$289,195.

Come & Try

166 participants in 2024–2025



93 2023–2024 86 2022–2023

6 programs

3 in 2023–2024

The Council’s Come & Try Program, established in 2016, continues to support the health and well-being of older citizens by offering affordable activities that foster social connection and physical wellness. In the 2024–2025 period, six programs provided engaging opportunities for participants to connect with nature and explore new wellness practices.

Forty-five participants danced their way to better health at Dance for Fitness, an energising Latin-inspired cardio class. Eight classes were offered between 26 July and 20 September 2024. A second series commenced on 6 June 2025 with 36 participants attending eight classes.

Strength and Toning classes saw 28 participants achieving a full body workout by completing more than seven classes between 1 November and 13 December 2024.

Tai Chi in the Park brought the ancient practice of Tai Chi to Linde Reserve, where attendees enjoyed an hour of mindful movements, deep breathing, and meditative focus against a backdrop of nature. Morning sessions were held from 28 January to 4 March 2024, with 27 participants attending. A Saturday morning series followed from 8 to 29 March 2025, drawing 23 participants.

A low-impact, mindful movement class blending physical activity with mental focus, Boxfit attracted seven participants who completed six classes between 24 June and 29 July 2025.

Lifelong Learning at the Libraries

10,756 participants 724 sessions 559 in 2023–2024

The Council’s Lifelong Learning staff supported community well-being by delivering 724 sessions to 10,756 participants, an increase from 559 sessions and 7,898 participants in 2023–2024.

Social connection, inclusivity and resilience building was fostered through programs such as digital education, book groups, author talks and workshops. Other skill-building sessions with guest speakers provided further opportunities for personal growth and well-being.

Digital Literacy User Education

332 people improved their digital literacy

Lifelong Learning programs also focused on digital inclusion, with tailored one-on-one digital literacy sessions and small group workshops. 108 participants attended 19 workshops and information sessions, while 180 participants received individual assistance, enhancing their digital knowledge, safety, and confidence.

A further 44 people attended a three-day Digital Literacy Course for over 50s which was delivered collaboratively between the Council’s Libraries and Community Services Units with grant funding from Good Things Foundation. Sessions were held at Gaynes Park Suites (Retirement Living) thereby expanding access to the course content.

Content covered a range of digital areas from Windows basics, cyber security and safe online shopping to accessing podcasts and building confidence to use AI.

“Great initiative. Keep up the good work to educate the senior citizen community and help them navigate through the new digital world.”

“Our tutor was super. He was very helpful and knowledgeable.”



Firstival

365  
participants

16  
events

“It was fantastic and so affordable”

Developed by Public Libraries SA to challenge outdated perceptions of libraries and increase customer engagement, Firstival is a vibrant and inclusive celebration that takes place in collaboration with South Australia’s 130 public libraries.

Themed ‘a festival of new experiences, the Council’s Firstival program inspires curiosity and encourages people to try something new. From resin art and jewellery making to Aboriginal weaving, bush tucker and fermentation workshops and movie screenings, 365 people participated in 16 events representing a significant growth on the inaugural Firstival in 2023 which attracted 113 participants at five events.

Youth Programs and Events

25

programs and events  
were delivered specifically  
for young people

During 2024–2025, a total of 25 programs and events were delivered specifically for young people (excluding activities conducted in collaboration with schools, the Young Achievers Program, and Elevate Radio with Three D Radio). These initiatives engaged more than 320 young participants and covered a diverse range of topics including work experience and work placement opportunities, Robotics STEM and Make-up and Self-Esteem Workshops. The programs provided young people with meaningful opportunities to learn, participate, express their perspectives, and build confidence in supportive and inclusive environments.

Elevate Radio (in partnership  
with Three D Radio)

Previously known as New Vibes, the Elevate Radio program was rebranded in 2024 in collaboration with alumni of the radio mentorship program. It offers young people hands-on broadcast training and a comprehensive skillset to help launch their careers across various industries. The program continues to foster community connections through a shared passion for music, local and international news, and the arts. During the 2024–2025 period 9 participants participated in the Program.

Young Achievers Program Funding

The Young Achievers Program celebrates the accomplishments of young people and supports their participation in local, interstate, and international competitions, events, and leadership development opportunities. During the 2024–2025 financial year, funding of \$6,950 was distributed to 23 young people to help advance their personal and professional growth.

Red Bench Project

The Red Bench Project in South Australia is an initiative to raise awareness of domestic violence by installing bright red park benches in public spaces. These benches are a permanent reminder that domestic violence occurs within every community and are intended to encourage public conversations and support for those affected. The project has been supported by organisations like the Red Rose Foundation Australia.

The Council, in collaboration with the Consul of Italy in South Australia and the Australia Donna Association, installed a Red Bench at Drage Reserve which was unveiled on International Women’s Day on 8 March 2025.



St Peters Billabong: Keeping a natural treasure safe

Just three kilometres from Adelaide’s city centre lies one of the eastern suburbs’ hidden gems—the St Peters Billabong. Surrounded by leafy trees and filled with local wildlife, it’s a peaceful spot where families, friends and nature lovers can relax and explore.

The Billabong’s story began long ago as part of the River Torrens. Over time, the river naturally changed course, leaving behind a curved section of water known as an oxbow. In the late 1970s, the former Town of St Peters worked to separate this oxbow from the river, officially creating the St Peters Billabong, which opened to the public in 1988.

Today, the City of Norwood Payneham & St Peters owns and manages the Billabong. The Council’s role is to ensure the Billabong and its surrounds remain safe and healthy—protecting both the environment and the people who visit. This includes managing and mitigating possible risks such as erosion and the stability of the banks.

Over the years, engineers have carried out several studies to understand if the Billabong’s slopes have been compromised. The first major study was undertaken in 2000, when the Torrens Catchment Water Management Board explored turning the site into an urban wetland to help treat creek water before it entered the river.

In 2019, community members raised concerns about public access and the safety of the slopes. In response, the Council commissioned new geotechnical investigations to check whether the land had changed since the original baseline study.

The results, confirmed by engineering experts in 2020, were reassuring — the slopes were stable, and there were no signs of major erosion or slippage.

The Council has continued to invest in monitoring the site, setting aside funds in the 2024–2025 Budget for further investigations. These included soil testing, engineering analysis, and an independent tree assessment. The findings once again showed that the Billabong’s embankments have remained largely stable for more than 25 years.

Report findings indicate that while ongoing monitoring is important, no major construction or infrastructure work is required in the short or medium term. Instead, they recommend keeping development away from the top of the slopes and continuing regular checks to ensure the land and Billabong remain safe.

To protect both visitors and the environment, the studies also suggest creating a three-metre exclusion zone along the slope’s edge. This safety buffer helps prevent accidents and reduces wear on the banks caused by foot traffic and erosion.

A final report outlining these recommendations will be presented to the Council in November 2025. With careful management and regular monitoring, the St Peters Billabong will continue to be a safe, beautiful space for everyone to enjoy for many years to come.





# 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.

## Measuring Our Success

Metric	Target	Actual	Status
▶ Council support for initiatives and events that support cultural diversity	Promote four cultural events each year that celebrate our City's cultural diversity.	3	✗
	Align with Arts & Culture Plan South Australia 2019–2024	Endorsed the Arts & Culture Plan 2024–2027 in January 2024 which aligns with State strategies and plans	✓
▶ Number of community events held	Hold a minimum of six major community events per year	8	✓
▶ Designs or upgrades undertaken to community spaces	Design or upgrade at least one public space per annum	1 completed reserve redevelopment 2 designs 2 playspace constructions	✓
▶ Level of community satisfaction with the nature of new development within the Council area	Resident perception rating higher than average from the previous four Community Surveys	3.1 (average 3.25#)	Only two years of benchmarking data
	Business perception rating higher than the average from the previous four Community Survey	3.5 (average 3.5^)	On par, only three years of benchmarking data
▶ Level of community satisfaction with cultural heritage programs provided by the Council	Resident perception rating higher than average from the previous four Community Surveys	3.7 (average 3.8)	✗


▶ Macro Targets    ▶ Council Targets    ▶ Community Targets    ✓ Achieved    ✗ Not met


#Two years of benchmarking data only  
^Three years of benchmarking data only




# Objective 2.1

An artistic, creative, cultural and visually interesting.

- 

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.

## Venues for hire

83% utilisation



3,898 individual bookings  
↑ 101% increase on 2023–2024

453 unique hirers  
↑ 100% increase on 2023–2024

In addition to Norwood Concert Hall, the Council has four facilities available to the community for hire. Approximately 48.5% of the total bookings across our four venues for hire were for community programs, groups and activities, with 20.5% being booked for private functions (e.g. birthdays, christenings) and 31% for Council-led programs and events. In total, our facilities had 453 unique hirers, including almost 50 regular groups.

### Four facilities for hire in 2024–2025

Facility	Days	Percentage
Payneham Community Centre	360	98%
St Peters Youth Centre	275	77%
Banquet Hall (St Peters Town Hall Complex)	284	75%
Payneham Library Community Facilities	297	81%
Average used days across all four venues	304	83%

## Performing Arts

108 performances at Norwood Concert Hall



32,000 patrons attended

In 2024–2025, Norwood Concert Hall hosted 108 performances that attracted more than 32,000 patrons, including:

- Wakakirri — Australia’s largest performing arts event for schools with 30 schools hosted during the week long festival and more than 1,000 children attending;
- An Evening with Sir Bob Geldof — More than 600 guests enjoyed an intimate acoustic performance and live storytelling with the icon of Live Aid;
- ICN SA Australian Muscle Competition — A full day of competition twice per year sees hundreds of competitors and audiences pack the Norwood Concert Hall. The event, which has been hosted at Norwood Concert Hall for more than 20 years, also proves a significant economic driver for nearby cafes, restaurants and eateries; and
- No Such Thing As A Fish — The sold out event presented a live podcast experience with more than 500 episodes and 500 million listens to date!



### Norwood Concert Hall hirers

Type	Number	Percentage
Commercial events	75	69.4%
Community events	24	22.2%
Council events	9	8.4%

### Norwood Concert Hall event types

Performance/ event type	Number	Percentage
Music/Cultural Performance	32	29.6%
Comedy	18	16.7%
Dance	13	12.0%
Council-led	9	8.3%
Author talks	9	8.3%
School performance	8	7.4%
Community activity/workshop	7	6.5%
Children’s concert	5	4.6%
Theatre	3	2.8%
Body Building Competition	2	1.9%
Choir	2	1.9%
Total	108	100%

## Busking in the City

172 busking permits issued  
370 in 2023–2024

The Council issued 172 permits for busking and fundraising across the City, further enhancing public spaces and supporting local talent and not-for-profits.

## Quadrennial Public Artwork

In February 2025, the Council selected Osmond Terrace as the site for its fifth Quadrennial Public Artwork Commission. Following this, expressions of interest were sought from local artists to respond to a project brief which were narrowed down to three artists and artist groups who were then engaged to develop artistic concepts. The Council is currently assessing these concepts. Though the project is fully funded through the Council’s budget, the Council is seeking opportunities for grant funding to help offset the cost. The artwork will be unveiled by August 2026.

## Film Friendly City

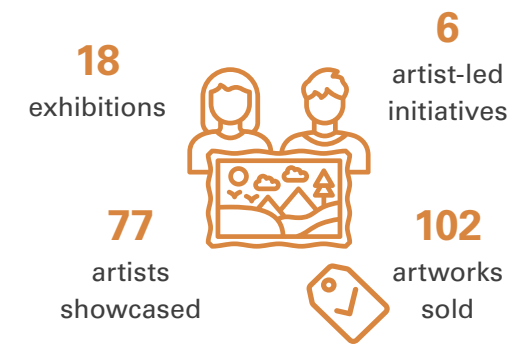
Filmmakers, movie producers and commercial photographers are all welcomed to capture the beauty of the City’s landscapes and streetscapes.

In 2023–2024, the Council issued 5 permits to support various film and photography projects.

29.6% Music/Cultural Performances



Visual Art at The Gallery



The Council’s multi-purpose art space, The Gallery, provides a dynamic exhibition area designed to showcase and encourage community participation in art and culture. Located within the St Peters Town Hall Complex, The Gallery shares its home with the St Peters Library, the Cultural Heritage Centre, Eastern Health Authority, and community radio station Three D Radio.

The curated exhibition program offers the community an opportunity to engage with both contemporary art and cultural heritage artifacts and stories, highlighting the work of emerging and established artists alike.

The Gallery’s commitment to inclusion was evident in its diverse programming. ensuring all community members could access and enjoy the space, and participate in arts and cultural experiences.

The Gallery’s 2024–2025 program featured 18 exhibitions (and exhibition opening events) balancing contemporary art and cultural heritage displays and showcasing the work of 77 artists.

The exhibition themes centred around a combination of contemporary visual arts and cultural heritage with a broad range of mediums represented, including Painting (oil, acrylic, watercolour, gouache), printing (etchings, linocuts, woodcuts, intaglio, cyanotypes, photogravure, giclee, digital prints), photography, textiles, drawing (ink, charcoal, pencil), mixed media, glass, creative writing and sound recordings.

Exhibiting artists ranged from emerging artists undertaking their first exhibition to mid-career and established artists, one of whom had previously exhibited in New York and Glasgow.

During the financial year, The Gallery sold 102 artworks which equated to sales of \$46,220 for local and South Australian artists.

South Australia’s History Festival Exhibition

Delivered as part of South Australia’s History Festival, Messages from the Grave offered an exploration of life, death and legacy through an interactive exhibition and complementary program.

Adelaide Fringe Festival Exhibition

The 2025 Adelaide Fringe Festival exhibition *Thick and Thin* showcased four Helpmann Academy artist residency recipients, Lauren Downton\*, Tiarnie Edwards, Cameron Longshaw and Chelsie Morey, who completed residencies at fab studio in Kent Town and 215 Magill Studio. Lauren Downton received community grant funding through the Council to fund the creation of a new body of work that appeared in the exhibition.

Live Music

In 2024–2025, the Council continued to deliver initiatives that support live music and foster creative expression across the City, including:

- continuing our partnerships with Three D Radio to support local live music and develop young radio presenters;
- collaborating with Thebarton Theatre to bring live music shows to the Norwood Concert Hall during the renovations to the Thebarton Theatre; and
- hosting a range of free live music experiences in the Council’s Libraries as part of Good Music Month, a state-wide open access live music festival.

Supporting Community Art and Events

**\$73,982** grants funded

Community Grant funding provided to foster Public Art and Event initiatives, enhancing cultural vibrancy and community engagement across the City.

Rehearsal Spaces

The Council’s community venues were regularly utilised by the following performance groups to prepare for theatre productions and Adelaide Fringe Festival events and to deliver theatre education workshops.

- Panache French Theatre Company;
- Theatre Bugs;
- Centre Stage Dance Academy;
- Tango Adelaide; and
- Soul Song Choirs.

Literary Arts

The Council hosted 19 literary arts activities within libraries and community venues from March to July 2025 which attracted more than 1,000 participants. These included meet the author events and talks, live streaming and conversation as part of Adelaide Writers Week and Sydney writers’ Festival, Dreaming Storytime with First Nations artists, as well as poetry and writing workshops.

Objective 2.2

Attract new enterprise and local employment opportunities to locate in our City.

- ✔ Provide an ‘easy to do business with’ and supportive experience for businesses, organisations and social enterprises.
- ✔ Provide spaces for people, businesses and organisations to collaborate.
- ✔ Provide a quality public realm and infrastructure that supports businesses.
- ✔ Promote and support local food and beverage manufacturing.

Citizenship

**247** new citizens

In 2024–2025, the Council held seven citizenship ceremonies to welcome 247 new citizens into our community. These ceremonies celebrated the diversity and inclusivity of the City, bringing together individuals and families from a wide range of cultural backgrounds. Each ceremony provided a unique opportunity for new citizens to connect with their fellow residents and share in the journey of joining the community.

Our newest citizens hail from countries across the globe, representing the rich cultural tapestry of our City. Among the nationalities welcomed this year were citizens from Albania, Belgium, Brazil, Canada, Chile, China, Colombia, Egypt, France, Germany, Great Britain, HKSAR of the People’s Republic of China, Hong Kong, Hungary, India, Iran, Ireland, Japan, Malaysia, Nepal, New Zealand, Nigeria, Pakistan, Philippines, Singapore, Slovakia, South Africa, Sri Lanka, Switzerland, Taiwan, Thailand, Ukraine, United Kingdom, United State of America and Vietnam.

Acknowledging Aboriginal Heritage

As part of 2024 NAIDOC Week celebrations, the Council partnered with Iwiri Arts Corporation and First Nations artists to deliver an exhibition in The Gallery titled, *tjukula tjuta*.

The exhibition centred around waterholes filling up after rain and was delivered by 18 Anangu artists. The opening event included an interview with one of the artists in his native language, translated into English.

Complementing the exhibitions, six artist-led initiatives were delivered, including sketching and life journal workshops. Open to all ages, these events encouraged hands-on experiences, allowing participants to engage with art and culture in a meaningful and fulfilling way, connecting citizens with Aboriginal art and traditions while fostering a deeper appreciation for local Indigenous culture.

Engaging with Local Indigenous Representatives

The Council’s commitment to respecting and incorporating Indigenous heritage in community programs and spaces was highlighted in the development of the Firstival 2024 program which featured a series of Indigenous activities and workshops aligned also with NAIDOC week celebrations. The Council collaborated with Indigenous artists and Elders to deliver meaningful experiences that draw on traditions, techniques, history and storytelling.

Cultural Heritage Services

**503** requests for cultural heritage services

493 in 2024–2025

In 2024–2025, 503 citizen requests for research were fulfilled as part of our Cultural Heritage services, supporting community interest in historical records and resources.

Everybody Sing! 🎵

A Culturally Diverse Early Literacy Project

**164** participants } **6** sessions


The Everybody Sing program further built on the library service’s strong foundation of supporting families to develop their children’s early literacy skills while celebrating the rich cultural diversity of our community where nearly 30% speak a language other than English at home.


Delivered by an accomplished composer, musician, producer and teaching artists, Everybody Sing! was an inclusive program that fostered connection and celebration while enhancing understanding of Chinese language and culture.




# Objective 2.3

A City which values and protects built heritage.

- 

Protect, enhance and share the history of our City’s built heritage places, character areas and streetscapes.
- 

Promote the value of heritage protection.
- 

Encourage innovative architecture and design that complements our City’s built heritage and character areas.

## Fire Prevention

Pursuant to Section 105F (1) of the *Fire & Emergency Services Act 2005*, property owners are required to maintain their properties to mitigate fire risks, which includes cutting undergrowth below 100mm, removing dead trees, pruning branches, and cleaning gutters.

Prior to each fire danger season, the Council reminds property owners of these obligations. In 2024–2025, 131 property owners were advised of their responsibilities, a reduction from 181 in 2023–2024, suggesting education initiatives are valuable.

## Built Heritage Strategy

The City of Norwood Payneham & St Peters is renowned for its stunning heritage listed buildings, some of the most admired in South Australia. The Council's commitment to the preservation and enhancement of this built heritage is demonstrated through the delivery of a five-year Built Heritage Strategy. This Strategy outlines the Council’s goals and planned actions to ensure the City’s historic buildings and structures continue to be valued, protected, and integrated within the community.

The Strategy serves as a public statement of what the Council values in terms of heritage preservation and provides citizens with information on heritage and historic area protection in the context of South Australia’s planning framework. It sets a clear path for the Council to support and protect built heritage, recognising its importance to the City’s character and identity.

- In 2024–2025, the Council undertook several key actions, including:
- commencement of the Heritage Plaque Scheme;
  - continued provision of a free Heritage Advisory Service for residents and applicants which received 106 booked appointments or phone consultations;
  - investigation and progression of amendments to the Planning & Design Code to advance the protection of heritage listed property, including initiation of the Inter-war Housing Heritage Code Amendment;
  - in collaboration with other councils and with the support of the State Planning Commission, development of Area Statements under the Planning & Design Code which will be released for community consultation in late 2025;
  - advocated for improvements to South Australia’s heritage legislation through the provision of submissions, including on the draft Greater Adelaide Regional Plan, Assessment Improvements Code Amendment and the Accommodation Diversity Code Amendment;
  - ongoing conservation of bluestone kerbing in streets where renewal work was performed, maintaining the character of local streetscapes; and
  - working closely with Members of Parliament and the Local Government Association of South Australia, to support Private Members’ Bills aimed at legislating protection against neglect for State Heritage Places.

These initiatives reflect the Council’s ongoing commitment to valuing and preserving the City’s built heritage, ensuring that historic structures are protected for future generations to appreciate.


# Objective 2.4

Pleasant, well designed, and sustainable neighbourhoods.

- 

Encourage sustainable and quality developments and urban design outcomes.
- 

Facilitate a mix of land uses in appropriate locations in balance with amenity and character.
- 

Encourage the protection of trees and maximise greening in new development and the public realm.
- 

Deliver neighbourhood improvements in partnership with the community.
- 

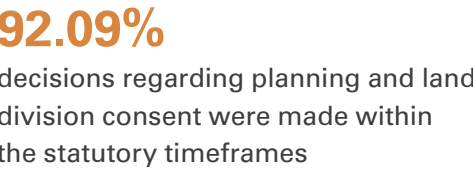
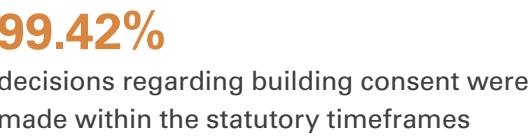
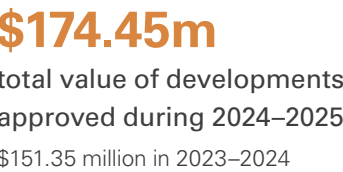
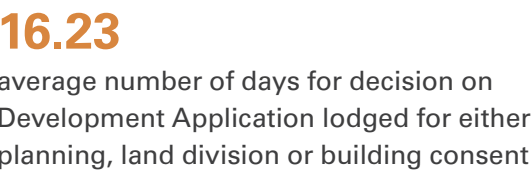
Encourage infill development to balance housing diversity with the liveability and character of established neighbourhoods.

## Greater Adelaide Regional Plan Submission

In November 2024, as an advocate for good planning outcomes for the community, the Council made a submission in response to the State Government’s draft Greater Adelaide Regional Plan, which identifies the opportunities for sustainable housing development and population growth over the next 30 years and planning for future infrastructure requirements. The Council’s submission focused on recommendations that consider the coordinated delivery of infrastructure, sustainability and the protection of heritage and character as it applies to the City of Norwood Payneham & St Peters and Greater Adelaide.

## Development Assessment

In 2024–2025, the Council received 811 development applications for assessment and a 15% increase in the value of developments approved, reflecting ongoing growth and investment in the City’s urban form. Depending on the type of development application, statutory assessment timeframes range between 20 and 70 days, the average timeframe therefore indicating that the Council's assessment processes are efficient.







# Objective 2.5

## Dynamic community life in public spaces and precincts.

- ✔ Create and provide interesting and vibrant public spaces to encourage interaction and gatherings.
- ✔ Host and facilitate community events and activities.
- ✔ Provide features or experiences in public areas that surprise, encourage reflection or celebrate our community and heritage.

### Development Compliance

The Planning Services Compliance Unit handles investigations and enforcements related to unauthorised development and activities that do not comply with relevant approvals, as well as local nuisance issues such as noise, dust, odour, and unsightly properties.

The Building Services Unit assesses Development Applications against the Building Rules and conducts inspections throughout construction to ensure compliance with structural requirements. It also manages permits for building-related activities such as driveway crossovers, electrical connections, and footpath closure..

**369** building inspections  
↑ 267 in 2023–2024

**194**  
development related complaints  
were investigated  
184 in 2023–2024

**301**  
local nuisance complaints were investigated  
305 in 2023–2024

### Concerts in the Park

**800**  
attended Jazz in the Park  
1,100 in 2023–2024

**850**  
attended Melodies in the Park  
960 in 2023–2024

**1,200**  
attended Symphony in the Park  
840 in 2023–2024

The Council remains dedicated to providing free live music events for citizens and visitors and this year’s Concerts in the Park series attracted music lovers, families and the wider community to enjoy open-air performances throughout February and March.

### St Peters Fair

#### Cancelled due to extreme heat

The St Peters Fair is held every year at Linde Reserve and is a cherished feature on the Council’s annual events calendar. As an outdoor event at the tail end of summer, the event can be subject to adverse weather conditions.

The Council takes every precaution to ensure the safety of patrons, staff and suppliers, and with the forecast of extreme

### Twilight Carols

**900** attended  
600 in 2023–2024

This free family-friendly open air concert brings the community together to share in the spirit of Christmas.

### Norwood Christmas Pageant

**18,000** attended

One of the most iconic events held in the City of Norwood Payneham & St Peters, the Norwood Christmas Pageant has grown to be the largest Christmas Pageant, second only to the National Pharmacies Christmas Pageant in Adelaide CBD. Attendance at Norwood Christmas is consistent year on year however the Council is reviewing opportunities’ to support any future growth.

weather on the scheduled date of St Peters Fair (Saturday 15 March 2025), the decision was made to cancel the event.

These decisions aren’t made lightly and on this occasion, factoring in all possibilities, cancelling the 2025 event was the most appropriate decision.

A broad communications plan was activated to notify the community, patrons and suppliers before attention was then turned to promoting other free and family-friendly events that were scheduled in the following weeks.





# 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 An attractive and supportive City for business and new enterprise.
- 3.4 A leading centre for creative industries.
- 3.5 A local economy supporting and supported by its community.

## Measuring Our Success

Metric	Target	Actual	Status
▶ Number of jobs in our City	Return to pre-COVID19 levels (24,367 February 2020)	27,821  Source REMPPLAN 2024 (ABS 2021)	✓
▶ Number of Council training and networking opportunities held by the Council	Minimum of six per annum	3 networking 3 training	✓
▶ Number of promotional initiatives undertaken by the Council	Year-on-year increase	Increase of three on previous year  17 in 2024–2025 14 in 2023–2024	✓
▶ Level of community satisfaction with the Council’s performance in attracting and supporting businesses	Resident perception rating higher than average from the previous four Community Surveys	3.8* (Average 3.7)	✓
	Business perception rating higher than the average from the previous four Community Surveys	3.3* (Average 3.0)	✓
▶ Level of community satisfaction that the mix of businesses in the City’s precincts contributes to the area.	Resident perception rating higher than average from the previous four Community Surveys	4.1* (Average 4.2)	✗
	Business perception rating higher than the average from the previous four Community Surveys	3.9* (Average 3.6)	✓


▶ Macro Targets    ▶ Council Targets    ▶ Community Targets    ✓ Achieved    ✗ Not met


\*Community Survey 2023




# Objective 3.1

A diverse range of businesses and services.

- 

Support and encourage local small, specialty, independent and family-owned businesses.
- 

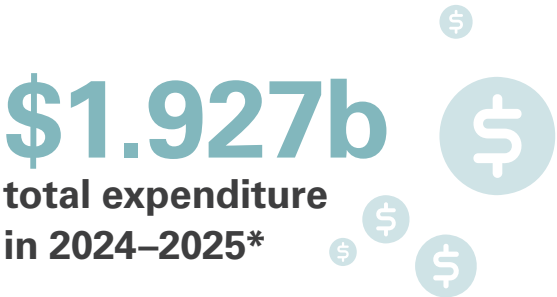
Broker relationships to encourage new businesses to locate in our City.
- 

Foster emerging industries that support the local economy and community.

## Strong and healthy local economy

The City supports an estimated 27,821 jobs as at 30 Junr 2024 (REMPPLAN), representing 30.5% of employment within the eastern metropolitan area (incorporating the Cities of Burnside, Campbelltown, Prospect, Unley and the Town of Walkerville).

Among its localities, Norwood and Kent Town host the highest concentration of jobs, positioning it as a key area for commerce and services.



 **\$250m**  
increase from the 2022–2023  
financial year

From June 2024 to July 2025, Spendmapp data recorded an impressive \$1.927 billion in expenditure across the City of Norwood Payneham & St Peters. Consistent with the previous year, it represents an approximate \$250 million increase from the 2022–2023 financial year. This significant boost to the City’s local economy reflects the dedication and success of local traders who continually provide high-quality goods and services to both the local and wider community.

\* Source: Spendmapp

\*\* Source: REMPLAN

**\$247.357m**

estimated output generated by  
the tourism sector.\*\*

**\$241.842m**

contribution of the Food  
Manufacturing sector to total  
regional exports (6.8%).\*\*

**628**

businesses in the Heritage,  
Creativeand Performing Arts sector  
creating 6,293 local jobs.\*\*

**4,777**

workers employed in the Healthcare  
and Social Assistance sector across  
the City, equivalent to 17.2% of  
total local employment.\*\*

**2,671**

jobs provided by 596  
Education & Training  
businessesin the City.\*\*



## Eastside Business Awards

**10 businesses recognised**  
for excellence through the  
2025 Eastside Business Awards.

The eighth Eastside Business Awards were held on 30 April 2025, in partnership with Solstice Media, celebrating business excellence across the City of Norwood Payneham & St Peters.

The awards program saw 9,265 votes cast for 330 businesses across 11 categories, including the Legends Award honoring businesses that have won in the same category at least three times. One local business, Pave Cafe received this prestigious recognition in two categories; Best Coffee and Best Cafe/Restaurant.

The Eastside Business Awards will return in 2026 with an elevated and more competitive approach.

For more details on the awards, including the esteemed Hall of Fame winner, see pages 132–134.

## Networking Events and Mayor’s Business Commendation Awards

A mid-year networking event was held at Rio Coffee, Stepney, where more than 120 traders representing 55 local businesses came together for an evening of connection and celebration.

The event highlighted the achievements of three local businesses honored with the Mayor’s Business Commendation Awards:

**25+ Years**  
Silver Commendation  
**Jarvis Ford**  
**Norwood Parade**  
**Cycles**

**10+ Years**  
Bronze Commendation  
**Merlin Post**  
**Productions**

## Eastern Business Advisory Service

Eastern Business Advisory Service was launched in 2024 as part of a collaborative initiative with the Eastern Region Alliance (ERA). This project, aimed at enhancing economic growth and support for local businesses, brings together six Eastern metropolitan councils: the Cities of Burnside, Campbelltown, Norwood Payneham & St Peters, Prospect, Unley and the Town of Walkerville. ERA Councils voluntarily work together to serve their local communities by providing tailored support to small businesses, equipping them with resources and guidance to navigate today’s competitive economic landscape.

The Eastern Business Advisory Service offers eligible small businesses access to experienced mentors who specialise in various fields relevant to business success and sustainability. These Business Advisors provide one-on-one advice on topics ranging from mindset coaching and leadership management training to marketing strategies, branding, and managing psychosocial hazards in the workplace.

The service is also of value for businesses looking to start up or expand, offering insights in areas such as business growth, food and beverage management, brand creation, rebranding, human resources fundamentals, and cybersecurity.

The program is available to all eligible small businesses within the ERA Council region, offering up to three free one-hour mentoring sessions per financial year.

Through the Eastern Business Advisory Service, the Council continues its commitment to fostering a supportive environment for local businesses.

In 2024–2025, a total of 115 businesses across the Eastern Region registered for the program. More than 30 of these businesses were located in the City of Norwood Payneham & St Peters.

The majority of businesses in the City were from the health and wellness sector and seeking advice and support for marketing, branding and digital communication.



# 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.
- ✓

Promote the City as a visitor and shopping destination.
- ✓

Retain commercial and industrial land in appropriate locations, and protect it from the encroachment of incompatible land uses.
- ✓

Masterplan our main streets.

### Promoting our City’s Unique Character

The 2025 AFL Gather Round at Norwood Oval and the Norwood Food & Wine Festival provided high-profile platforms to showcase the City’s unique character to both South Australia and a national audience. With its heritage architecture, green streets and premium food and wine offerings, the City welcomed more than 90,000 visitors to the Norwood Food & Wine Festival on 13 April 2025.

### Norwood among the world’s coolest neighbourhoods

With its tree-lined streets and thriving main street precinct, The Parade, Norwood has evolved into Adelaide’s premier retail, entertainment and dining destination. Home to the iconic Norwood Oval and events of national significance such as AFL Gather Round, Norwood was named the 35th coolest neighbourhood in the world by Time Out Magazine.

### AFL Gather Round

For the second year running, The Parade, Norwood hosted events and activations as part of the 2025 AFL Gather Round. Over the weekend of 12 and 13 April 2025, thousands of South Australians and interstate visitors flocked to The Parade to watch two AFL matches at Norwood Oval and indulge in the City’s premium food and beverage offerings.

\$15.9m

total expenditure in the City during the 2025 AFL Gather Round.

↑ 7% increase on 2024

(Source: Spendmapp)

\$4.6m

hospitality expenditure

↑ 26% increase on 2024

\$2.83m

hospitality expenditure in Norwood

↑ 19% increase on 2024

90,000

people attended Norwood Food & Wine Festival on Sunday 13 April 2025

↑ 70,000 at the 2024 event

\$1.5m

expenditure at Norwood Food & Wine Festival on Sunday 13 April 2025

↑ 36% increase on 2024

### The Parade Gift Card

The Parade Gift Card initiative encourages spending within The Parade precinct. Usable at any business within the precinct, the gift card supports direct spending on fashion, interiors, coffee, and dining. In 2024–2025, gift cards were loaded 191 times, generating \$13,760 in direct revenue for the local economy. This is a decrease from 2023–2024 when the gift card was loaded 192 times, generating \$18,630 in direct revenue.

### Communications

The Council maintains active communication with business owners and operators and the community through monthly e-newsletters sent to businesses across the City, with targeted e-newsletters for traders within The Parade Precinct. A separate e-newsletter for the broader community, Look East, promotes Council initiatives, encouraging citizens to shop, dine and support local establishments.

These e-newsletters strengthen connections by:

- ✓ building positive relationships with local businesses;
- ✓ keeping businesses and the community informed of Council news and events;
- ✓ creating partnerships and networking opportunities within the precinct; and
- ✓ promoting local businesses and their services to the community.

As of 30 June 2025, the Electronic Direct Mail (EDM) subscriber numbers are:

- **The Parade:** 436 subscribers
- **City-wide businesses:** 864 subscribers
- **Magill Road:** 254 subscribers
- **Look East:** 14,430 subscribers

Between 1 July 2024 and 30 June 2025, a total of 26 e-newsletters were distributed to businesses and the community, supporting engagement and local business promotion across the City.

### Advertising

Throughout 2024–2025, the Council actively promoted businesses in key precincts, including The Parade and Magill Road. Economic development initiatives featured in leading publications such as CityMag, SALIFE, InDaily, and South Australian Style, strengthening the visibility of local businesses across South Australia.

### Web and Social Media

The Council continued to share business news on The Parade and Magill Road websites, along with an engaged social media presence.

7,571 Magill Road

Facebook followers

7,570 in 2024–2025

7,621 in 2022–2023

18,342 The Parade

Facebook followers

18,290 in 2023–2024

17,774 in 2022–2023

2,155 Magill Road

Instagram followers

2,077 in 2023–2024

1,951 in 2022–2023

6,316 The Parade

Instagram followers

5,797 in 2023–2024

4,408 in 2022–2023

### Shop the Parade & Win

To boost direct economic activity along The Parade, the Council’s Norwood Parade Precinct Committee launched the ‘Shop to Win a Subaru Crosstrek Hybrid’ competition. This six-week initiative, held from 12 May to 22 June 2025, saw a tremendous response, with 6,172 entries—an average of 107 entries per day and a 36% increase on the previous year. The competition generated more than \$629,000 in spending across 220 businesses in The Parade precinct, representing an 11% increase on the previous year.

FACEBOOK f

INSTAGRAM @



# Objective 3.3

Attract new enterprise and local employment opportunities to locate in our City.

- ✔

Provide an ‘easy to do business with’ and supportive experience for businesses, organisations and social enterprises.
- ✔

Provide spaces for people, businesses and organisations to collaborate.
- ✔

Provide a quality public realm and infrastructure that supports businesses.
- ✔

Promote and support local food and beverage manufacturing.

The City of Norwood Payneham & St Peters was ranked at the top of the lowest risk council areas in which to do business in the Creditor Watch Business Risk Index for 10 consecutive months, from August 2024 to May 2025.

## Representation on Peak Industry Bodies

Mayor Robert Bria represents the voice of local government as Deputy Chair on the Mainstreet SA Committee, the State’s premier organisation dedicated to the development and celebration of mainstreets.

With a long record of economic initiatives as Chair of the Council’s Business & Economic Development Committee and the Norwood Parade Precinct Committee, Mayor Bria is committed to supporting local traders and employment.

## Co-host of Mainstreet SA Conference

In October 2024, the City co-hosted the Mainstreet SA Conference together with the City of Unley. The conference was held over two days with the first in the City of Norwood Payneham & St Peters at the iconic Norwood Oval.

The conference welcomed economic development and placemaking practitioners from across the state to hear from thought leaders and industry experts as delivered insights, trends, analysis and case studies.

## Local Business Support Hub

The Council’s commitment to economic development focuses on supporting and nurturing local businesses and facilitating an environment in which they can flourish. The Council’s website is a valuable resource for local businesses and traders and business operators looking to start, grow, or relocate within the City of Norwood Payneham & St Peters. The ‘Supporting Local Business’ hub on the Council’s website is a one stop shop for all the support mechanisms and initiatives that are designed to boost businesses and attract visitation to the Council area.

## Eastside Wine & Ale Trail

Since its inception, with just four businesses in 2017, the Trail has expanded to include eight boutique cellar doors, two distilleries and two micro-breweries. Each stop offers visitors a unique experience of sounds, sights, bustling atmospheres and distinct flavors.

To help guide visitors, the Council has created a digital map to complement a brochure and digital flipbook, offering a self-guided tour of this unique experience.



## Food Secrets

The City of Norwood Payneham & St Peters is home to some of South Australia’s premium food and beverage manufacturers, demonstrating a long history and culture within our local community.

Through the Food Secrets initiative, the Council casts a spotlight on the exceptional businesses and people, produce and stories that make the City of Norwood Payneham & St Peters the destination for exceptional food and beverages—from wine, cheese, coffee, gelato and confectionery to traditional pastas, pastries, artisanal bread and so much more.

The Food Secrets initiative began with a humble recipe book and has now expanded into a suite of activations and events that draw people from across the state to celebrate our local food and beverage manufacturers.

## Food Secrets Bus Tours

In 2024–2025, the Council hosted 10 bus tours attracting 150 participants, of which 55% reside outside of the City of Norwood Payneham & St Peters. More than half of the participants attended a bus tour for the first time with the remaining 45% return customers. The bus tours visited 17 local food and beverage manufacturers in Stepney and Glynde.

## Expansion of the Food Secrets Initiative

In 2024–2025, Food Secrets expanded to include:

- ✔

the appointment of beloved local media personality and culinary enthusiast Jane Reilly OAM as the program Ambassador and host of the Food Secrets Bus Tours (read more on pages 138–139); and
- ✔

a video series showcasing ten easy to follow recipes that bring together premium ingredients from local food manufacturers.

## Smart Cities Digital Transformation

The Council is exploring opportunities to increase the digital capacity and profile of local businesses in the City of Norwood Payneham & St Peters. This includes providing information to support local businesses interested in pursuing digital solutions.

A survey of local businesses indicated that more than 20 respondents would benefit from assistance to identify and reduce current barriers they are facing in pursuing digital transformation.

## Strengthening the Digital Economy

Guided by its Smart City Plan, the Council is committed to building our digital economy, supporting local innovation and increasing economic diversity and resilience. In 2024–2025, the Council delivered an AI for Small Business workshop which was facilitated by the Office of Small Business Commission, and digital upskilling workshops focused on AI and cyber security.







Norwood Food & Wine Festival

# Objective 3.4

A local economy supporting and supported by its community.

- ✓ Retain accessible local shopping and services.
- ✓ Encourage businesses to sponsor local community activities.
- ✓ Encourage the community to shop locally and try local services and products.

## Raising the Bar

Raising the Bar Adelaide has established itself as one of the State’s most engaging local events, combining expert discussion in a relaxed pub setting. The 2024 event, held on 6 August, featured 19 talks across 10 venues, covering topics such as sustainable fashion, diet and gut health, vocal coaching, true crime and personal development. More than 1,300 attendees resulted in an increase of 45% on the previous year. Raising the Bar has been hosted by the City since 2018, creating a lively community space for education and conversation.

For more on this event and the speakers, see page 135.

## Meet the Owners Video Series

The Council launched Meet the Owners, a video series showcasing local businesses and the people and stories behind them.

The series launched in June 2025 with the spotlight on three long-standing and much-loved businesses in the Council area. Each episode is a celebration of the dedication, creativity and connection that makes our local business community truly special.

More than 90,000 people attended the 2025 Norwood Food and Wine Festival on Sunday 13 April 2025.



Delivered as part of AFL Gather Round, the Norwood Food & Wine Festival has been reestablished as one of South Australia’s most loved festivals celebrating the exceptional produce and experiences that our local and regional manufacturers have to offer.





# 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.

## Measuring Our Success

Metric	Target	Actual	Status
▶ Total green cover (includes private and public land)	Minimum of 500 new trees planted in streets/public spaces	500	✓
▶ Corporate carbon emissions	Zero corporate carbon emissions by 2030	34% reduction since base year (2018–2019)	Improved, behind target of 50% reduction
▶ Weight of recycled content purchased by the Council	Year-on-year increase in corporate purchases of products or materials that contain recycled content	1,047 tonnes recycled asphalt used for road resurfacing	Benchmarking data not available
▶ Level of community satisfaction with the Council’s response to climate change	Resident perception rating higher than average from the previous four Community Surveys	3.1* (Average 3.2#)	Only two years of benchmarking data
	Business perception rating higher than the average from the previous four Community Surveys	3.4* (2021 3.4^)	Only one year of benchmarking data
▶ Level of community satisfaction with the Council’s management and use of water	Resident perception rating higher than average from the previous four Community Surveys	3.6* (Average 3.6)	On track
	Business perception rating higher than the average from the previous four Community Surveys	3.5* (2021 3.7^)	Only one year of benchmarking data

▶ Macro Targets    ▶ Council Targets    ▶ Community Targets    ✓ Achieved

\*Community Survey 2023      ^First year collecting data in 2021      #Two years of benchmarking data only



# Objective 4.1

## Sustainable resources use and management.

- ✔

Make better use of water resources including the harvesting and re-use of stormwater.
- ✔

Employ and promote energy efficiency initiatives and renewable energy resources.
- ✔

Promote the use of sustainable, active and low emission transport modes.
- ✔

Improve the water quality in our City’s watercourses.
- ✔

Manage stormwater to reduce the risks of flooding.



### Recycled Materials

The Council’s road resealing contractor, Fulton Hogan, tracks key metrics around products used for the Council’s road resealing program and where possible seeks to use recycled products to minimise the environmental impact.

1047t

Recycled asphalt used

1,406,844

glass bottles used in asphalt

7,807 tonnes

total asphalt laid

253

recycled tyres used in asphalt



Source: Fulton Hogan

### Thermal Imaging Cameras and Home Energy Kits

The Council expanded its offering of thermal imaging cameras through its library catalogue to include cameras that are compatible with iPhone/iPad and Android devices and a handheld model that was introduced in August 2024.

Since September 2023, the cameras have been on loan a total of 110 times.

The home energy kits aim to improve home energy efficiency by helping citizens understand and reduce energy consumption, create more thermally comfortable homes, adapt to climate change, and alleviate cost-of living pressures.

### Renewable Energy Contract and Fleet Transition

The Council continued its exploration of a long-term renewable energy contract in collaboration with the Eastern Regional Alliance. A regional Power Purchase Agreement will be implemented from 1 July 2025 and will increase the amount of Green Power we are purchasing to 100% by 2030 for our larger sites.

### Improving Water Efficiency

The Council completed the Smart Irrigation rollout with 21 new controllers being installed across the City’s parks and reserves, in addition to the 25 controllers that were installed in 2022–2023. These controllers enable efficient water usage by automating irrigation schedules based on weather data, reducing water waste and maintaining healthy green spaces.

### ERA Water Stormwater Harvesting

93,969kL

recycled stormwater utilised

88,951kL in 2023–2024

In 2024–2025, the Council utilised 93,969kL of recycled stormwater from the ERA Recycled Stormwater Water Scheme, reducing reliance on potable water and providing irrigation at approximately 50 parks, including 18 within the City of Norwood Payneham & St Peters. ERA Water (a Regional Subsidiary established by the Town of Walkerville and the Cities of Burnside and Norwood Payneham & St Peters), uses a combination of wetlands, aquifer recharge, and pipelines to capture and distribute stormwater for urban use.

### Managing Stormwater for Flood Mitigation

The Trinity Valley Stormwater Drainage Upgrade continued following the completion of Stages 2 and 3 in 2023–2024. During the 2024–2025 financial year, Stage 4 of the project, which is being delivered in conjunction with the St Morris Reserve Upgrade, commenced construction which is scheduled for completion in late 2025. A contractor was also procured to deliver Stage 1 which is expected to commence construction in the 2025–2026 financial year.

This major infrastructure project reduces flood risks in St Morris, Trinity Gardens, Maylands, and Stepney by enhancing stormwater drainage and storage capacity. For more on this project, see page 149.

### Sustainable Transport

The City of Norwood Payneham & St Peters is tackling urban traffic and parking challenges by promoting sustainable transport options to reduce carbon emissions. Through partnerships with Evie and Jolt, an additional 14 electric vehicle chargers were installed on Council owned land during the 2024–2025 financial year, with six of these implemented in the Coles Norwood car park.

### E-scooter trips

27,058

e-scooter trips

compared to 29,036 in 2023–2024

### Flexicar bookings

224

Flexicar bookings

compared to 115 in 2023–2024

The Flexicar program aims to ease traffic, lower emissions and improve accessibility across the City. The program operates at four locations in the Council area: George Street and Webbe Street in Norwood, and College Road and King William Road in Kent Town.



# Objective 4.2

Generous tree canopy and 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, expand and link public open space.
- ✔

Protect, diversify and increase tree canopy and greening on Council land and streets.
- ✔

Encourage the protection of trees and greening on private land.
- ✔

Integrate green infrastructure into streetscapes and public spaces.

## Expanding Tree Canopy

The Council successfully delivered its 2024–2025 street tree planting program, with 500 new trees planted across the City. Planting locations were selected in line with the Plan for Growth and Renewal, a key component of the Tree Strategy 2022–2027. The program featured a diverse mix of 31 species across 18 genera, supporting increased urban canopy, biodiversity, and long-term resilience of the City’s urban forest.

## Native Plant Giveaway

The fifth annual Native Plant Giveaway aimed to boost green cover and biodiversity on private properties. In partnership with Jeffries (organic soil and mulches), the Council distributed 100 plant packs, each containing six native seedlings and a bag of compost, to community members.

“Four neighbours in our street are all collecting plants today from the giveaway. We’re planning to use the plants as part of a verge revegetation project when our verge is updated this year.”

– Native Plant Giveaway Participant

## Urban Greening and Biodiversity Programs

The Council’s Explore Flora and Fauna Program attracted 298 attendees (an increase from 227 in 2023–2024) across a range of community events, including three guided walking tours, the Along the River event and a Nature Play activity.

Participants also took part in the Native Plant Giveaway, fostering engagement with the City’s natural spaces and supporting Volunteer efforts in conservation. In 2024–2025, 100 packs were issued to residents.

The Council's Tree Incentive Program provides \$80 vouchers to encourage planting of long-lived shade trees on private properties. In 2024–2025, 106 vouchers were issued, including to Marryatville Primary School and Agnes Goode Kindergarten. Of the vouchers issued, approximately 41.5% were distributed to properties in areas with the lowest levels canopy cover, with eligible properties in these areas able to receive up to two vouchers.







## Street and Footpath Cleaning Program

Throughout the year, 346 kilometres of roads were swept every 28 days, collecting approximately 5,200 tonnes of waste to keep streets clean and safe.

5200.25t

## Total program tonnage 2024–2025

Compared to 3506.24t in 2023–2024

Main Roads — Sweep Only		441.38t
Main Roads — Sweep & Blow		374t
Residential Streets — Sweep & Blow		3608t
Residential Streets — Autumn Leaf		755.56t
Traffic Management Devices		5.5t
Council Owned Car Parks		15.81t

t = tonnes



# Objective 4.3

## Thriving and healthy habitats for native flora and fauna.

- ✔

Identify and protect existing native vegetation and enhance biodiversity habitat quality.
- ✔

Revegetate designated areas with local native species, including understorey plantings, where appropriate.
- ✔

Provide opportunities for community participation in biodiversity education, revegetation and gardening programs.
- ✔

Link key open spaces with corridors for wildlife habitat.

### Mapping and Managing Trees

The Council commenced a data collection project to record detailed information about street trees and trees within the City's open space. The first round of data collection was completed during 2024–2025, with 5,000 trees recorded. This represents approximately 15% of the estimated 30,000 trees within the City area.

This five-year initiative will create a spatially referenced map within the Council's electronic tree management system. The data includes species, legislative status (i.e. Regulated and Significant trees) size, age class, and photographic records of each tree, significantly enhancing the Council's ability to manage, maintain, and plan for its living assets.

### Digitising Tree Management with Asset-Based Systems

The Council is increasingly utilising its established system to manage trees more effectively. The system allows staff to record, update, and track data linked directly to individual trees rather than property addresses, improving accuracy and internal coordination.

This approach reduces the need for customer requests (CRMs) for internal works, enabling staff to identify and action tree-related tasks within the platform. The enhanced use of this technology supports efficient resource management and data-driven operations.



# Objective 4.4

## Mitigating and adapting to the impacts of climate change.

- ✔

Implement initiatives to reduce the City's operational carbon footprint and emissions.
- ✔

Improve the resilience of our assets, facilities, public realm, services and operations to climate change.
- ✔

Educate and support community and business to reduce carbon emissions and increase their resilience to climate change.

### Climate Risk Governance Assessment

The Council is progressing with recommendations outlined in the Climate Risk Governance Assessment undertaken in August 2023. As part of this process, the Council will be working through each of the Council's strategies and plans as they are due for review to embed climate risk and sustainability into them. The Council is also working on updating its strategic and operational risk registers and climate risk is a key consideration in this.

### Climate Change Adaptation and Resilient East

The Council continued its partnership with Resilient East, working with other eastern region councils and the State Government to build community resilience against climate change. This collaboration addresses climate challenges by strengthening assets, infrastructure, local economies, and natural environments. As a region, we are now developing an updated Resilient East Climate Action Plan which will build on our previous Regional Climate Change Adaptation Plan, identifying priority strategic projects that can be addressed at a regional level over the next five years.

### Sustainable Materials Used in Reserve Upgrades

The following projects utilised composite edging or sleepers made from a sustainable blend of 50% recycled plastic and 50% reclaimed wood sourced from kerbside waste including food, shampoo and milk bottles.

- **Broad Street Reserve Playground**—Installed approximately 60 lineal metres of composite edging;
- **Payneham Oval Playground**—Installed approximately 60 lineal metres of composite edging;

- **Borthwick Park**—Installed approximately 56 lineal metres of composite sleepers; and
- **Koster Park Playground**—Installed approximately 63 lineal meters of composite edging.

### Corporate Emissions Reduction Plan

The Council remains committed to achieving net zero corporate carbon emissions by 2030. Aligned with *CityPlan 2030: Shaping Our Future*, the Corporate Emissions Reduction Plan focuses on reducing emissions from Council operations. In 2024–2025, several initiatives were implemented, including:

- LED lighting upgrades implemented at Don Pyatt Hall; Norwood Concert Hall (dressing room, male and female toilets, kitchen and bar); Webbe Street; and Norwood Swimming Centre; and
- continuation of the transition to hybrid vehicles.

These actions align with the Council's four key outcomes: Social Equity, Cultural Vitality, Economic Prosperity, and Environmental Sustainability, advancing both local and international climate action efforts.

### Smart and Sustainable Future




Guided by its Smart City Plan, the Council recognises that a smart city is a sustainable city and, as such, is committed to a sustainable future. In 2024–2025, the Council delivered the following initiatives:

- inclusion of smart lighting as part of the planned upgrade of George Street, Norwood which is scheduled to commence in August 2025; and
- purchased additional thermal imaging cameras as part of the library collection to enable citizens to undertake energy audits of their households.



# Objective 4.5

Reduce waste to landfill and promote the circular economy.

-  Reduce resource consumption and waste generation in the City.
-  Investigate and implement innovative waste reduction and education initiatives for business and community.
-  Adopt and encourage the use of recycled products.

## Waste Collection and Diversion



t = tonnes

Through its Regional Subsidiary, East Waste, the Council provides waste collection services to the community, using a three-bin kerbside system for general waste, recyclables and green organics. This model maximises waste diversion from landfill by ensuring that recyclable and compostable materials are processed sustainably.

In 2024–2025, a total of 3,078 tonnes of recyclables and 4,892 tonnes of green organic waste was diverted from landfill, compared to 2,995 tonnes and 5,050 tonnes respectively in 2023–2024. General waste collected totalled 6,959 tonnes compared to 6,602 tonnes in 2023–2024, with an additional 404 tonnes collected through 4,061 hard waste pickups (compared to 393 tonnes collected through 3,341 collections in 2023–2024).

## Waste and Recycling Education

East Waste delivered waste education programs at local schools and community events, including Twilight Carols and all three Concerts in the Park events, helping up to 3,800 citizens learn about proper waste disposal and recycling practices.

## Diverting Waste at Community Events

100%  
waste diversion rate at  
2025 community events

100% in 2023–2024

9.8t  
waste diverted at 2025 community events

1.76 tonnes in 2023–2024

t = tonnes

For the 2025 Concerts in the Park series and Twilight Carols, the Council partnered with Australian Green Clean to achieve a 100% waste diversion rate. The initiative used a three-bin system for attendees, introduced compostable packaging for vendors, restricted use of single use plastics, and included educational bin covers, diverting a total of 9.8 tonnes of waste from landfill.

## Expanded Recycling Initiatives

The Council continued its free kitchen caddie program and battery recycling service. The Council continues to be part of the national B-cycle battery stewardship program, making battery and mobile phone recycling accessible to more households and reducing electronic waste.





# Corporate Carbon Emissions Update

In 2018–2019, the City of Norwood Payneham & St Peters established a baseline corporate carbon emissions profile at approximately 1,890 tonnes of carbon dioxide equivalent per year.

### Corporate Emissions Reduction Plan 2020–2030

The Council commenced its emission reduction journey more than 20 years ago and has implemented sustainability initiatives to assist in the reduction in corporate emissions.

In 2020–2021, and as part of the mid-term review of *CityPlan 2030*, the Council set a new target which is zero corporate carbon emissions by 2030.

The ways in which the Council will achieve its target of zero corporate carbon emissions by 2030 are set out in our Corporate Emissions Reduction Plan.

### 2024–2025 Financial Year

**The primary contributors to these emissions reported in 2024–2025 were identified as electricity, natural gas, transport, waste and water, collectively accounting for over 95% of the total emissions. These became focal points for the Council's Corporate Emissions Reduction Plan.**

Between 2018–2019 and 2024–2025, the Council has reduced its carbon footprint to approximately 1,269 tonnes CO2e, a decrease of 33%, resulting from reductions in electricity (59%), natural gas (37%), and transport (12%) emissions compared to the baseline of 1,890 tonnes.

### Corporate Emissions Summary

Category	Emissions (tCO2-e)		Change (%)
	2018–19	2023–24	
Electricity Buildings & Facilities	840	372	-55.7
Electricity Streetlights	277	144	-48.0
Natural Gas	252	158	-37.3
Water	134	147	+9.7
Transport Fuel	225	198	-12.0
Supply Chain (paper)	14.6	6	-58.9
Waste & Resources (operational waste to landfill)	142	236.2	+66.3
Fugitive Emissions (refrigerants)	4.7	5	+6.4
Tonnes of carbon dioxide equivalent (CO2-e)	1,890	1,287	-31.9

The decrease in electricity emissions in 2024–2025, is attributed to a substantial investment by the Council in solar and battery installations at key sites, energy efficiency projects switching street lights to LED and the higher renewable electricity percentage in the South Australian grid.

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

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

### Challenges

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

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

### Looking Ahead

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

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

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

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





# 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

The Council uses a number of supporting planning documents in the form of strategies and plans to guide its overall operations and deliver on the Objectives outlined in *CityPlan 2030: Shaping Our Future*.

To view the following strategies and other guiding frameworks and documents, please visit the Council's website at <https://www.npsp.sa.gov.au/srp>

## Access & Inclusion Strategy 2024–2028

With more than 38,000 citizens from diverse backgrounds, the City of Norwood Payneham & St Peters is committed to being adaptable and responsive to the needs of those who live, work, study, or visit the area.

Recognising the importance of family, community, culture and ageing in place, the 2024–2028 Access & Inclusion Strategy – A City for All, aims to foster a safe, healthy, and connected community within an accessible and inclusive environment.

## Arts & Culture Plan 2024–2027

Aligned with *CityPlan 2030*, the Arts & Culture Plan 2024–2027 supports the City's Cultural Vitality objectives, which aim to cultivate an artistic, inclusive, and culturally dynamic community. The Plan identifies clear actions and goals linked to specific outcomes, including enhancing public art, celebrating the City's diversity, and preserving cultural heritage.

## Asset Management Plans

The City of Norwood Payneham & St Peters seeks to provide the highest quality services for the well-being of its citizens, visitors and business sector.

The ongoing, strategic and holistic renewal of its key infrastructure and built assets, is at the forefront of this commitment and is made possible through the implementation of its robust 'Whole-of-Life' Asset Renewal Model and delivery of its various annual Capital Works Programs. The 'Whole-of-Life' Asset Renewal Model and associated service levels to drive its various annual Capital Works Programs, are set out in the Council's Asset Management Plans (AMP).

## Built Heritage Strategy 2022–2027

The Built Heritage Strategy serves as the Council's framework for preserving, celebrating and advocating for the City's rich architectural legacy, as defined by the *Planning Development & Infrastructure Act 2016*, *Heritage Places Act 1993*, and the Planning & Design Code. This Strategy applies to all aspects of built heritage, including State Heritage Places, Local Heritage Places, Representative Buildings and structures within the Historic Area Overlay, as well as sites under consideration for these designations.

## Community Land Management Plans

The Council owns a variety of parks and reserves, sporting facilities and community facilities throughout the City. These assets are classified as Community Land, pursuant to Section 193 of the *Local Government Act 1999 (the Act)*.

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.



## Dog & Cat Management Plan 2019–2024

The Council’s 2019–2024 Dog & Cat Management Plan contains strategies to manage dogs and cats across the City and outlines how the Council will meet its responsibilities under the *Dog and Cat Management Act 1995* over the five-year life of the Plan.

The Plan is due to be updated which is currently on-hold while the Council’s Dog By-law is under review.

## Economic Development Strategy 2021–2026

The Council’s Economic Development Strategy 2021–2026 outlines its strategic direction for economic development over a five year period, 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 is currently under review with a new strategy to be developed and implemented from 2026.

## Smart City Plan

The Council’s Smart City Plan sets the long-term vision, direction and objectives for our future as a Smart City.

The plan includes a framework for the Council to plan, design and accelerate the deployment of Smart City technology for the benefit of the community.

## Tree Strategy 2022–2027

The Tree Strategy guides the management, forward planning, planting and maintenance of all Council owned trees over a five year period. While its primary focus is on street trees, the 2022–2027 Tree Strategy also identifies opportunities to influence the retention and growth of trees on both public and private land.

## Youth Action Plan 2025–2027

The Youth Action Plan 2025–2027 guides the Council’s intentions, activations and determinations when developing, delivering and reviewing the Council’s Youth Service priorities and actions. It ensures the evolving aspirations of young people are consistently heard, considered, and implemented where possible and practical.

# Statutory Information

The *Local Government Act 1999* and other Acts require Councils to establish various documents. The City of Norwood Payneham & St Peters has established the following documents in accordance with the provisions of the relevant legislation. In addition, the Council is required to ensure that some legislative documents are available to the public.

## Strategic Management Plans

Document	Legislative Requirement	Available to the Public
City Plan 2030: Shaping our Future	Section 122 of the <i>Local Government Act 1999</i>	Via the Council’s website
Long-Term Financial Plan	Section 122 of the <i>Local Government Act 1999</i>	Via the Council’s website
Infrastructure and Asset Management Plans	Section 122 of the <i>Local Government Act 1999</i>	Via the Council’s website
Annual Business Plan (and Rating Framework)	Section 123 of the <i>Local Government Act 1999</i>	Via the Council’s website

## Administrative Documents

Document	Legislative Requirement	Available to the Public
Annual Report	Section 131 of the <i>Local Government Act 1999</i>	Via the Council’s website
Audited Financial Statements	Schedule 5 of the <i>Local Government Act 1999</i>	Via the Council’s website
Charter for subsidiaries established by the Council or for which the Council is a Constituent Council	Schedule 5 of the <i>Local Government Act 1999</i>	Via the Council’s website
Council & Committee Meeting Agendas and Minutes	Chapter 6 of the <i>Local Government Act 1999</i>	Via the Council’s website
Record of Delegations	Section 44 of the <i>Local Government Act 1999</i>	Via the Council’s website
Schedule of Fees & Charges	Section 188 of the <i>Local Government Act 1999</i>	Via the Council’s website



Policies

One of the Council's most important roles is to participate in making policy and decisions on behalf of the community. An essential part of policy making is identifying community needs, setting objectives to meet those needs, establishing priorities between competing demands and allocating resources and, importantly, to provide consistency.

Policies form the governing principle that mandates or constrains actions and determines the overall intentions and direction of the Council.

In addition, the Local Government Act 1999 prescribes several policy documents that must be formulated by Councils.

Document	Legislative Requirement
Code of Practice - Access to Meetings & Documents	Section 92 of the <i>Local Government Act 1999</i>
Contract Management	Section 49 of the <i>Local Government Act 1999</i>
Disposal of Land and Assets	Section 49 of the <i>Local Government Act 1999</i>
Community Consultation	Section 50 of the <i>Local Government Act 1999</i>
Complaints Handling	Section 270 of the <i>Local Government Act 1999</i>
Elected Member Allowances & Benefits	Sections 77 & 78A of the <i>Local Government Act 1999</i>
Elected Member Behavioural Management	Section 262B of the <i>Local Government Act 1999</i>
Elected Member Training & Development	Section 80A of the <i>Local Government Act 1999</i>
Freedom of Information Statement	Section 91A of the <i>Freedom of Information Act 1991</i>
Internal Control	Section 125 of the <i>Local Government Act 1999</i>
Local Government Elections Caretaker	Section 91A of the <i>Local Government Act 1999</i>
Naming of Roads and Public Places	Section 219 of the <i>Local Government Act 1999</i>
Order Making	Section 259 of the <i>Local Government Act 1999</i>
Public Interest Disclosure	Section 12 of the <i>Public Interest Disclosure Act 2018</i>
Procurement	Section 49 of the <i>Local Government Act 1999</i>
Prudential Management	Section 48 of the <i>Local Government Act 1999</i>
Requests for Services	Section 270 of the <i>Local Government Act 1999</i>
Review of Decisions	Section 270 of the <i>Local Government Act 1999</i>
Risk Management	Sections 48 and 99 of the <i>Local Government Act 1999</i>
Safe Environments	Section 114 of the <i>Children and Young People (Safety) Act 2017</i>

In addition to the policies that are required by legislation, the Council has also developed a range of policies to enhance the Council’s strategic direction and provide guidance and consistency to both the organisation and the community.

The Council’s policies are regularly reviewed to ensure that they remain relevant and up to date with legislative

requirements and the Council’s operational needs. In some cases, a Council policy may be revoked due to legislative change, where the Council adopts an alternative policy position, or where it is superseded by a new policy.

Copies of Council policies are available via the Council’s website.

Registers

Document	Legislative Requirement	Available to the Public
Elected Member Register of Interest	Section 68 of the <i>Local Government Act 1999</i>	Via the Council’s website
Elected Members Gifts & Benefits	Section 72A of the <i>Local Government Act 1999</i>	Via the Council’s website
Elected Members Register of Allowances and Benefits	Section 79 of the <i>Local Government Act 1999</i>	Via the Council’s website
Elected Member Register of Training and Development	Section 80A of the <i>Local Government Act 1999</i>	Upon Request
Employee Gifts & Benefits	Section 119A of the <i>Local Government Act 1999</i>	Via the Council’s website
Employee Register of Interest	Section 116 of the <i>Local Government Act 1999</i>	Not for public inspection
Register of Building Upgrade Agreements	Schedule 1B of the <i>Local Government Act 1999</i>	The Council has not entered into any such agreements
Register of By-laws	Section 252 of the <i>Local Government Act 1999</i>	Via the Council’s website
Register of Community Land	Section 207 of the <i>Local Government Act 1999</i>	Via the Council’s website
Register of Public Roads	Section 231 of the <i>Local Government Act 1999</i>	Via the Council’s website
Register of Salaries	Section 105 of the <i>Local Government Act 1999</i>	Via the Council’s website



# Information Security

## Information Security Framework

Like all Councils, this Council faces unique challenges in the realm of cyber defence, as a result of the diverse range of services that are provided by the Council and the sensitivity of information that the Council receives and manages.

The Council’s Information Security Framework ensures that the Council is equipped with security measures to safeguard sensitive information and protect it from cyber threats.

The Council is currently aligned with the Australian Cyber Security Centre’s (ACSC) Essential Eight Framework. The Essential Eight is a robust cyber security framework that has been developed by the Australian Cyber Security Centre (ACSC). It provides a prioritised list of eight mitigation strategies to assist organisations to reduce their cyber security risk:

1. patch applications;
2. user application hardening;
3. application control;
4. restrict administrative privileges;
5. patch operating systems;
6. restrict Microsoft Office macros;
7. multi-factor authentication; and
8. regular backups.

To assist organisations with the implementation of the Essential Eight, the following four (4) maturity levels have been defined (Maturity Level Zero through to Maturity Level Three):

- Maturity Level 0: Basic security hygiene is lacking. Easy targets for common attacks.
- Maturity Level 1: Vulnerable to common attacks like phishing and credential theft.
- Maturity Level 2: More sophisticated attacks like social engineering and targeted credential theft.
- Maturity Level 3: Highly targeted attacks using custom tools and techniques.

It is acknowledged by ACSC that “even Maturity Level Three will not stop malicious “actors” that are willing and able to invest enough time, money and effort to compromise a target”.

## Phishing attacks

Phishing attacks present a prominent security threat, often using fraudulent emails to gather sensitive information. In 2024–2025, the IT department advised staff to watch for unexpected senders, urgent language, generic greetings, or requests for personal information.

Staff were instructed to:

- avoid Clicking Links or Replying to suspicious emails;
- report Emails to Help Desk for investigation; and
- change Passwords immediately if they believed an attack was successful.

## Challenge

Maintaining up-to-date IT systems and security measures is critical in addressing new threats. This presents ongoing challenges to prioritise staff awareness and updates to the Council's cyber security protocols to protect both the Council and citizen information from potential breaches.

## Managing Council's Information Assets

The Council’s Records Management Unit oversees the secure and efficient tracking, retention, and retrieval of Council records, ensuring compliance with the *Local Government Act 1999*, *State Records Act 1997*, and other legislative requirements. With the Objective ECM (Enterprise Content Management) system implemented in March 2020, the Council has streamlined document management, enhancing information handling for daily operations and supporting Independent Commission Against Corruption (ICAC) investigations, Ombudsman inquiries, and Freedom of Information applications.

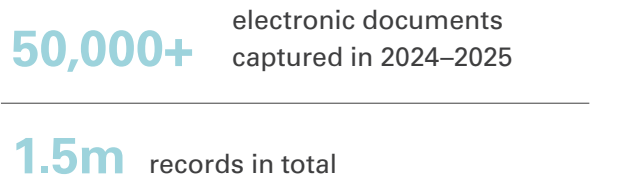
Focused efforts during throughout 2024–2025 have addressed actions identified in the ECM (Electronic Content Management) Review, along with enhancing day-to-day operations including but not limited to:

- Review of the Business Classification System within the ECM.
- Collaborating with business units and updating structures to streamline effectiveness.
- Modernising internal processes in the capture of information assets (Corporate Records) to improve efficiency.
- Enhancing and consolidating training material, policies, procedures and processes
- Ad-hoc and specialised training to advance staff knowledge and address identified needs.

During 2024–2025, mandatory Electronic Document Management training was provided for all staff, which focused on:

- Modern and holistic approaches to managing electronic information assets consistently.
- Information governance and pragmatic advancement of electronic document skill levels.
- Practical tips and tricks for effective usage of ECM.

As at 30 June 2025, the Council's Objective ECM:





# Uncovering a Scam

In early January 2025, the Council’s Accounts Payable Officer Leanne Blandis, received a request via email to change the contact details of a creditor, Badge Constructions—the Council’s construction partner of the multimillion dollar Payneham Memorial Swimming Centre.

The email request was quickly followed by a phone call confirming receipt of the email and prompting swift action by the Council. This call would be the first point of suspicion for Leanne.

In a digital age where online scams are becoming more frequent and somewhat more sophisticated, businesses must be astutely aware of the signs and have robust processes and procedures in place to avoid falling victim.

The Council is aware of the risks of operating in a digital environment, particularly where significant financial transactions are executed.

As such, the Council has developed clear and strict procedures for dealing with requests relating to financial transactions and accounts payable, and staff are required to regularly undertake awareness training in relation to phishing emails and scams.

“When a follow up request was received a few weeks later from the same individual to update bank account details due to a restructure of bank accounts, my suspicion grew.

“Following Council procedure, I attempted to confirm with BADGE that the request was legitimate, seeking assurance directly from the Chief Financial Officer using contact details from their website opposed to those in the request.

“We received confirmation that the individual making the requests was not a staff member at BADGE and nor had there been any changes to the company’s bank accounts.”

The scam was identified and the Council avoided any implications thanks to Leanne’s awareness, her commitment to follow procedure and careful consideration every step of the way.

“This situation proved that our processes do work and just how valuable Council’s training is to raise awareness of possible scams,” says Leanne.

“It was still a huge learning opportunity for the whole department and Council as it highlighted that we can be targeted and we are susceptible, and that scammers are becoming more sophisticated, persuasive and persistent.

“There’s also a big lesson in following your gut instinct. If something doesn’t feel right, keep questioning and always double or triple check.”

# Council Business

## By-laws

The Council has the power to make By-laws under the Local Government Act 1999. Each By-law must be contemplated by that Act or another Act or relate to a matter authorised by the Local Government (General) Regulations 2013 or another Act.

In particular, By-laws can be made for the following:

- Access to and use of Local Government land (Section 238 of the Act);
- Use of Roads, including obstruction of any road, footway, water-channel or watercourse in a road (Section 239 of the Act, Regulation 28);
- Moveable signs (Section 239, subject to Section 226 of the Act);
- Control or management of dogs and cats (Dog and Cat Management Act 1995); and
- Ports, harbors and other coastal land (Harbors and Navigation Act 1993).

The Council also has a general power under Section 246 of the Local Government Act 1999, to make By-laws for the good rule and government of its area and for the convenience, comfort and safety of its community.

The Council’s current By-laws are as follows:

- **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

In accordance with the Local Government Act 1999, the Council is required to review and remove or replace (as necessary) its By-laws every eight (8) years.

A review of the current 2018 By-laws commenced in March 2025 to ensure the By-laws can be made and submitted to the South Australian Parliament for consideration by the Legislative Review Committee of Parliament in the required time frame to enable the new By-laws to take effect from January 2026.

At its meeting held on 7 April 2025, the Council endorsed the following draft By-laws for the purpose of undertaking community consultation:

- **By-law No 1:** Permits and Penalties
- **By-law No 2:** Moveable Signs
- **By-law No 3:** Roads
- **By-law No 4:** Local Government Land
- **By-law No 5:** Dogs
- **By-law No 6:** Waste Management
- **By-law No 7:** Cats.

The new Cats By-law was proposed by the Council to provide an introductory framework for the management of cats within the City.

Community consultation on the draft By-laws was undertaken from 17 May 2025 until 13 June 2025 and 19 submissions were received as part of the process.

The submissions will be considered prior to the Council adopting the final By-laws later in 2025.



## Contracts and Purchasing

The Council is committed to fair, transparent and accountable procurement when sourcing and purchasing goods and services.

The Council undertakes an annual Capital Works Program and delivers the majority of these works through outsourcing of the design, project management, supervision and construction. Outsourcing is undertaken in accordance with the Council’s Procurement Policy which applies the principle of value for money, by taking into account a number of factors including price, quality, timing, purpose, longevity, life cycle costing and environmental sustainability principles.

In cases where the Council provides a service, it is committed through its Procurement Policy, to identify and test appropriate means of delivery of services to the community.

To ensure best value is achieved, the Council undertakes reviews through a combination of benchmarking, performance appraisal and measurement and the use of management tools and indices to ensure that services are delivered effectively.

In respect to supporting local businesses, the Council ensures that:

- where possible, opportunity is provided to local suppliers located within the City of Norwood Payneham & St Peters;
- Australian made products are purchased wherever possible and opportunities are provided for competitive products and services that offer environmentally sustainable solutions;
- the costs of bidding for our business opportunities do not deter competent suppliers and contractors; and
- costs incurred in promoting competition are at least commensurate with the benefits received.

The Council has a broad base of service, industrial and retail businesses, many of which benefit from the local purchasing approach which is used by the Council.

The Council, where possible, also considers joint purchasing opportunities with other councils to achieve best value through larger economies of scale.

## Credit Card Expenditure

One General Manager and selected personnel in the Chief Executive’s Office, Library, Events and Information Technology Units, have use of a credit card for the purchase of goods and services including digital subscriptions, incidental library, event and marketing expenses, and training and development costs where invoices are unable to be issued.

Total payments using credit card for 2024–2025 was \$177,525.

## Legal Expenses

In 2024–2025, the Council engaged the services of various legal firms that specialise in Local Government, Planning and Development, Regulatory and Human Resource legislation.

The total expenditure was \$338,931,56, which included the following:

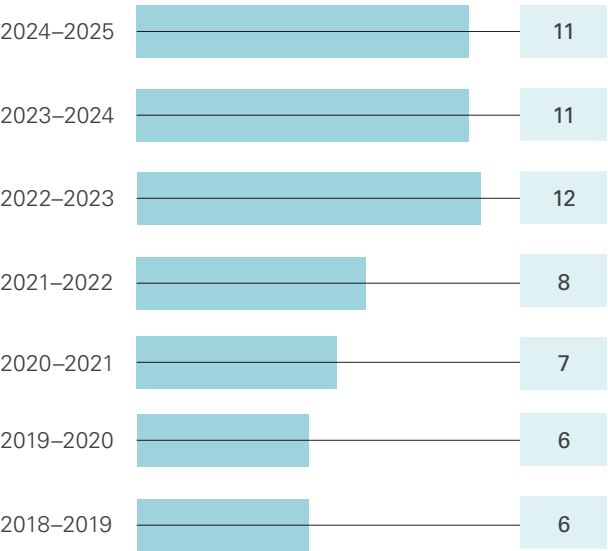
- General advice (including Local Government and Human Resource matters and Regulatory functions); and
- Planning and Development matters.

## Freedom of Information Applications

The *Freedom of Information Act 1991*, came into effect on 1 January 1992. This provision of the Act extends to every person, the right to access information held by State and Local Government agencies and to ensure that records held by those agencies concerning the personal affairs of members of the public are not incorrect, incomplete, out of date or misleading.

To access information in accordance with the *Freedom of Information Act 1991*, a person must submit an application clearly specifying the nature of the information required. The City of Norwood Payneham & St Peters received 11 Freedom of Information applications during the 2024–2025 financial year.

For further information regarding the Freedom of Information Applications received in 2024–2025 see page 295.



## 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 2024–2025.



## Revocation of Community Land Classification

During 2024–2025, two parcels of community land had their Community Land Classification revoked.

### Borthwick Park and Heanes Lane, Kensington

In 2024-2025, the Council approved the process to amend the Community Land Management Plan for Borthwick Park, Kensington to sever Heanes Lane from Borthwick Park so that Heanes Lane could be vested as a Public Road under Section 208 of the *Local Government Act 1999*.

Heanes Lane, Kensington is a small section of road that provides vehicle access from Bridge Street to three residential properties and the general public access to Borthwick Park. Heanes Lane is located on Council-owned land which forms part of Borthwick Park however it is not formally classified as Public Road, although it is commonly known as ‘Heanes Lane’.

The key purpose of this process was to rectify the legal and property status of Heanes Lane, Kensington, to reflect its actual usage as public road and to provide clarity regarding its ownership and maintenance into the future.

### Church Avenue, Norwood

In 2021 it was identified that a portion of Church Avenue, Norwood was comprised within a private Right of Way and was not vested in the Council as Public Road.

As part of the research into the status and ownership of the Right of Way, it was identified that there were several other unusual ownership arrangements in the remainder of Church Avenue.

Through the process, it was identified that the northern end of Church Avenue (from the bend in the middle to The Parade) is owned by the Council, however the parcel of land in the centre of Church Avenue (at the bend), was a private Right-of-Way. This section of the road was converted to Public Road in 2021 under Section 210 of the *Local Government Act 1999*, which means that this section of the road is now under the Council’s ownership.

Section 210 of the *Local Government Act 1999* was also used to convert the remainder of Church Avenue (from the Right-of-Way section through to William Street in the South) to Public Road. This was successfully completed in 2021.

In November 2023, it was identified that there was a small portion of Church Avenue, Norwood that was designated as Reserve and therefore this section of land could not be merged into Church Avenue as Public Road under either the *Local Government Act 1999* process or a land division process.

To rectify the legal and property status of Church Avenue and, at the same time, also take the opportunity to vest Kingsborough Lane under the Council’s ownership to reflect the actual usage as public roads, the Council was required to amend the Parks and Reserves Community Land Management Plan to remove the small section of Reserve to progress the rectification of the complex historic land ownership of Church Avenue and Kingsborough Lane.

# 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 2024–2025 period included:

- Ongoing membership of the Eastern Region Alliance (ERA);
- Eastern Adelaide Emergency Management Zone; and
- Resilient East.

### Eastern Region Alliance

The Eastern Region Alliance (ERA) is a group of six eastern metropolitan councils, that have joined together to address strategic priorities between any two or more of the councils to help ensure a sustainable lifestyle, excellent services and facilities for their communities and to advance the interests of Adelaide’s Eastern Metropolitan Region.

Membership of ERA comprises the Cities of Burnside, Campbelltown, Norwood Payneham & St Peters, Prospect and Unley and the Town of Walkerville.

### Eastern Adelaide Emergency Management Zone

The City of Norwood Payneham & St Peters lies within the Eastern Adelaide Emergency Management Zone and is an active member of the Eastern Adelaide Zone Emergency Management Committee. The Committee, together with the City of Norwood Payneham & St Peters, incorporates the Cities of Adelaide, Burnside, Campbelltown, Prospect, Unley and the Town of Walkerville.

All Councils have an important role in identifying risks, reducing risks and mitigation strategies and measures. While our Council, like other councils, is not the lead agency when responding to any emergency, it has a key support role for a range of emergencies such as floods, severe storms, earthquakes and potentially pandemic influenza.

### Resilient East

Resilient East is an initiative between Campbelltown City Council, the cities of Adelaide, Burnside, Norwood Payneham & St Peters, Prospect, Tea Tree Gully, Unley and the Town of Walkerville.

Resilient East is funded by the eight participating councils, the Department of Environment, Water and Natural Resources, South Australian Fire and Emergency Services Commission and the Adelaide and Mount Lofty Ranges Natural Resources Management Board.

The objective of Resilient East is to ensure our communities, assets and infrastructure, local economies and natural environment are resilient to the impacts and challenges of climate change.

Through Resilient East a number of vulnerabilities, risks and level of adaptive capacity across the eastern region have been identified and a Climate Change Adaptation Plan has been developed with input from government, business and community organisations.

The Climate Change Adaptation Plan offers a range of regional and local adaption pathways, which will help eastern region communities, businesses and the natural environment adapt, thrive and prosper.



# Regional Subsidiaries

Regional collaboration is a key area of focus for the Council and it continually seeks and explores opportunities to work with other councils to establish networks, while it strives to fulfil its role as a responsible leader and provide best value.

## Eastern Health Authority

The Eastern Health Authority (EHA) is a Regional Subsidiary established under Section 43 of the *Local Government Act 1999* and provides public and environmental health services on behalf of its Constituent Councils (owners), the City of Norwood Payneham & St Peters, City of Burnside, Campbelltown City Council, the City of Prospect and the Town of Walkerville.

The Authority ensures that its Constituent Councils meet their wide range of legislative responsibilities which relate to environmental health and which are mandated in a number of pieces of legislation, the most important of these being the *Public and Environmental Health Act 1987*, the *Food Act 2001* and the *Supported Residential Facilities Act 1992*.

A wide range of environmental health functions and activities are performed to maintain appropriate public health standards and to prevent and control disease.

These include:

- regularly inspecting food premises to ensure appropriate food safety standards are being maintained and taking appropriate enforcement action when necessary;
- investigating disease outbreaks in conjunction with SA Health;
- investigating incidents of environmental health concern including pest infestations, unsanitary conditions and substandard housing;
- provision of immunisation via public clinics, the school based immunisation program and worksite clinics;
- ensuring appropriate water quality standards are maintained in public swimming pools and spas;

- registration, monitoring and inspection of cooling towers and warm water systems for the management of legionella;
- ensuring safe hygienic practices of hairdressing and beauty salons, acupuncture clinics and tattoo parlours;
- licensing and monitoring supported residential facilities;
- inspecting boarding houses and lodging houses;
- approval and inspection of septic tanks, aerobic wastewater treatment systems and grey water re-use systems;
- supplying a sharps disposal service to residents; and
- providing advice and information to the general public.

The Authority has a single focus on environmental health and its size and structure allows staff specialisation and proficiency in all the required disciplines of environmental health. With the renewed commitment and demand for Local Government to adopt a more regional focus in the delivery of their services, the Authority is a long standing example of co-operation and shared service delivery. In this case, local councils working together to protect the health of their communities.

The Council's Urban Planning & Environment Department has responsibility for liaising with the Authority on behalf of the Council. During the year, the EHA focused on, among other things, building strong relationships with staff from all of the Constituent Councils. In addition, the EHA dealt with complex licensing issues for a number of supported residential facilities and reviewed its Charter.

## East Waste

The Eastern Waste Management Authority (East Waste) is a Regional Subsidiary established under Section 43 of the *Local Government Act 1999* providing at-cost kerbside waste collection services to its Constituent Councils. The membership base (owners) of East Waste comprise of the Town of Walkerville, the City of Burnside, the City of Norwood Payneham & St Peters, the Campbelltown City Council, the City of Mitcham, City of Prospect, City of Unley and the Adelaide Hills Council.

In addition to providing waste management and recycling services, East Waste also undertakes a number of co-ordinated waste education programs on behalf of its Constituent Councils and has recently worked with the Local Government Association of South Australia to expand the delivery of waste education and messaging via the My Local Services App across all South Australian Councils.

The waste management information provided as part of the My Local Services App ensures residents do not forget to put their bins out and at the same time, receive information regarding the correct way to dispose of their waste and recyclables.

## ERA Water

ERA Water is a Regional Subsidiary established under Section 43 of the *Local Government Act 1999*. ERA Water is responsible for construction and operation of a stormwater and reuse scheme on behalf of its Constituent Councils; the Cities of Burnside and Norwood Payneham & St Peters and the Town of Walkerville.

ERA Water was established on 21 July 2015.

ERA Water is responsible for implementing the Waterproofing Eastern Adelaide Project. The project is to reduce reserve irrigation and green our suburbs and enhance the quality of water that is discharged to our gulf. Importantly, through the constructions of wetlands and bio-filters at locations such as Felixstow Reserve the project has also centralised the City's enviornmental sustainability as well as reducing reliance on mains waste for irrigation purposes.

The Waterproofing Eastern Adelaide Project is supported through funding for the Australian Government's National Urban Water and Desalination Plan and the Adelaide and Mount Lofty Ranges Natural Resources Management Board, which assisted the councils in the construction of the project and continues to be an integral contributor.

## Highbury Landfill Authority

The Highbury Landfill Authority (HLA) is a Regional Subsidiary established under Section 43 of the *Local Government Act 1999* of the Town of Walkerville and the Cities of Burnside and Norwood Payneham & St Peters.

The Authority is responsible for the post-closure management of the Highbury Landfill previously used by the Councils through East Waste as their waste landfill. Significant ongoing activities undertaken by the HLA, include the monitoring and harvesting of landfill gases and the monitoring of groundwater contamination and leachates from the landfill.

The HLA has completed the construction of a synthetic clay capping for the landfill, which allows for more efficient monitoring and harvesting of landfill gases and reduces the risk of groundwater contamination to allow for further site remediation and revegetation.





# Financials

*The Council's financial goal is to be a City which delivers on its strategic outcomes by managing its financial resources in a sustainable and equitable manner.*

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# Message from the Chief Financial Officer

The City of Norwood Payneham & St Peters’ 2024–2025 Annual Performance Report provides a comprehensive account of the Council’s financial management from 1 July 2024 to 30 June 2025.



- 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 2025.

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 2025.

The Statement of Changes in Equity reports all changes to equity during the financial period. Equity is made up of the Council’s total assets minus its total liabilities including the change in value of its infrastructure.

The Statement of Cash Flow represents movements in cash such as inflow, when it received (e.g. through the collection of rates) and an outflow, when cash is paid (e.g. when purchasing an asset or paying for services).

This is in contrast to the Statement of Comprehensive Income and the Statement of Financial Position, which

record the value of the transactions, when they occur and when the financial commitment is made.

The Council measures its financial sustainability through a number of financial ratios, with the performance measured against the targets set out in the Council’s Long-term Financial Plan. In terms of financial sustainability, over the medium to long term, the Council needs to ensure that it is achieving an Operating Surplus in order to meet its ongoing financial obligations, its long term assets are renewed in line with the Asset Management Plans and it has a sensible approach to the use of debt.

Through the hard work and dedication of all involved, Elected Members and staff, the Council has consistently achieved this result, despite external influences including increasing interest rates and inflating costs on building materials, contractors and therefore the impact on major infrastructure upgrades and builds.

Detailed analysis of the Council’s Operating Surplus reinforces and confirms the Council’s reputation for exceptional fiscal management.

**Natalia Axenova**  
Chief Financial Officer

The Annual Report outlines the Council’s performance for the financial year against the strategic objectives outlined in the Council’s Annual Business Plan, Long Term Financial Strategy and the Council’s strategic management plan, *CityPlan 2030: Shaping Our Future*.

The Financial Report is a detailed analysis of the Council’s performance and reflects the economic transactions undertaken during 2024–2025.

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);

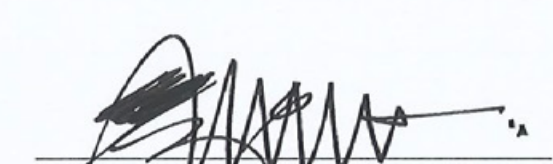
# Financials

## 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 2025 and the results of its operations and cash flows for the financial year,
- internal controls implemented by the Council provide a reasonable assurance that the Council’s financial records are complete, accurate and reliable and were effective throughout the financial year,
- the financial statements accurately reflect the Council’s accounting and other records.

  
**Mario Barone**  
Chief Executive Officer  
03 November 2025

  
**Robert Bria**  
Mayor  
03 November 2025



# Year In Review

## Financials

Achieving and maintaining financial sustainability is a key ongoing objective for the City of Norwood Payneham & St Peters. In 2024–2025, the Council continued to work towards this objective, achieving a better than expected Operating Surplus of \$2.301 million.

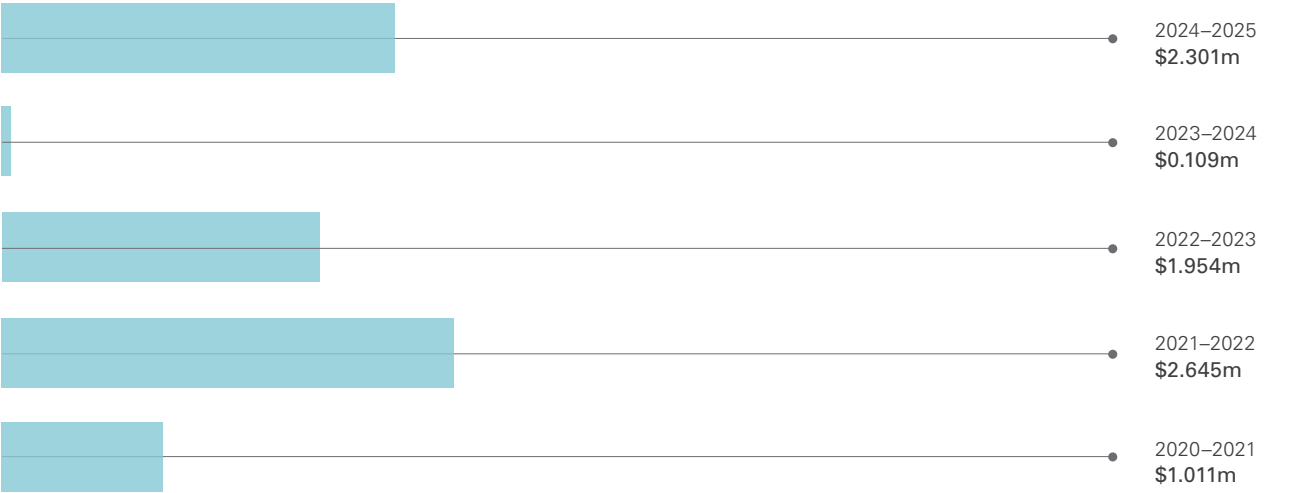
The following pages provide a summary of the Council’s financial position, with detailed information relating to the Council’s financial performance included within the Financial Statements section of this Annual Report, from pages 246–279.

### Operating Result

In 2024–2025, the Council reported an Operating Surplus of \$2.301 million, compared to the Adopted Budget Operating Surplus of \$229,418. The better than anticipated result was predominantly due to the delay in advancement of 85% of the Federal Government 2024-2025 Financial Assistance Grant which was due to be received on 28 June 2024. The grant, totalling \$1.267 million, was received by the Council on 1 July 2024 and therefore recognised in the 2024–2025 financial year.

Achieving and maintaining financial sustainability is a key objective of the Council. As detailed in Diagram 1, the Council continues to deliver an underlying Operating Surplus in line with its financial outcomes and the financial sustainability indicators on the following page. The Council has continued to deliver on its financial goal and outcomes, which are set out in the Council's Long-term Financial Plan.

Diagram 1: Operating Surplus



### Financial Sustainability Indicators

A series of Financial Sustainability Indicators have been developed by Local Government to assist in determining whether a Council is financially sustainable, or moving to a position of financial sustainability.

The Financial Sustainability Indicators which are used by the Council to measure its performance and financial sustainability are:

- Operating Surplus Ratio** measures the Council’s ability to cover its operational costs through its own source revenue (principally rates) and have surplus revenue available for capital funding and other purposes.

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

	2024–2025 Amount	2025 Indicator	2024 Indicator	2023 Indicator
Operating Surplus Ratio				
Operating Surplus	\$2,301,357	3.9%	0.2%	3.8%
Total Operating Revenue	\$59,149,742			

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

Net Financial Liabilities Ratio				
Net Financial Liabilities	\$51,701,369	87.4%	53%	29%
Total Operating Revenue	\$9,953,933			

Long-term Financial Plan target less than 75%

Asset Sustainability Ratio				
Net Asset Renewals	\$59,149,742	82.9%	106%	99.5%
Infrastructure & Asset Management Plan required expenditure*	\$12,004,179			

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

*\*Based on the 2021 Infrastructure & Asset Management Plan. Asset Management Plans were reviewed and updated in 2024–2025 for the 10 year period.*



# Year In Review

## Income and Expenditure

### Income

Council rates are a form of property taxation and are the main source of funding for the activities undertaken by the Council. In the 2024–2025 financial year, rates represented 80% of the total income received by the Council.

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

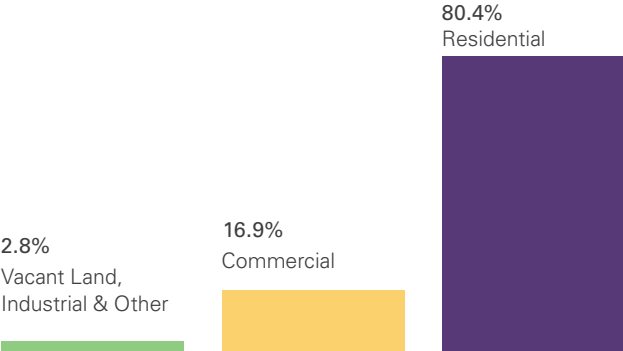
Income from all sources to fund the services and programs provided by the Council in 2024–2025 was \$59.19 million (an 11.7% increase from 2023–2024)..

The Council granted \$1.13 million of rate rebates to eligible property owners during the year.

The Council also collected \$1.592 million on behalf of the State Government for the Regional Landscapes Levy, which is collected by the Council and passed onto the State Government.

### General Rates

\$45,255,379



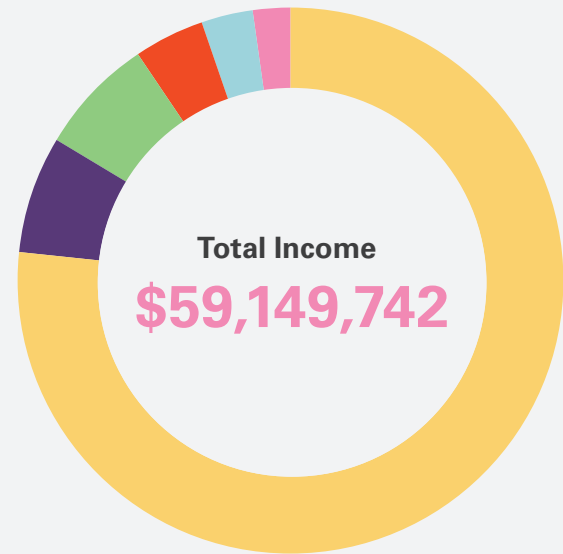
#The Council granted \$1.13 million of rate rebates to eligible property owners during the year and charged \$176,726 in penalties for late payments of rates.

### Expenditure

During 2024–2025, the Council spent \$56.85 million to deliver its continuing services, with a further \$955,355 million to provide special events and programs, or for the introduction of new services, initiatives and programs across each of the four Outcome areas of *CityPlan 2030*.



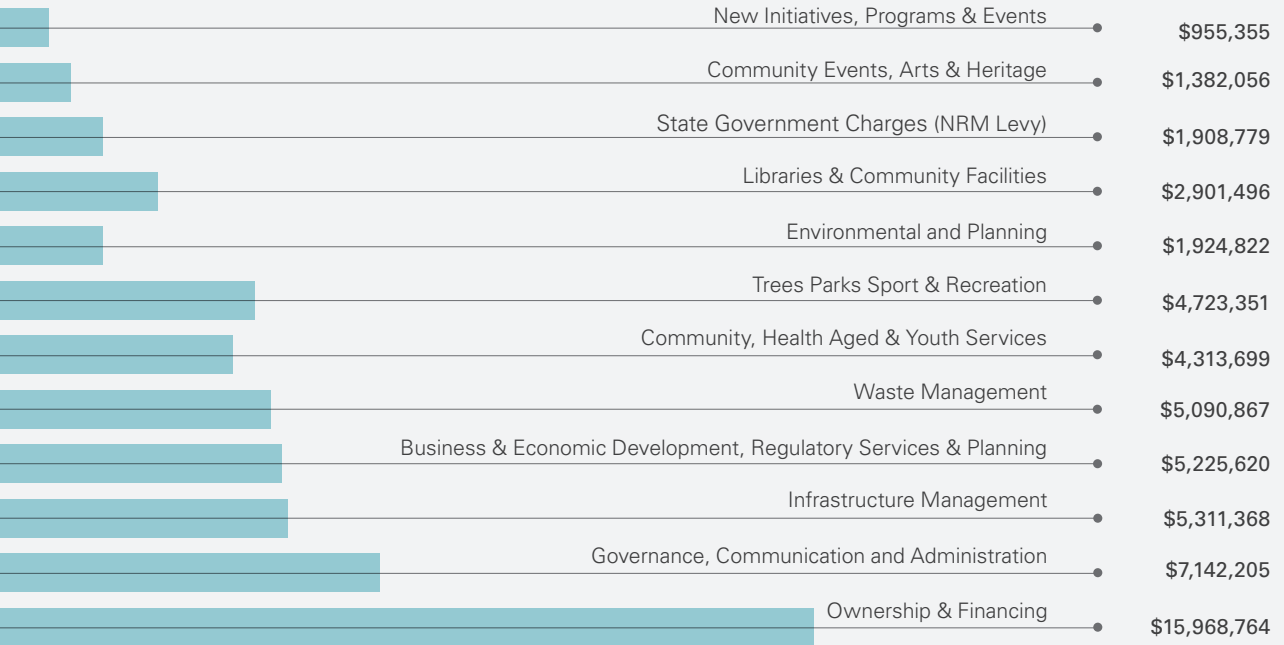
Cultural Vitality	\$370,327
Corporate management and governance	\$123,012
Environmental Sustainability	\$59,785
Social Equity	\$326,327
Economic Prosperity	\$75,904



Rates	\$45,432,105
User charges	\$4,027,179
Grants, subsidies and contributions	\$4,109,703
Statutory charges	\$2,467,308
State Government & rates other charges (NRM Levy & Parade Precinct)	\$1,913,855
Other Income	\$1,199,592

### Total Expenditure

\$56,848,383





Statement of Comprehensive Income  
for the year ended 30 June 2025

\$	Notes	2025	2024
<b>Income</b>			
Rates	2a	47,345,960	43,667,070
Statutory charges	2b	2,467,308	2,111,925
User charges	2c	4,027,179	3,823,471
Grants, subsidies and contributions - capital	2g	266,636	571,428
Grants, subsidies and contributions - operating	2g	3,843,067	1,643,079
Investment income	2d	10,546	60,848
Reimbursements	2e	130,736	133,730
Other income	2f	850,402	885,092
Net gain - equity accounted council businesses	18	207,908	38,653
<b>Total income</b>		<b>59,149,742</b>	<b>52,935,296</b>
<b>Expenses</b>			
Employee costs	3a	17,489,561	16,699,578
Materials, contracts and other expenses	3b	23,237,635	22,331,023
Depreciation, amortisation and impairment	3c	14,375,938	12,851,791
Finance costs	3d	1,550,217	610,606
Net loss - equity accounted council businesses	18	195,034	333,700
<b>Total expenses</b>		<b>56,848,385</b>	<b>52,826,698</b>
<b>Operating surplus / (deficit)</b>		<b>2,301,357</b>	<b>108,598</b>
Asset disposal and fair value adjustments	4	(1,909,892)	(4,490,540)
Amounts received specifically for new or upgraded assets	2g	3,708,027	6,441,807
<b>Net surplus / (deficit)</b>		<b>4,099,492</b>	<b>2,059,865</b>
<b>Other comprehensive income</b>			
Changes in revaluation surplus - I,PP&E	9	62,813,969	39,253,447
Share of other comprehensive income - equity accounted council businesses	9	41,965	631,004
<b>Total other comprehensive income</b>		<b>62,855,934</b>	<b>39,884,451</b>
<b>Total comprehensive income</b>		<b>66,955,426</b>	<b>41,944,316</b>

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Statement of Financial Position  
as at 30 June 2025

\$	Notes	2025	2024
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalent assets	5a	1,985,703	997,332
Trade and other receivables	5b	3,266,436	3,719,748
<b>Total current assets</b>		<b>5,252,139</b>	<b>4,717,080</b>
<b>Non-current assets</b>			
Trade and other receivables	6a	140,162	111,106
Equity accounted investments in council businesses	6b	3,110,083	3,174,946
Other non-current assets	6c	44,855,366	8,872,785
Infrastructure, property, plant and equipment	7	699,867,092	645,596,228
<b>Total non-current assets</b>		<b>747,972,703</b>	<b>657,755,065</b>
<b>TOTAL ASSETS</b>		<b>753,224,842</b>	<b>662,472,145</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Trade and other payables	8a	13,153,462	8,828,349
Borrowings	8b	1,171,589	1,135,783
Provisions	8c	3,393,150	3,623,717
<b>Total current liabilities</b>		<b>17,718,201</b>	<b>13,587,849</b>
<b>Non-current liabilities</b>			
Borrowings	8b	38,977,657	19,020,322
Provisions	8c	397,812	459,562
Liability - equity accounted council businesses	8d	741,210	969,876
<b>Total non-current liabilities</b>		<b>40,116,679</b>	<b>20,449,760</b>
<b>TOTAL LIABILITIES</b>		<b>57,834,880</b>	<b>34,037,609</b>
<b>Net assets</b>		<b>695,389,962</b>	<b>628,434,536</b>
<b>EQUITY</b>			
Accumulated surplus		70,621,612	66,480,155
Asset revaluation reserves	9	624,768,350	561,954,381
<b>Total council equity</b>		<b>695,389,962</b>	<b>628,434,536</b>
<b>Total equity</b>		<b>695,389,962</b>	<b>628,434,536</b>

The above Statement of Financial Position should be read in conjunction with the accompanying notes.



Statement of Changes in Equity  
for the year ended 30 June 2025

		Accumulated surplus	Asset revaluation reserve	Total equity
\$	Notes			
<b>2025</b>				
Balance as at 1 July		66,480,155	561,954,381	628,434,536
Net surplus / (deficit) for year		4,099,492	–	4,099,492
<b>Other comprehensive income</b>				
Gain (loss) on revaluation of IPP&E	7a	–	62,813,969	62,813,969
Share of OCI - equity accounted council businesses		41,965	–	41,965
<b>Other comprehensive income</b>		<b>41,965</b>	<b>62,813,969</b>	<b>62,855,934</b>
<b>Total comprehensive income</b>		<b>4,141,457</b>	<b>62,813,969</b>	<b>66,955,426</b>
<b>Balance at the end of period</b>		<b>70,621,612</b>	<b>624,768,350</b>	<b>695,389,962</b>
<b>2024</b>				
Balance as at 1 July		63,789,286	522,700,934	586,490,220
<b>Restated opening balance</b>		<b>63,789,286</b>	<b>522,700,934</b>	<b>586,490,220</b>
Net surplus / (deficit) for year		2,059,865	–	2,059,865
<b>Other comprehensive income</b>				
Gain (loss) on revaluation of IPP&E	7a	–	39,253,447	39,253,447
Share of OCI - equity accounted council businesses		631,004	–	631,004
<b>Other comprehensive income</b>		<b>631,004</b>	<b>39,253,447</b>	<b>39,884,451</b>
<b>Total comprehensive income</b>		<b>2,690,869</b>	<b>39,253,447</b>	<b>41,944,316</b>
<b>Balance at the end of period</b>		<b>66,480,155</b>	<b>561,954,381</b>	<b>628,434,536</b>

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows  
for the year ended 30 June 2025

\$	Notes	2025	2024
<b>Cash flows from operating activities</b>			
<u>Receipts</u>			
Rates receipts		47,261,418	43,219,209
Statutory charges		2,467,308	2,111,925
User charges		4,018,491	3,823,471
Grants, subsidies and contributions		3,843,067	1,643,079
Investment receipts		10,546	60,848
Reimbursements		130,736	133,730
Other receipts		1,483,904	–
<u>Payments</u>			
Payments to employees		(17,783,109)	(16,241,406)
Payments for materials, contracts and other expenses		(18,156,140)	(23,882,180)
Finance payments		(1,299,139)	(520,721)
<b>Net cash provided by (or used in) operating activities</b>	11b	<b>21,977,082</b>	<b>10,347,955</b>
<b>Cash flows from investing activities</b>			
<u>Receipts</u>			
Grants utilised for capital purposes		266,636	571,428
Amounts received specifically for new or upgraded assets		2,585,782	7,132,921
Sale of replaced assets		10,233	16,597
<u>Payments</u>			
Expenditure on renewal/replacement of assets		(9,964,166)	(12,994,204)
Expenditure on new/upgraded assets		(33,661,999)	(18,961,179)
Capital contributed to equity accounted Council businesses		(108,964)	(871,963)
<b>Net cash provided (or used in) investing activities</b>		<b>(40,872,478)</b>	<b>(25,106,400)</b>
<b>Cash flows from financing activities</b>			
<u>Receipts</u>			
Proceeds from loans		21,030,000	12,500,000
Proceeds from bonds and deposits		–	43,452
<u>Payments</u>			
Repayments of loans		(1,033,878)	(988,781)
Repayment of lease liabilities		(112,355)	(116,120)
<b>Net cash provided by (or used in) financing activities</b>		<b>19,883,767</b>	<b>11,438,551</b>
<b>Net increase (decrease) in cash held</b>		<b>988,371</b>	<b>(3,319,894)</b>
plus: cash & cash equivalents at beginning of period		997,332	4,317,226
<b>Cash and cash equivalents held at end of period</b>	11a	<b>1,985,703</b>	<b>997,332</b>

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.



Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025

Contents of the Notes accompanying the General Purpose Financial Statements

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Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025

Note 1. Summary of Material Accounting Policies

The principal accounting policies adopted by Council in the preparation of these consolidated financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

**(1) Basis of preparation**

**1.1 Compliance with Australian Accounting Standards**

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

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

**1.2 Historical cost convention**

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

**1.3 Critical Accounting Estimates**

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates, and requires management to exercise its judgment in applying the Council’s accounting policies. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of these Notes.

**(2) The local government reporting entity**

The City of Norwood Payneham & St Peters is incorporated under the South Australian Local Government Act 1999 and has its principal place of business at 175 The Parade, Norwood. These financial statements include the consolidated fund and all entities through which the Council controls resources to carry on its functions.

Trust monies and property held by the Council but subject to the control of other persons have been excluded from these reports.

**(3) Income recognition**

The Council recognises revenue under *AASB 1058 Income of Not-for-Profit Entities* (AASB 1058) or *AASB 15 Revenue from Contracts with Customers* (AASB 15) when appropriate.

In cases where there is an ‘enforceable’ contract with a customer with ‘sufficiently specific’ performance obligations, the transaction is accounted for under AASB 15 where income is recognised when (or as) the performance obligations are satisfied (i.e. when it transfers control of a product or service to a customer). Revenue is measured based on the consideration to which the Council expects to be entitled in a contract with a customer.

In other cases, AASB 1058 applies when Council enters into transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives. The excess of the asset recognised (at fair value) over any ‘related amounts’ is recognised as income immediately, except in the case where a financial asset has been received to enable the council to acquire or construct a recognisable non-financial asset that is to be controlled by the council. In this case, the council recognises the excess as a liability that is recognised over time in profit and loss when (or as) the entity satisfies its obligations under the transfer.

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

	Cash Payment Received	Annual Allocation	Difference
2020/21	\$1,113,164	\$1,161,256	- \$48,092
2021/22	\$1,648,333	\$1,184,403	+ \$463,930
2022/23	\$1,655,338	\$1,328,532	+ \$326,806
2023/24	\$68,806	\$1,473,979	-\$1,405,173
2024/25	\$2,290,551	\$1,504,411	+ \$786,140



Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025

Note 1. Summary of Material Accounting Policies (continued)

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

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

(4) Cash, cash equivalents and other financial instruments

Cash Assets include all amounts readily convertible to cash on hand at Council's option with an insignificant risk of changes in value with a maturity of three months or less from the date of acquisition.

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

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

All financial instruments are recognised at fair value at the date of recognition, except for trade receivables from a contract with a customer, which are measured at the transaction price. A detailed statement of the accounting policies applied to financial instruments forms part of Note 12.

(5) Infrastructure, property, plant and equipment

5.1 Initial Recognition

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

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

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

5.2 Materiality

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

Materiality thresholds have been reviewed and remain as follows:

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

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

5.3 Subsequent Recognition

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

5.4 Depreciation of Non-Current Assets

Other than land, all infrastructure, property, plant and equipment assets recognised are systematically depreciated over their useful lives on a straight-line basis which, in the opinion of Council, best reflects the consumption of the service potential embodied in those assets.

Depreciation methods, useful lives and residual values of classes of assets are reviewed annually.

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025

Note 1. Summary of Material Accounting Policies (continued)

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

Building & Other Structures	10 to 100 years
Plant, Furniture & Equipment	3 to 20 years
Furniture & Fittings	10 to 20 years

Infrastructure

Road Seal	10 to 40 years
Road Pavement	80 to 150 years
Footpaths	15 to 50 years
Off Road Car Parks	100 years
Traffic Control	30 to 60 years
Linear Park	30 to 60 years
Kerbing	40 to 70 years
Stormwater	80 to 100 years

Open Space Assets	10 to 100 years
Other Assets - Library Books	2 to 8 years
Leasing Assets	2 to 5 years
Landscaping	5 years

Land Under Roads

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

5.5 Impairment

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

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

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

5.6 Borrowing Costs

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

(6) Payables

6.1 Goods & Services

Creditors are amounts due to external parties for the supply of goods and services and are recognised as liabilities when the goods and services are received. Creditors are normally paid 30 days after the month of invoice. No interest is payable on these amounts.

6.2 Payments Received in Advance & Deposits

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



Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025

Note 1. Summary of Material Accounting Policies (continued)

*presented within the statement of profit or loss within one of the five categories – operating, investing, financing, income taxes and discontinued operations. It also provides enhanced requirements for the aggregation and disaggregation of information.*

This standard is effective for annual reporting periods beginning on or after 1 January 2028.

Council is currently assessing the impact the amendment will have on the financial statements once adopted.

(13) Comparative figures

To ensure comparability with the current reporting period's figures, some comparative period line items and amounts may have been reclassified or individually reported for the first time within these financial statements and/or the notes.

(14) Disclaimer

Nothing contained within these statements may be taken to be an admission of any liability to any person under any circumstance.

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025

Note 2. Income

\$	2025	2024
(a) Rates		
General rates		
General rates	46,565,227	42,907,214
Less: mandatory rebates	(1,129,534)	(1,056,824)
Less: discretionary rebates, remissions and write-offs	(180,314)	(182,313)
Total general rates	45,255,379	41,668,077
Other rates (including service charges)		
Natural Resource Management Levy	1,628,506	1,549,976
Parade Rate	285,349	278,118
Total other rates (including service charges)	1,913,855	1,828,094
Other charges		
Penalties for late payment	176,726	170,899
Total other charges	176,726	170,899
Total rates	47,345,960	43,667,070
(b) Statutory charges		
Planning, Development and Infrastructure Act fees	660,117	547,063
Animal registration fees and fines	120,159	120,346
Parking fines / expiation fees	914,719	1,044,193
Other registration fees	589,214	246,263
Sundry	183,099	154,060
Total statutory charges	2,467,308	2,111,925
(c) User charges		
Admission charges - pools	253,801	189,020
Hall and equipment hire	973,861	954,247
Sales - general	211,849	147,765
Subsidies received on behalf of users	1,464,070	1,480,607
Sundry	164,554	154,397
Activity Program Revenues	26,278	21,783
Child Care Centre Fees	932,766	875,652
Total user charges	4,027,179	3,823,471
(d) Investment income		
Interest on investments		
- Local Government Finance Authority	10,388	60,684
- Banks and other	158	164
Total investment income	10,546	60,848



Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025

Note 2. Income (continued)

\$	2025	2024
(e) Reimbursements		
Private works	16,037	7,920
Other	114,699	125,810
<u>Total reimbursements</u>	<u>130,736</u>	<u>133,730</u>
(f) Other income		
Insurance and other recoupments - infrastructure, property, plant and equipment	52,712	56,298
Sundry	797,690	828,794
<u>Total other income</u>	<u>850,402</u>	<u>885,092</u>

(g) Grants, subsidies and contributions

Capital grants, subsidies and contributions

Amounts received specifically for new or upgraded assets	3,708,027	6,441,807
<b>Other grants, subsidies and contributions - capital</b>		
Untied - Local roads and community	266,636	571,428
<b>Total Other grants, subsidies and contributions - capital</b>	<b>266,636</b>	<b>571,428</b>

Operating grants, subsidies and contributions

Other grants, subsidies and contributions	3,843,067	1,643,079
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Other grants, subsidies and contributions - operating

<u>Total grants, subsidies and contributions</u>	<u>7,817,730</u>	<u>8,656,314</u>
(i) Sources of grants		
Commonwealth Government	5,068,841	5,362,728
State Government	2,748,889	3,293,586
<b>Total</b>	<b>7,817,730</b>	<b>8,656,314</b>

Note 3. Expenses

\$	Notes	2025	2024
(a) Employee costs			
Salaries and wages		12,743,873	12,845,700
Temporary Labour and Apprentices		1,546,576	989,247
Employee leave expense		1,410,730	1,500,131
Superannuation - defined contribution plan contributions	17	1,366,967	1,221,068
Superannuation - defined benefit plan contributions	17	149,657	182,874
Workers' compensation insurance		695,459	734,391
Income Protection Insurance		253,230	218,354
Less: capitalised and distributed costs		(676,931)	(992,187)
<u>Total operating employee costs</u>		<u>17,489,561</u>	<u>16,699,578</u>
Total number of employees (full time equivalent at end of reporting period)			
		153	165

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025

Note 3. Expenses (continued)

\$	2025	2024
(b) Materials, contracts and other expenses		
(i) Prescribed expenses		
Auditor's remuneration		
- Auditing the financial reports	25,904	13,858
Bad and doubtful debts	–	(164,544)
Elected members' expenses	384,560	393,236
Lease expense - low value assets / short term leases	52,289	52,878
<b>Subtotal - prescribed expenses</b>	<b>462,753</b>	<b>295,428</b>
(ii) Other materials, contracts and expenses		
Contractors	8,175,028	8,133,686
Energy	578,415	756,832
Legal expenses	338,932	602,299
Parts, accessories and consumables	1,126,741	1,277,225
Professional services	1,510,471	1,150,563
Sundry	656,053	464,342
Water	920,014	750,705
Administration Costs	939,994	861,565
Grants and Donations	153,219	152,040
Rates and Taxes	27,185	89,253
Waste Collection and Disposal	4,743,722	4,513,451
Insurance	996,241	947,336
Subscriptions and Licences	955,332	752,159
Levies Paid to Government - Landscape Levy	1,594,523	1,523,277
Levies Paid to Government - Other	59,012	60,862
<b>Subtotal - Other material, contracts and expenses</b>	<b>22,774,882</b>	<b>22,035,595</b>
<u>Total materials, contracts and other expenses</u>	<u>23,237,635</u>	<u>22,331,023</u>

(c) Depreciation, amortisation and impairment

(i) Depreciation and amortisation		
Buildings and other structures	3,001,998	2,810,542
Infrastructure		
- Stormwater drainage	1,980,731	1,830,213
Open Space Infrastructure	1,485,531	1,343,503
Roads	3,106,940	2,459,893
Kerbing	1,423,964	1,363,237
Footpaths	1,230,931	1,138,065
Linear Parks	53,329	41,285
Off Roads Car Parks	64,820	54,711
Traffic Control	163,111	183,296
Footbridges	79,264	16,108
Right-of-use assets	112,355	109,084
Plant and equipment	273,825	326,455
Furniture and fittings	97,041	100,767
Other assets	1,302,098	1,074,632
<b>Subtotal</b>	<b>14,375,938</b>	<b>12,851,791</b>
<u>Total depreciation, amortisation and impairment</u>	<u>14,375,938</u>	<u>12,851,791</u>



Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025

Note 3. Expenses (continued)

\$	2025	2024
(d) Finance costs		
Interest on overdraft and short-term drawdown	155,205	156,405
Interest on loans	1,384,919	447,509
Interest on leases	10,093	6,692
<u>Total finance costs</u>	<u>1,550,217</u>	<u>610,606</u>

Note 4. Asset disposal and fair value adjustments

\$	2025	2024
Infrastructure, property, plant and equipment		
(i) Assets renewed or directly replaced		
Proceeds from disposal	10,233	16,597
Less: carrying amount of assets sold	(1,920,125)	(4,507,137)
<u>Gain (loss) on disposal</u>	<u>(1,909,892)</u>	<u>(4,490,540)</u>
<u>Net gain (loss) on disposal or revaluation of assets</u>	<u>(1,909,892)</u>	<u>(4,490,540)</u>

Note 5. Current assets

\$	2025	2024
(a) Cash and cash equivalent assets		
Cash on hand and at bank	1,056,642	866,105
Deposits at call	929,061	131,227
<u>Total cash and cash equivalent assets</u>	<u>1,985,703</u>	<u>997,332</u>

(b) Trade and other receivables

Rates - general and other	1,679,502	1,624,016
Debtors - general	833,469	1,299,663
GST recoupment	725,542	947,282
Prepayments	274,538	226,291
Sundry	35,821	8,807
<u>Subtotal</u>	<u>3,548,872</u>	<u>4,106,059</u>
Less: provision for expected credit losses	(282,436)	(386,311)
<u>Total trade and other receivables</u>	<u>3,266,436</u>	<u>3,719,748</u>

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025

Note 6. Non-current assets

\$	2025	2024
(a) Trade and other receivables		
<b>Receivables</b>		
Council rates postponement scheme	140,162	111,106
<u>Total financial assets</u>	<u>140,162</u>	<u>111,106</u>

(b) Equity accounted investments in council businesses

Eastern Health Authority Inc.	18	250,524	221,270
Eastern Waste Management Authority Inc.		146,000	111,750
ERA Water Inc.		2,713,559	2,841,926
<u>Total equity accounted investments in Council businesses</u>		<u>3,110,083</u>	<u>3,174,946</u>

(c) Other non-current assets

Capital work in progress	44,855,366	8,872,785
<u>Total other non-current assets</u>	<u>44,855,366</u>	<u>8,872,785</u>



Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025

Note 7. Infrastructure, property, plant & equipment and investment property

Infrastructure, property, plant and equipment

Fair Value Level	as at 30/06/24					as at 30/06/25				
	At Fair Value	At Cost	Accumulated Depreciation	Accumulated Impairment	Carrying amount	At Fair Value	At Cost	Accumulated Depreciation	Accumulated Impairment	Carrying amount
3	252,998,519	–	–	–	252,998,519	257,805,491	–	–	–	257,805,491
3	169,952,217	3,528,885	(100,331,027)	–	70,150,075	173,652,769	444,696	(105,264,990)	–	68,832,475
3	–	–	–	–	–	–	–	–	–	–
3	165,518,910	7,561,478	(90,232,876)	–	82,847,510	179,241,073	–	(95,572,095)	–	83,668,468
3	36,233,942	5,329,241	(16,487,567)	–	25,075,616	41,668,984	803,935	(18,480,751)	–	23,992,168
3	166,141,087	6,021,571	(68,028,797)	–	104,133,861	218,982,373	2,676,751	(77,666,715)	–	143,992,409
3	94,248,441	1,560,741	(32,172,532)	–	63,636,650	99,230,539	1,903,749	(39,215,862)	–	61,918,426
3	56,187,076	716,713	(28,494,906)	–	28,408,883	60,498,906	1,121,023	(20,306,012)	–	41,313,917
3	1,173,269	1,461,523	(325,078)	–	2,308,714	2,132,978	–	(345,337)	–	1,787,641
3	3,466,018	11,539	(1,030,794)	–	2,446,763	4,007,005	–	(1,342,781)	–	2,664,224
3	8,233,100	727,243	(316,833)	–	8,643,510	7,253,439	33,125	(2,311,977)	–	4,974,587
3	1,611,873	–	(316,833)	–	1,295,040	5,754,078	–	(2,749,456)	–	3,004,622
3	419,670	–	(220,860)	–	198,810	332,220	–	(138,211)	–	186,009
3	–	7,655,868	(5,962,350)	–	1,693,538	–	7,872,000	(6,201,797)	–	1,670,203
3	–	2,708,382	(2,312,365)	–	395,977	–	2,710,003	(2,469,426)	–	300,577
3	6,856,902	4,092,770	(6,283,925)	–	4,665,747	8,165,331	3,153,128	(7,572,584)	–	3,745,875
Total infrastructure, property, plant and equipment						1,058,725,186	20,718,410	(379,576,504)	–	699,867,092
Comparatives						960,041,024	41,355,954	(355,800,750)	–	645,596,228

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025

Note 7. Infrastructure, property, plant & equipment and investment property (continued)

Valuation of infrastructure, property, plant & equipment and investment property

Valuation of assets

The fair value of assets and liabilities must be estimated in accordance with various Accounting Standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a "level" in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

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

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Refer to Note 7(a) for the disclosure of the Fair Value Levels of Infrastructure, Property, Plant and Equipment Assets.

Information on valuations

Fair value hierarchy level 2 valuations - Certain land, and the buildings and structures thereon, are shown above as being based on fair value hierarchy level 2 valuation inputs. They are based on prices for similar assets in an active market, with directly or indirectly observable adjustments for specific advantages or disadvantages attaching to the particular asset.

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

Fair value hierarchy level 3 valuations of buildings, infrastructure and other assets - There is no known market for buildings, infrastructure and other assets. These assets are valued at depreciated current replacement cost. This method involves:

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

This method has significant inherent uncertainties, relying on estimates of quantities of materials and labour, residual values and useful lives, and the possibility of changes in prices for materials and labour, and the potential for development of more efficient construction techniques. Accordingly, formal sensitivity analysis does not provide useful information. Transfers between fair value hierarchy levels

In the course of revaluing (name the asset classes), the nature of the inputs applied was reviewed in detail for each asset and where necessary, the asset reassigned to the appropriate fair value hierarchy level. Such transfers take effect as at the date of the revaluation.

Other information

At 1 July 2004 upon the transition to AIFRS, Council elected pursuant to AASB 1.D5 to retain a previously established deemed cost under GAAP as its deemed cost. With subsequent addition at cost, this remains as the basis of recognition of non-material asset classes.

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

Highest and best use

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

Highest and best use - For land which Council has an unfettered right to sell, the "highest and best use" recognises the possibility of the demolition or substantial modification of some or all of the existing buildings and structures affixed to the land. Much of the land under Council's care and control is Crown land or has been declared as community land under the provisions of the Local Government Act 1999. Other types of restrictions also exist.

For land subject to these restrictions, the highest and best use is taken to be the "highest and best use" available to Council, with a rebuttable presumption that the current use is the "highest and best use". The reason for the current use of a large proportion of Council's assets being other than the "highest and best use" relates to Council's principal role as the provider of services to the community, rather than the use of those assets for the generation of revenue.



Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025

Note 7. Infrastructure, property, plant & equipment and investment property (continued)

For buildings and other structures on and in the land, including infrastructure, “highest and best use” is determined in accordance with the land on and in which they are situated.

Transition to AASB 13 - Fair Value Measurement

Land & Buildings

Land and Buildings assets are independently valued every five (5) years. An independent valuation of the Council's Land and Buildings was undertaken in the 2022-2023 Financial Year by AVR Consulting based on fair values of the assets as at 30 June 2023.

As the result of revaluation, all of the Council's land assets are classified at the fair value hierarchy level 3 and all of the Council's building and other structure assets are classified at the fair value hierarchy level 3.

AVR Consulting adopted a market approach to valuation of the land assets using level two inputs and level three inputs where unobservable inputs have been required and a cost-based approach for the valuation of the building assets and relied upon level 3 inputs.

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

Council applies Indexation to the depreciated replacement cost in between revaluations, based on Local Government Price Index (Capital).

Open Space Assets

The Councils open space assets were independently condition assessed by Tonkin Consulting as at 30 June 2022. The basis of valuation adopted was written down replacement cost. All acquisitions made after the respective dates of valuation are recorded at cost. Accordingly, total replacement value, total economic working life and residual economic working life were reliably established for each asset. In the interim years, the Council annually assesses and where appropriate revises unit costs based on the independent assessment of those rates. The last review of the unit costs was undertaken as at 1 July 2024.

Road Infrastrucure (*Roads, Kerbing & Footpaths*)

Road Infrastructure assets are independently condition assessed every five (5) years. An independent condition assessment was undertaken as at 30 June 2024 by Tonkin Consulting. In the interim years, the Council annually assesses and where appropriate revises unit costs based on the independent assessment of those rates. The last review of the unit costs was undertaken as at 1 July 2024.

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

Linear Park

Linear Park assets are independently condition assessed every five (5) years. An independent condition assessment was undertaken as at 30 June 2024 by Tonkin Consulting. In the interim years, the Council annually assesses and where appropriate revises unit costs based on the independent assessment of those rates. The last review of the unit costs was undertaken as at 1 July 2024.

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

Stormwater Drainage

Stormwater Drainage assets are independently condition assessed every five (5) years. An independent condition assessment was undertaken as at 30 June 2021 by Tonkin Consulting. In the interim years, the Council annually assesses and where appropriate revises unit costs based on the independent assessment of those rates. The last review of the unit costs was undertaken as at 1 July 2024.

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

Off Roads Car Parks

Off Roads Carparks assets are independently condition assessed every five (5) years. An independent condition assessment was undertaken as at 30 June 2024 by Tonkin Consulting. In the interim years, the Council annually assesses and where appropriate revises unit costs based on the independent assessment of those rates. The last review of the unit costs was undertaken as at 1 July 2024.

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

Traffic Control Devices

Traffic Control Devices assets are independently condition assessed every five (5) years. An independent condition assessment was undertaken as at 30 June 2024 by Tonkin Consulting. In the interim years, the Council annually assesses and where appropriate revises unit costs based on the independent assessment of those rates. The last review of the unit costs was undertaken as at 1 July 2024.

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

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025

Note 7. Infrastructure, property, plant & equipment and investment property (continued)

Plant, Furniture & Equipment

These assets are recognised on the cost less subsequent accumulated depreciation and impairment costs.

Libraray Books & Materials

These assets are recognised on the cost less subsequent accumulated depreciation.

Right of Use Assets

The Council recognises right-of-use assets at the commencement date of the lease. Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any re-measurement of lease liabilities. The council uses the modified retrospective method to calculate the leased related balance. Lease liabilities were recognised based on the present value of the remaining lease payments, discounted using the incremental borrowing rate at the date of initial application.

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025

Note 8. Liabilities

	2025	2025	2024	2024
\$	Current	Non Current	Current	Non Current
(a) Trade and other payables				
Goods and services	1,582,089	–	1,404,493	–
Payments received in advance	4,563,181	–	5,608,969	–
Accrued expenses - employee entitlements	602,630	–	603,861	–
Accrued expenses - finance costs	430,696	–	179,618	–
Accrued expenses - other	5,836,015	–	919,394	–
Deposits, retentions and bonds	103,326	–	112,014	–
St Peters RSL Trust	35,525	–	–	–
<u>Total trade and other payables</u>	<u>13,153,462</u>	<u>–</u>	<u>8,828,349</u>	<u>–</u>

(b) Borrowings

Loans	1,081,341	5,341,896	1,033,879	6,423,236
Lease liabilities	90,248	105,761	101,904	97,086
Cash Advance Debenture Facility	–	33,530,000	–	12,500,000
<u>Total Borrowings</u>	<u>1,171,589</u>	<u>38,977,657</u>	<u>1,135,783</u>	<u>19,020,322</u>

(c) Provisions

Employee entitlements (including oncosts)	3,393,150	397,812	3,623,717	459,562
<u>Total provisions</u>	<u>3,393,150</u>	<u>397,812</u>	<u>3,623,717</u>	<u>459,562</u>

(d) Liability accounted  
investments in Council  
businesses

Highbury Landfill Authority Inc.	18	–	741,210	–	969,876
<u>Total liability accounted investments in Council businesses</u>		<u>–</u>	<u>741,210</u>	<u>–</u>	<u>969,876</u>



Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025

Note 9. Reserves

	as at 30/06/24				as at 30/06/25
\$	Opening Balance	Increments (Decrements)	Transfers	Impairments	Closing Balance
<b>Asset revaluation reserve</b>					
Land	234,687,501	4,806,972	–	–	239,494,473
Buildings and other structures	69,211,468	1,275,140	–	–	70,486,608
Infrastructure					
Stormwater Drainage	55,749,469	2,801,695	–	–	58,551,164
Roads	87,921,507	40,903,107	–	–	128,824,614
Kerbing	69,637,132	(1,765,587)	–	–	67,871,545
Footpaths	30,173,314	13,772,393	–	–	43,945,707
Open Space Infrastructure	9,131,021	(327,363)	–	–	8,803,658
Traffic Control	2,279,667	(254,871)	–	–	2,024,796
Off Roads Car Parks	2,006,268	282,282	–	–	2,288,550
Linear Parks	166,442	(468,745)	–	–	(302,303)
Footbridges	160,283	1,788,946	–	–	1,949,229
Other assets	830,309	–	–	–	830,309
<b>Total asset revaluation reserve</b>	<b>561,954,381</b>	<b>62,813,969</b>	<b>–</b>	<b>–</b>	<b>624,768,350</b>
Comparatives	522,700,934	39,253,447	–	–	561,954,381

Purposes of reserves

Asset revaluation reserves

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

Note 10. Assets subject to restrictions

\$	2025	2024
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The uses of the following assets are restricted, wholly or partially, by legislation or other externally imposed requirements. The assets are required to be utilised for the purposes for which control was transferred to Council, or for which the revenues were originally obtained.

Cash and financial assets

Deposits at Call	35,525	46,007
<b>Total cash and financial assets</b>	<b>35,525</b>	<b>46,007</b>

<b>Total assets subject to externally imposed restrictions</b>	<b>35,525</b>	<b>46,007</b>
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The following liabilities, included in Note 8, may be discharged from restricted assets in the first instance:

St Peter RSL Trust Funds	35,525	46,007
<b>Total</b>	<b>35,525</b>	<b>46,007</b>

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025

Note 11. Reconciliation to Statement of Cash Flows

\$	Notes	2025	2024
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(a) Reconciliation of cash

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

Total cash and equivalent assets	5	1,985,703	997,332
<b>Balances per Statement of Cash Flows</b>		<b>1,985,703</b>	<b>997,332</b>

(b) Reconciliation of Operating Result

<b>Net surplus/(deficit)</b>	<b>4,099,492</b>	<b>2,059,865</b>
<b>Non-cash items in income statements</b>		
Depreciation, amortisation and impairment	14,375,938	12,851,791
Equity movements in equity accounted investments (increase)/decrease	(12,874)	295,047
Grants for capital acquisitions treated as investing activity	(2,852,418)	(7,013,235)
Net (gain)/loss on disposals	1,909,892	4,490,540
Net (increase) decrease in Non-Current Council Rates Postponement Scheme	29,056	7,310
	<b>17,549,086</b>	<b>12,691,318</b>
<b>Add (less): changes in net current assets</b>		
Net (increase)/decrease in receivables	499,075	(1,347,376)
Change in allowances for under-recovery of receivables	(112,563)	(193,648)
Net increase/(decrease) in trade and other payables	4,333,801	(725,712)
Net increase/(decrease) in unpaid employee benefits	(292,317)	(76,627)
<b>Net cash provided by (or used in) operations</b>	<b>21,977,082</b>	<b>10,347,955</b>

(c) Financing arrangements

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

Corporate credit cards	75,000	75,000
Cash advance facilities	42,670,000	22,500,000

Note 12. Financial instruments

Recognised financial instruments

Bank, deposits at call, short term deposits

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost; interest is recognised when earned.

Terms & Conditions:

Deposits are returning fixed interest rates between 4.15% and 4.55% (2024: 4.30% and 4.55%).

Carrying Amount:

Approximates fair value due to the short term to maturity.



Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025

Note 12. Financial instruments (continued)

Receivables - rates and associated charges (including legals and penalties for late payment)

Accounting Policy:

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Terms & Conditions:

Secured over the subject land, arrears attract interest of 9.15% (2024: 9.05%). Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries in the State.

Carrying Amount:

Approximates fair value (after deduction of any allowance).

Receivables - fees and other charges

Accounting policy:

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Terms and conditions:

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

Carrying amount:

Approximates fair value (after deduction of any allowance).

Receivables - other levels of government

Accounting policy:

Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

Terms and conditions:

Amounts due have been calculated in accordance with the terms and conditions of the respective programs following advice of approvals, and do not bear interest. All amounts are due by Departments and Agencies of State and Federal Governments.

Carrying amount:

Approximates fair value.

Liabilities - creditors and accruals

Accounting policy:

Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Council.

Terms and conditions:

Liabilities are normally settled on 30 day terms.

Carrying amount:

Approximates fair value.

Liabilities - interest bearing borrowings

Accounting Policy:

Initially recognised at fair value and subsequently at amortised cost using the effective interest rate.

Terms & Conditions:

Terms & conditions: secured over future revenues, borrowings are for a fixed term ranging from between 15 years to 20 years; interest is charged at fixed (or variable - describe) rates between 2.40% and 6.10% (2024: 2.40% and 6.15%).

Carrying Amount:

Approximates fair value.

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025

Note 12. Financial instruments (continued)

Liabilities - leases

Accounting policy:

Accounted for in accordance with AASB 16 as stated in Note 16.

\$	Due < 1 year	Due > 1 year and ≤ 5 years	Due > 5 years	Total Contractual Cash Flows	Carrying Values
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Financial assets  
and liabilities

2025

Financial assets

Cash and cash equivalents	1,985,703	–	–	1,985,703	1,985,703
Receivables	2,991,898	–	–	2,991,898	2,991,898
Other financial assets	–	140,162	–	140,162	140,162
Total financial assets	4,977,601	140,162	–	5,117,763	5,117,763

Financial liabilities

Payables	8,590,281	–	–	8,590,281	8,590,281
Current borrowings	1,279,681	–	–	1,279,681	1,081,341
Non-current borrowings	–	36,511,811	3,032,108	39,543,919	38,871,896
Total financial liabilities	9,869,962	36,511,811	3,032,108	49,413,881	48,543,518

Total financial assets  
and liabilities

	14,847,563	36,651,973	3,032,108	54,531,644	53,661,281
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2024

Financial assets

Cash and cash equivalents	997,332	–	–	997,332	997,332
Receivables	3,493,457	–	–	3,493,457	3,493,457
Other financial assets	–	111,106	–	111,106	111,106
Total financial assets	4,490,789	111,106	–	4,601,895	4,601,895

Financial liabilities

Payables	3,219,380	–	–	3,219,380	3,219,380
Current borrowings	1,279,681	–	–	1,279,681	1,033,879
Non-current borrowings	–	9,694,115	10,099,485	19,793,600	18,923,236
Total financial liabilities	4,499,061	9,694,115	10,099,485	24,292,661	23,176,495

Total financial assets  
and liabilities

	8,989,850	9,805,221	10,099,485	28,894,556	27,778,390
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The following interest rates were applicable to Council's borrowings at balance date:

\$	2025		2024	
	Weighted Avg Interest Rate	Carrying Value	Weighted Avg Interest Rate	Carrying Value
Fixed interest rates	5.06%	40,149,246	5.61%	20,156,105
		40,149,246		20,156,105

Net fair value

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



Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025

Note 12. Financial instruments (continued)

Risk exposures

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

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

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

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

Note 13. Capital Expenditure Commitments

\$	2025	2024
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Capital commitments

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

Infrastructure	29,821,980	52,030,746
Road & Footpath	878,461	253,275
Open Space	–	290,331
	<u>30,700,441</u>	<u>52,574,352</u>

These expenditures are payable:

Not later than one year	<u>30,700,441</u>	<u>52,574,352</u>
	<u>30,700,441</u>	<u>52,574,352</u>

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025

Note 14. Financial indicators

	Amounts 2025	Indicator 2025	Indicators 2024	Indicators 2023
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Financial Indicators overview  
*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.*

1. Operating Surplus Ratio

Operating surplus	<u>2,301,357</u>	3.9%	0.2%	3.8%
Total operating income	<u>59,149,742</u>			

*This ratio expresses the operating surplus as a percentage of total operating revenue.*

Adjusted Operating Surplus Ratio

Operating surplus	<u>1,515,217</u>	2.6%	2.8%	3.2%
Total operating income	<u>58,363,602</u>			

2. Net Financial Liabilities Ratio

Net financial liabilities	<u>51,701,369</u>	87%	53%	29%
Total operating income	<u>59,149,742</u>			

*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.*

Adjusted Net Financial Liabilities Ratio

Net financial liabilities	<u>52,487,509</u>	90%	55%	32%
Total operating income	<u>58,363,602</u>			

Adjustments to Ratios

*In recent years the Federal Government has made advance payments prior to 30th June from future year allocations of financial assistance grants, as explained in Note 1. These Adjusted Ratios correct for the resulting distortion in key ratios for each year and provide a more accurate basis for comparison.*

3. Asset Renewal Funding Ratio

Asset renewals	<u>9,953,933</u>	83%	106%	99%
Infrastructure and Asset Management Plan required expenditure	<u>12,004,179</u>			

*Asset renewals expenditure is defined as capital expenditure on the renewal and replacement of existing assets relative to the optimal level planned, and excludes new capital expenditure on the acquisition of additional assets.*



Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025

Note 15. Uniform presentation of finances

\$	2025	2024
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.		
<a href="#">Income</a>		
Rates	47,345,960	43,667,070
Statutory charges	2,467,308	2,111,925
User charges	4,027,179	3,823,471
Grants, subsidies and contributions - capital	266,636	571,428
Grants, subsidies and contributions - operating	3,843,067	1,643,079
Investment income	10,546	60,848
Reimbursements	130,736	133,730
Other income	850,402	885,092
Net gain - equity accounted council businesses	207,908	38,653
<b>Total Income</b>	<b>59,149,742</b>	<b>52,935,296</b>
<a href="#">Expenses</a>		
Employee costs	(17,489,561)	(16,699,578)
Materials, contracts and other expenses	(23,237,635)	(22,331,023)
Depreciation, amortisation and impairment	(14,375,938)	(12,851,791)
Finance costs	(1,550,217)	(610,606)
Net loss - equity accounted council businesses	(195,034)	(333,700)
<b>Total Expenses</b>	<b>(56,848,385)</b>	<b>(52,826,698)</b>
<b>Operating surplus / (deficit)</b>	<b>2,301,357</b>	<b>108,598</b>
Net timing adjustment for general purpose grant funding	–	1,405,173
Less: grants, subsidies and contributions - capital	(266,636)	(571,428)
<b>Adjusted Operating surplus / (deficit)</b>	<b>2,034,721</b>	<b>942,343</b>
<b>Net outlays on existing assets</b>		
Capital expenditure on renewal and replacement of existing assets	(9,964,166)	(12,994,204)
Add back depreciation, amortisation and impairment	14,375,938	12,851,791
Add back proceeds from sale of replaced assets	10,233	16,597
	<b>4,422,005</b>	<b>(125,816)</b>
<b>Net outlays on new and upgraded assets</b>		
Capital expenditure on new and upgraded assets (including investment property and real estate developments)	(33,661,999)	(18,961,179)
Add back grants, subsidies and contributions - capital new/upgraded	266,636	571,428
Add back amounts received specifically for new and upgraded assets	2,585,782	7,132,921
	<b>(30,809,581)</b>	<b>(11,256,830)</b>
<b>Annual net impact to financing activities (surplus/(deficit))</b>	<b>(24,352,855)</b>	<b>(10,440,303)</b>

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025

Note 16. Leases

(i) Council as a lessee

Terms and conditions of leases

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

Lease liabilities

Set out below are the carrying amounts of lease liabilities (included under interest-bearing loans and borrowings) and the movements during the period:

\$	2025	2024
Balance at 1 July	198,990	173,674
Additions	109,373	141,436
Accretion of interest	10,093	6,692
Payments	(122,447)	(122,812)
<b>Balance at 30 June</b>	<b>196,009</b>	<b>198,990</b>
<b>Classified as:</b>		
Current	90,248	101,904
Non-current	105,761	97,086

The maturity analysis of lease liabilities is included in Note 12.

The following are the amounts recognised in profit or loss:

Depreciation expense of right-of-use assets	112,354	109,084
Interest expense on lease liabilities	10,093	6,691
Expense relating to short term leases	2,269	25,755
Expense relating to leases of low-value assets	50,019	52,877
<b>Total amount recognised in profit or loss</b>	<b>174,735</b>	<b>194,407</b>

(ii) Council as a lessor

Council owns various buildings, plant and other facilities that are available for hire or lease (on a non-cancellable basis wherever practicable) in accordance with the published revenue policy. Rentals received from such leases are disclosed as rent and hire of non-investment property in Note 2.



Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025

Note 17. Superannuation

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

Accumulation only members

Accumulation only members receive both employer and employee contributions on a progressive basis. Employer contributions are based on a fixed percentage of ordinary time earnings in accordance with superannuation guarantee legislation (11.50% in 2024/25; 11.00% in 2023/24). No further liability accrues to the Council as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

Salarylink (Defined Benefit Fund) members

Salarylink is a defined benefit scheme where the benefit payable is based on a formula determined by the member’s contribution rate, number of years and level of contribution and final average salary. Council makes employer contributions to Salarylink as determined by the Fund’s Trustee based on advice from the appointed Actuary. The rate is currently 6.3% (6.3% in 2023/24) of “superannuation” salary.

In addition, Council makes a separate contribution of 3% of ordinary time earnings for Salarylink members to their Accumulation account. Employees also make member contributions to the Salarylink section of the Fund. As such, assets accumulate in the Salarylink section of the Fund to meet the member’s benefits, as defined in the Trust Deed, as they accrue.

The Salarylink section is a multi-employer sponsored plan. As the Salarylink section’s assets and liabilities are pooled and are not allocated by each employer, and employees may transfer to another employer within the local government sector and retain membership of the Fund, the Actuary is unable to allocate benefit liabilities, assets and costs between employers. As provided by AASB 119.34(a), Council does not use defined benefit accounting for these contributions.

The most recent actuarial investigation was conducted by the Fund’s actuary, Louise Campbell, FIAA, of Willis Towers Watson as at 30 June 2023. The Trustee has determined that the current funding arrangements are adequate for the expected Salarylink liabilities. However, future financial and economic circumstances may require changes to Council’s contribution rates at some future time.

Contributions to other superannuation schemes

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

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025

Note 18. Interests in other entities

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

\$	Council's Share of Net Income		Council's Share of Net Assets	
	2025	2024	2025	2024
<b>Council's share of net income</b>				
Joint ventures	12,874	(295,047)	2,368,873	2,205,070
Total Council's share of net income	12,874	(295,047)	2,368,873	2,205,070

((a)i) Joint ventures, associates and joint operations

(a) Relevant Interests

	Interest in Operating Result		Ownership Share of Equity		Proportion of Voting Power	
	2025	2024	2025	2024	2025	2024
Highbury Landfill Authority Inc.	40.36%	40.36%	40.36%	40.36%	33.33%	33.33%
Eastern Waste Management Authority Inc.	12.50%	12.50%	12.50%	12.50%	12.50%	12.50%
Eastern Health Authority Inc.	28.12%	31.65%	28.12%	31.65%	20.00%	20.00%
ERA Water	33.33%	33.33%	33.33%	33.33%	25.00%	25.00%

(b) Movement in Investment in Joint Venture or Associate

\$	Highbury Landfill Authority Inc.		Eastern Waste Management Authority Inc.		Eastern Health Authority Inc.		ERA Water	
	2025	2024	2025	2024	2025	2024	2025	2024
Opening Balance	(969,875)	(952,192)	111,750	147,875	221,269	184,389	2,841,926	1,617,077
Share in Operating Result	119,702	(89,647)	34,250	(36,125)	53,956	38,653	(195,034)	(207,928)
Share in Other Comprehensive Income	–	–	–	–	(24,702)	(1,773)	66,667	632,777
New Capital Contributions	108,964	71,964	–	–	–	–	–	800,000
Council's equity share in the joint venture or associate	(741,209)	(969,875)	146,000	111,750	250,523	221,269	2,713,559	2,841,926

(c) Share of Joint Operations Expenditure Commitments

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

Eastern Waste Management Authority Inc.

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



Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025

Note 19. Contingencies and assets/liabilities not recognised in the balance sheet

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but knowledge is considered relevant to the users of the financial report in making and evaluating decisions about the allocation of scarce resources.

1. Land under roads

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

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

2. Potential insurance losses

Council is a multi-purpose organisation providing a large range of building, parks infrastructure, playgrounds and other facilities accessible to the public. At any time, it is likely that claims will have been made against Council that remain unsettled.

Council insures against all known insurable risks using a range of insurance policies, each of which is subject to deductible "insurance excesses", the amount of which varies according to the class of insurance.

Council has recognised the potential losses arising from claims known at reporting date based on average historical net cost (including insurance excess) of similar types of claims. Other potential claims not reported to Council may have existed at reporting date.

3. Legal expenses

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

Note 20. Events after the balance sheet date

Consistent with disclosures under AASB 110 - Events after Balance Date, there were no events subsequent to 30 June 2025 that need to be disclosed in the financial statement.

Note 21. Related party transactions

Key management personnel

Transactions with key management personnel

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

\$	2025	2024
The compensation paid to key management personnel comprises:		
Short-term employee benefits	1,688,889	1,518,248
Post-employment benefits	181,592	157,876
Total	1,870,481	1,676,124

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.

Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025

Note 22(a). Functions

\$	Income, Expenses and Assets have been directly attributed to the following Functions / Activities. Details of these Functions/Activities are provided in Note 22(b).						TOTAL ASSETS HELD (CURRENT AND NON-CURRENT)	
	OPERATING INCOME		OPERATING EXPENSES		OPERATING SURPLUS (DEFICIT)		GRANTS INCLUDED IN OPERATING INCOME	
	2025	2024	2025	2024	2025	2024	2025	2024
<b>Functions/Activities</b>								
Community Services	4,124,626	4,100,783	6,050,204	5,955,338	(1,925,578)	(1,854,555)	1,201,517	1,215,225
Culture	869,022	772,410	3,797,836	3,687,320	(2,928,814)	(2,914,910)	119,470	107,223
Economic Development	288,977	304,291	503,058	910,227	(214,081)	(605,936)	—	—
Environment	119,901	103,125	9,246,032	9,142,098	(9,126,131)	(9,038,973)	13,636	27,000
Recreation	393,125	310,893	3,944,765	3,763,829	(3,551,640)	(3,452,936)	10,000	6,000
Regulatory Services	2,517,681	2,063,007	3,961,285	3,772,972	(1,443,604)	(1,709,965)	—	—
Transport	—	—	1,457,931	1,510,535	(1,457,931)	(1,510,535)	931,924	—
Plant Hire/Depot Indirect	2,875	19,643	802,190	938,234	(799,315)	(918,591)	—	—
Council Administration	50,833,535	45,261,144	27,085,081	23,146,145	23,748,454	22,114,999	1,566,520	287,631
Other	—	—	—	—	—	—	—	—
Total Functions/Activities	59,149,742	52,935,296	56,848,382	52,826,698	2,301,360	108,598	3,843,067	1,643,079

Revenues and expenses exclude net gain (loss) on disposal or revaluation of assets, amounts received specifically for new or upgraded assets and physical resources received free of charge.



Notes to and forming part of the Financial Statements  
for the year ended 30 June 2025

Note 22(b). Components of functions

The activities relating to Council functions are as follows:

Business undertakings

Private Works

Community services

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

Culture

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

Economic development

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

Environment

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

Recreation

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

Regulatory services

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

Transport

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

Council administration

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

Governance

Audit & Assurance, Planning and Performance, Legal Services and Major Projects.

Equity accounted Council businesses

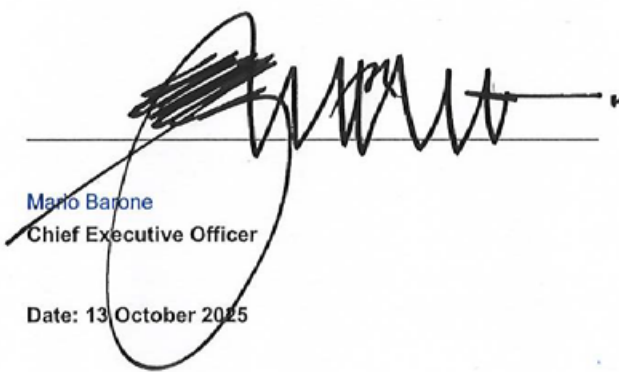
Net Gain equity accounting Council businesses


Net Loss equity accounting Council businesses

Certification of Auditor Independence

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of The City Of Norwood Payneham & St Peters for the year ended 30 June 2025, the Council's Auditor, Galpins has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

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

  
Mario Barone  
Chief Executive Officer  
Date: 13 October 2025

  
Cate Hart  
Presiding Member, Audit and Risk Committee





# Auditor Profile

Galpins is a leading entity in Australian financial services, providing audit, tax and advisory solutions to individuals, businesses, and government entities across diverse industries.

With nine partners and a dedicated team, Galpins strategically operates from Adelaide CBD and Mount Gambier, ensuring accessible, comprehensive services.

Tim Muhlhausler and Juliano Freitas are currently assigned to Council’s External Audit contract.

Tim is a Registered Company Auditor, Registered SMSF Auditor and Chartered Accountant specialising in the areas of risk and assurance services, financial and compliance auditing, internal audit and consulting with a particular focus on local government and the public sector.

Tim’s qualifications and memberships:

- Bachelor of Commerce (Adelaide University)
- Member Institute of Chartered Accountants ANZ
- Graduate Diploma (ICAA)
- Registered Company Auditor
- Registered SMSF Auditor
- Member, Institute of Internal Auditors

Juliano specialises in the area of audit for large proprietary companies, state government agencies and local government entities. Over the years, he has built his portfolio to also include managing consultancy services, corporate due diligences, solvency reviews and forensic audits.

Juliano’s qualifications and memberships:

- Bachelor of Accounting
- Graduate Diploma (CAANZ)
- Member, CAANZ
- Registered Company Auditor



# Independent Auditor's Report

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under Professional Standards Legislation

Financial Statements 2025

## INDEPENDENT AUDITOR’S REPORT ON THE FINANCIAL REPORT

To the members of City of Norwood Payneham and St Peters

Opinion

We have audited the accompanying financial report of City of Norwood Payneham and St Peters (the Council), which comprises the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity and cash flow statement for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the Council Certificate of City of Norwood Payneham and St Peters.

In our opinion, the accompanying financial report presents fairly, in all material respects, the financial position of the Council as at 30 June 2025, and its financial performance and its cash flows for the year then ended in accordance with the Australian Accounting Standards, the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor’s Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board’s APES 110: *Code of Ethics for Professional Accountants (Including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Council’s responsibility for the financial report

Council is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations), the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* and for such internal control as Council determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, Council is responsible for assessing the Council’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Council either intends to liquidate the Council or to cease operations, or has no realistic alternative but to do so. Those charged with governance are responsible for overseeing the Council’s financial reporting process.

Auditor’s responsibility for the audit of the financial report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report



Financial Statements 2025

As part of an audit of the financial report in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council’s internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of Council’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Council’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS



**Tim Muhlhausler** CA, Registered Company Auditor  
Partner

17 November 2025

Galpins

Accountants, Auditors  
& Business Consultants



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INDEPENDENT ASSURANCE REPORT ON THE INTERNAL CONTROLS

To the members of City of Norwood Payneham & St Peters

Opinion

We have audited the compliance of City of Norwood Payneham & St Peters (the Council) with the requirements of Section 125 of the *Local Government Act 1999* in relation only to the Internal Controls established by the Council to ensure that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities for the period 1 July 2024 to 30 June 2025 have been conducted properly and in accordance with law.

In our opinion, City of Norwood Payneham & St Peters has complied, in all material respects, with *Section 125 of the Local Government Act 1999* in relation to Internal Controls established by the Council in relation to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities so as to provide reasonable assurance that the financial transactions of the Council have been conducted properly and in accordance with law for the period 1 July 2024 to 30 June 2025.

Basis for opinion

We conducted our engagement in accordance with applicable Australian Standards on Assurance Engagement ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* and ASAE 3150 *Assurance Engagements on Controls*, issued by the Australian Auditing and Assurance Standards Board, in order to state whether, in all material respects, the Council has complied with Section 125 of the *Local Government Act 1999* in relation only to the internal controls specified above for the period 1 July 2024 to 30 June 2025. ASAE 3000 also requires us to comply with the relevant ethical requirements of the Australian professional accounting bodies.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

The Council’s responsibility for internal controls

The Council is responsible for implementing and maintaining an adequate system of internal controls, in accordance with Section 125 of the *Local Government Act 1999* to ensure that the receipt, expenditure and investment of money, acquisition and disposal of property, and incurring of liabilities have been conducted properly and in accordance with law.

Our independence and quality control

We have complied with the independence and other relevant ethical requirements relating to assurance engagements, and applied Auditing Standard ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements* in undertaking this assurance engagement.

Auditor’s responsibility

Our responsibility is to express an opinion on the Council’s compliance with Section 125 of the *Local Government Act 1999* in relation only to the internal controls established by the Council to ensure that financial transactions relating to receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities have been conducted properly and in accordance with law, based on our procedures. Our engagement has been conducted in accordance with applicable Australian Standards on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Information* and ASAE 3150 *Assurance Engagements on Controls*, issued by the Australian Auditing and Assurance Standards Board, in order to state whether, in all material respects, the Council has complied with Section 125 of the *Local Government Act 1999* in relation only to the internal controls specified above for the period 1 July 2024 to 30 June 2025. ASAE 3000 also requires us to comply with the relevant ethical requirements for the Australian professional accounting bodies.



Limitations of controls

Because of the inherent limitations of any internal control structure it is possible that, even if the controls are suitably designed and operating effectively, the control objectives may not be achieved so that fraud, error, or non-compliance with laws and regulations may occur and not be detected.

An assurance engagement on controls is not designed to detect all instances of controls operating ineffectively as it is not performed continuously throughout the period and the tests performed are on a sample basis. Any projection of the outcome of the evaluation of controls to future periods is subject to the risk that the controls may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.

Limitation of use

This report has been prepared for the members of the Council in Accordance with Section 129 of the *Local Government Act 1999* in relation to the internal controls specified above. We disclaim any assumption of responsibility for any reliance on this report to any persons or users other than the members of the Council, or for any purpose other than that for which it was prepared.

GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS



Tim Muhlhausler CA, Registered Company Auditor  
Partner

17 November 2025

Financial Statements 2025

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CITY OF NORWOOD PAYNEHAM & ST PETERS

Financial Statements 2025

GENERAL PURPOSE FINANCIAL STATEMENTS

For the year ended 30 June 2025

Statement by Auditor

I confirm that, for the audit of the financial statements of City of Norwood Payneham & St Peters for the year ended 30 June 2025, I have maintained my independence in accordance with the requirements of APES 110 – *Code of Ethics for Professional Accountants (including Independence Standards)*, Part 4A, published by the Accounting Professional and Ethical Standards Board, in accordance with the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22 (5) *Local Government (Financial Management) Regulations 2011*.

GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS



Tim Muhlhausler CA, Registered Company Auditor  
Partner

Date: 30 September 2025



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# Confidential Items Register

July 2024–June 2025

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 2024–2025 the Council considered 182 items. Of the 182 items that the Council considered, 21 items were considered in accordance with Section 90(3) of the *Local Government Act 1999*, where it was deemed necessary to exclude the public from the discussion of a particular matter.

The table below identifies the grounds on which the Council considered the matters and determined to exclude the public from the discussion and the related documentation.

Item No.	Date of Confidential Item	Title of Item	Local Government Act 1999 Relevant Section and Description of Section
14.1	8/10/2024	Staff Related Matter	90(3)(a) Information relating to the personal affairs of a person.
14.1	4/11/2024	Chief Executive Officer’s Remuneration Review	
14.3	2/12/2024	Staff Related Matter – Staff Recruitment	
16.2	20/1/2025	Staff Related Matter	
16.2	3/2/2025	Staff Related Matter	
16.1	3/3/2025	Audit & Risk Committee – Appointment of Members	
16.3	3/3/2025	Staff Related Matter	
16.2	7/4/2025	Staff Related Matter	
16.1	5/5/2025	Staff Related Matter	
16.2	5/5/2025	Chief Executive Officer’s Key Performance Indicators	
14.2	5/8/2024	Trinity Valley Stormwater Drainage Upgrade – Stage 1 Update	90(3)(b) Commercial advantage on a person with whom the Council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the Council.
2.1	28/4/2025	Council Swimming Centres	
14.1	2/12/2024	Municipal Solid Waste Disposal and Processing Tender	90(3)(d) Commercial information of a confidential nature.
16.2	3/3/2025	ERA Water Sustainability Review Report	
16.1	20/2/2025	Council Related Matter	90(3)(g) Matters that must be considered in confidence in order to ensure that the council does not breach any duty of confidence.
16.1	7/4/2025	Review of Confidential Items – Extension of Confidentiality Order	
2.1	26/5/2025	Tour Down Under	
14.1	5/8/2024	Tender Selection Report – Construction of Brick Paved Footpaths 2024-2027	90(3)(k) Tenders for the supply of goods, the provision of services or the carrying out of works.
14.3	5/8/2024	Review of Confidential Items – Tender Selection Reports	
16.1	3/2/2025	Tender Selection Report – Trinity Valley Stormwater Drainage Upgrade Stage 4, Including the St Morris Reserve Upgrade	
14.2	2/12/2024	2025 Australia Day Award Nominations	90(3)(o) Information relating to a proposed award recipient before the presentation of the award.



Audit & Risk Committee Confidential Register 2024–2025

The City of Norwood Payneham & St Peters is committed to the principle of open and accountable government. However, the Audit & Risk Committee also recognises that on occasions it may be necessary in the broader community interest to restrict public access to discussion and/or documents.

During 2024–2025 the Audit & Risk Committee considered 19 items. Of the 19 items that the Audit & Risk Committee considered, two items were considered in accordance with Section 90(3) of the *Local Government Act 1999*, where it was deemed necessary to exclude the public from the discussion of a particular matter.

The table below identifies the grounds on which the Audit Committee considered the matters and determined to exclude the public from the discussion and the related documentation.

Item No.	Date of Confidential Item	Title of Item	<i>Local Government Act 1999</i> Relevant Section and Description of Section
2.1	18/11/2024	Review of Library Services	90(3)(a) Information relating to the personal affairs of a person.
N/A	28/10/2024	Confidential Meeting with Council's External Auditor	90(3)(g) Matters that must be considered in confidence in order to ensure that the council does not breach any duty of confidence.

Chief Executive Officer's Performance Review Committee Confidential Register 2024–2025

The City of Norwood Payneham & St Peters is committed to the principle of open and accountable government. However, the Audit Committee also recognises that on occasions it may be necessary in the broader community interest to restrict public access to discussion and/or documents.

During 2024–2025 the Chief Executive Officer’s Performance Review Committee considered three items. Of the three items that the Chief Executive Officer’s Performance Review Committee considered, three items were considered in accordance with Section 90(3) of the *Local Government Act 1999*, where it was deemed necessary to exclude the public from the discussion of a particular matter.

The table below identifies the grounds on which the Chief Executive Officer’s Performance Review Committee considered the matters and determined to exclude the public from the discussion and the related documentation.

Item No.	Date of Confidential Item	Title of Item	<i>Local Government Act 1999</i> Relevant Section and Description of Section
3.1	12/8/2024	Staff Related Matter	90(3)(a) Information relating to the personal affairs of a person.
3.1	9/9/2024	Staff Related Matter	
3.1	21/10/2024	Staff Related Matter	

Gifts & Benefits to Elected Members

July 2024–June 2025

Date	Recipient	Name of person or organisation providing the gift or benefit	Description of gift or benefit	Approximate value of gift or benefit	Reason for gift or benefit	What was done with the gift or benefit?
7/7/2024	Cr Kevin Duke	SANFL	Two tickets to the SANFL Norwood versus West Adelaide football match (West Adelaide Football Club)	\$40.00	Gift	Accepted the gift
13/7/2024	Mayor Robert Bria	Norwood Football Club	Two tickets to the Norwood versus Adelaide football match (Norwood Oval)	\$36.00	Gift	Accepted the Gift
13/7/2024	Cr Victoria McFarlane	Norwood Football Club	Two tickets to the Norwood versus Adelaide football match (Norwood Oval)	\$36.00	Gift	Accepted the Gift
13/7/2024	Cr Kevin Duke	Norwood Football Club	Two tickets to the Norwood versus Adelaide football match (Norwood Oval)	\$36.00	Gift	Accepted the Gift
19/7/2024	Mayor Robert Bria	Economic Development Australia (SA)	One bag Heigh’s Chocolate Frogs	\$16.50	Participated in a panel discussion at the EDA SA State Practitioner Network Event ‘Illuminating the Night: The South Australia Night Time Economy’	Accepted the gift
20/7/2024	Mayor Robert Bria	Norwood Football Club	Two tickets to the Norwood versus Central Districts football match (Norwood Oval)	\$36.00	Gift	Accepted the Gift
20/7/2024	Cr Victoria McFarlane	Norwood Football Club	Two tickets to the Norwood versus Central Districts football match (Norwood Oval)	\$36.00	Gift	Accepted the Gift
20/7/2024	Cr Kevin Duke	Norwood Football Club	Two tickets to the Norwood versus Central Districts football match (Norwood Oval)	\$36.00	Gift	Accepted the Gift
20/7/2024	Cr John Callisto	Norwood Football Club	Two tickets to the Norwood versus Central Districts football match (Norwood Oval)	\$36.00	Gift	Accepted the Gift
27/7/2024	Mayor Robert Bria	SANFL	One ticket to the SANFL pre-match function ‘at Tigers versus Norwood football match (Stratarama Stadium, Glenelg)	\$95.00	Gift	Accepted the gift
2/8/2024	Mayor Robert Bria	Mayor Jill Whittaker (Campbelltown Council)	Sourdough Bread Toast	\$10.00	Monthly ERA Mayor’s Breakfast	Accepted the gift
10/8/2024	Mayor Robert Bria	Norwood Football Club	Two tickets to the Norwood versus South Adelaide football match (Norwood Oval)	\$36.00	Gift	Accepted the Gift
10/8/2024	Cr Victoria McFarlane	Norwood Football Club	Two tickets to the Norwood versus South Adelaide football match (Norwood Oval)	\$36.00	Gift	Accepted the Gift
10/8/2024	Cr Kevin Duke	Norwood Football Club	Two tickets to the Norwood versus South Adelaide football match (Norwood Oval)	\$36.00	Gift	Accepted the Gift



10/8/2024	Cr John Callisto	Norwood Football Club	Two tickets to the Norwood versus South Adelaide football match (Norwood Oval)	\$36.00	Gift	Accepted the Gift
16/8/2024	Mayor Robert Bria	Norwood Football Club	Two tickets to the Norwood versus North Adelaide football match (Norwood Oval)	\$36.00	Gift	Accepted the Gift
16/8/2024	Cr Victoria McFarlane	Norwood Football Club	Two tickets to the Norwood versus North Adelaide football match (Norwood Oval)	\$36.00	Gift	Accepted the Gift
16/8/2024	Cr Kevin Duke	Norwood Football Club	Two tickets to the Norwood versus North Adelaide football match (Norwood Oval)	\$36.00	Gift	Accepted the Gift
16/8/2024	Cr Grant Piggott	Norwood Football Club	Two tickets to the Norwood versus North Adelaide football match (Norwood Oval)	\$36.00	Gift	Accepted the Gift
16/8/2024	Cr John Callisto	Norwood Football Club	Two tickets to the Norwood versus North Adelaide football match (Norwood Oval)	\$36.00	Gift	Accepted the Gift
16/8/2024	Cr Christel Mex	Norwood Football Club	Two tickets to the Norwood versus North Adelaide football match (Norwood Oval)	\$36.00	Gift	Accepted the Gift
24/8/2024	Cr Kevin Duke	SANFL	Two tickets to the SANFL Eagles versus Norwood football match (Maughan Thiem Kia Oval, Woodville South)	\$40.00	Gift	Accepted the Gift
6/9/2024	Mayor Robert Bria	Mainstreet SA	Complimentary ticket to 2024 Mainstreet SA Conference	\$596.00	Presenter (two presentations) and Day 2 Session 1 MC at Conference	Accepted the Gift
13/9/2024	Mayor Robert Bria	AFL	One ticket to the AFL Official Function at Port Adelaide versus Hawthorn Football Match (Adelaide Oval)	\$150.00	Gift	Accepted the Gift
17/09/2024	Mayor Robert Bria	Mainstreet SA	Two large Haigh's chocolate frogs (A996387)	\$29.80	One chocolate frog for each of the two presentations made on Day 1 of the Mainstreet SA Conference	Accepted the Gift
22/9/2024	Mayor Robert Bria	SANFL	Two tickets to the 2024 SANFL Grand Final for Norwood versus Glenelg football match (Adelaide Oval)	\$68.00	Gift	Accepted the Gift
22/9/2024	Cr John Callisto	SANFL	Two tickets to the 2024 SANFL Grand Final for Norwood versus Glenelg football match (Adelaide Oval)	\$68.00	Gift	Accepted the Gift
22/9/2024	Cr Kevin Duke	SANFL	Two tickets to the 2024 SANFL Grand Final for Norwood versus Glenelg football match (Adelaide Oval)	\$68.00	Gift	Accepted the Gift
22/9/2024	Cr Hugh Holfeld	SANFL	Two tickets to the 2024 SANFL Grand Final for Norwood versus Glenelg football match (Adelaide Oval)	\$68.00	Gift	Accepted the Gift
20/9/2024	Mayor Robert Bria	Chinese Consulate General	Two movie tickets for the Chinese Film Festival ('Creation of Gods') screening on 24 September 2024	\$40.00	Gift	Accepted the Gift (but could not attend).
22/9/2024	Mayor Robert Bria	SANFL	2024 SANFL Grand Final pre-match function followed by Norwood versus Glenelg football match	\$150.00	Gift (all Mayors of Councils with an SANFL club were invited)	Accepted the Gift.
9/10/2024	Mayor Robert Bria	Norwood Football Club	390ml bottle of Sprite	\$4.00	Gift	Accepted the Gift.
7/1/2024	Mayor Robert Bria	Australia Day Council of South Australia	Invitation to Australian of the Year Australia Day Council Awards Night (Adelaide Convention Centre)	\$195.00	Gift	Accepted the Gift.
15/11/2024	Mayor Robert Bria	South Australian Motor Sport Board	Entry to full day event of 2024 VAILO Adelaide 500	\$920.00	Gift	Accepted the Gift.
15/12/2024	Mayor Robert Bria	Café Buongiorno	Small Panettone (Italian Christmas Cake) (A1081655)	\$6.00	Gift	Accepted the Gift
15/12/2024	Cr Christel Mex	No Strings Attached Theatre of Disability	Invitation to No Strings Attached 30 <sup>th</sup> Year Celebration and 2025 Program Launch (Regal Theatre)	\$45.00	Gift	Accepted the Gift
23/1/2025	Mayor Robert Bria	Consul-General of China in Adelaide	Invitation to 2025 Chinese New Year Dinner (Adelaide Zoo)	\$200.00	Gift	Accepted the Gift
24/1/2025	Mayor Robert Bria	Santos Tour Down Under	Invitation to the Santos Tour Down Under Legends Night Dinner (Adelaide Oval)	\$395.00	Gift	Accepted the Gift
20/2/2025	Mayor Robert Bria	Mr Theo Maras AM	Dinner, Ambrosini's Restaurant, Norwood	\$80.00	Gift	Accepted the Gift
3/4/2025	Mayor Robert Bria	St Ignatius College	Invitation to Tech Smart Event	\$20.00	Gift	Accepted the Gift
5/4/2025	Cr Kevin Duke	City of Charles Sturt (Mayor Angela Evans)	Two tickets to the SANFL Eagles versus Norwood football match (Maughan Thiem Kia Oval, Woodville South)	\$44.00	Gift	Accepted the Gift
11/4/2025	Mayor Robert Bria	Australian Football League Gather Round	2025 AFL Gather Round — Complimentary ticket to Business Lunch (Adelaide Convention Centre)	\$350.00	Gift	Accepted the Gift
25/4/2025	Mayor Robert Bria	Fogolar Furlan Club	Complimentary invitation to attend Liberation Day Festa della Liberazione	\$60.00	Gift	Accepted the Gift
12/5/2025	Mayor Robert Bria	Order of Association Australia	Complimentary invitation to 2025 Australia Day Honours (Payneham Library Complex)	\$35.00	Gift	Accepted the Gift
12/5/2025	Cr Kester Moorhouse	Order of Association Australia	Complimentary invitation to 2025 Australia Day Honours (Payneham Library Complex)	\$35.00	Gift	Accepted the Gift
12/5/2025	Cr Connie Granozio	Order of Association Australia	Complimentary invitation to 2025 Australia Day Honours (Payneham Library Complex)	\$35.00	Gift	Accepted the Gift
12/5/2025	Cr Victoria McFarlane	Order of Association Australia	Complimentary invitation to 2025 Australia Day Honours (Payneham Library Complex)	\$35.00	Gift	Accepted the Gift
20/5/2025	Mayor Robert Bria	Mr Max Franchitto (resident)	One café latte coffee (A1165133)	\$5.00	Gift	Accepted the Gift
23/5/2025	Mayor Robert Bria	Eastern Region Alliance	Bottle of Catlin 'The Harvester' wine	\$22.00	Gift	Donated to the 2025 Staff Christmas Raffle



# Elected Member Attendance at Events

## July 2024–June 2025

	Volunteer Christmas Dinner 2024	Mayor’s Christmas Dinner	AFL Gather Round Rival’s Lunch	Eastside Business Awards Dinner	Football Tickets (9 games in total)	Football Pre-Match Functions	Football Half Time Hospitality
Mayor Bria	\$99.50	\$120	\$135.60	\$74.50	\$182	\$780.50	\$217.72
Cr Callisto	\$99.50	-	\$135.60	\$74.50	\$120	\$105	\$147.90
Cr Clutterham	-	-	-	-	-	-	-
Cr Duke	\$99.50	\$120	\$135.60	\$74.50	\$182	\$105	\$217.72
Cr Granozio	\$99.50	\$120	\$135.60	\$74.50	-	-	-
Cr Holfeld	-	\$120	\$135.60	-	-	-	-
Cr Knoblauch	\$99.50	\$120	\$135.60	\$74.50	-	-	-
Cr McFarlane	-	\$120	\$135.60	-	\$72	-	\$125.23
Cr Mex	\$99.50	\$120	\$135.60	\$74.50	\$62	-	\$39.16
Cr Moorhouse	\$99.50	\$120	\$135.60	\$74.50	-	-	-
Cr Piggott	-	\$120	-	\$74.50	\$62	\$105	\$43.75
Cr Robinson	\$99.50	\$120	\$135.60	\$74.50	\$110	\$105	\$92.49
Cr Sims	\$99.50	\$120	\$135.60	\$74.50	\$110	\$105	\$92.49
Cr Whittington	-	\$120	-	-	-	-	-
Total	\$895.50	\$1,440	\$1,491.60	\$745	\$900	\$1,305.50	\$976.46

- did not attend

Football ticket cost ranges between \$18.00–\$22.00  
Football pre-match functions cost \$105 per person  
Football refreshments at half time cost on average \$39.50 per person.

# Freedom of Information Applications

## July 2024–June 2025

Date Received	Details of Application	Determination
4/7/2024	Copies of documents in relation to building and/or renovation work at 76 Magill Road, Norwood.	Withdrawn.
5/9/2024	Copies of documents related to an individual’s application for employment.	Partial release — Documents provided with exemptions in accordance with Schedule 1 Clause 6 of the <i>Freedom of Information Act 1991</i> .
6/9/2024	Copies of correspondence from 1 August 2024 between Council staff and a citizen from 1 August 2024 relating to incidents at St Peters Library.  A copy of CCTV vision relating to any incidents as set out above.	Partial release — Documents provided with exemptions in accordance with Schedule 1 Clause 6 of the <i>Freedom of Information Act 1991</i> .
10/10/2024	Copies of correspondence between the Council and a Member of Parliament from 23 May 2024 to 1 September 2024.	Partial release — Documents provided with exemptions in accordance with Schedule 1 Clause 6 of the <i>Freedom of Information Act 1991</i> .
6/11/2024	Copies of building plans, drawings and specifications for a property located in Norwood up until and including 2000.	Documents released.
2/12/2024	Copies of correspondence between the Council and a Member of Parliament from 1 September 2024 to 1 December 2024.	Partial release — Documents provided with exemptions in accordance with Schedule 1 Clause 6 of the <i>Freedom of Information Act 1991</i> .
5/12/2024	Copies of reports that relate to environmental history or environmental site testing and approved development/ planning application for a property located in Kent Town within the last five years.	Access granted — Applicant invited to inspect the documents.
13/12/2024	Copies of CCTV footage a Council car park relating to a vehicle accident.	Access granted.
6/1/2025	Copies of documents regarding a development application for a property located in William Street, Norwood.	Access refused — Documents exempt under Section 55 of the <i>Planning, Development and Infrastructure Act 2016</i> .
24/4/2025	Copies of correspondence between the Council and a Member of Parliament from 1 January 2025 to 24 April 2025.	Partial release — Documents provided with exemptions in accordance with Schedule 1 Clause 6 of the <i>Freedom of Information Act 1991</i> .
28/5/2025	Copies of documents regarding a development application for a property located in Woods Street, Norwood.	Access granted — Applicant invited to inspect the documents.

A full copy of the Council’s Freedom of Information Statement can be obtained from the Council’s website.



# Annual Report of the Audit & Risk Committee

The Audit & Risk Committee (the Committee) operates as a Committee of the Council and has been established pursuant to the provisions of Section 41 of the *Local Government Act 1999* (the Act) and in accordance with the requirements of Section 126 of the Act.

The purpose of the Committee is to provide independent **assurance** and **advice** to the Council on accounting, financial management, internal controls, risk management and governance matters. Section 126(4) prescribes the functions of the Audit & Risk Committee and these are captured in the Committee’s Terms of Reference that have been set by the Council.

This Annual Report provides a summary of the work undertaken by the Committee during the 2024-2025 year and demonstrates how the Audit & Risk Committee has effectively fulfilled its legislative functions.

### 1. Committee Membership

The current Audit & Risk Committee Members were appointed by the Council on 3 March 2025. The Members are:

- Ms Cate Hart (Presiding Member & Independent Member)
- Mayor Robert Bria
- Cr Grant Piggott
- Ms Tami Norman (Independent Member)
- Mr Kym Holman (Independent Member)

Prior to 3 March 2025, in addition to Mayor Bria (also the previous Presiding Member of the Committee) and Cr Piggott, the other Members of the Committee were former Councillor Claire Clutterham, Ms Stefanie Eldridge (Independent Member) and Ms Sandra Di Blasio (Independent Member).

The current membership of the Committee is compliant with the requirements of Section 126(2)(a) of the Act, which requires that the majority of the Members of the Committee must be persons who are not members of any Council.

### 2. Meetings and Attendance

During the 2024-2025 Financial Year the Audit & Risk Committee met on a quarterly basis thereby fulfilling the requirement of Section 126(5) of the Act. Table 1 provides a summary of Meeting dates and attendance for the 2024-2025 Financial Year:

TABLE 1: SUMMARY OF MEETING DATES AND ATTENDANCE FOR THE 2024-2025 FINANCIAL YEAR					
Meeting	19 August 2024	28 October 2024	18 November 2024 (Special)	10 February 2025	14 April 2025
Mayor Robert Bria	✓	✓	✓	✓	✓
Cr Grant Piggott	✓	✓	✓	✓	X
Cr Claire Clutterham	✓	✓	✓	✓	N/A
Ms Cate Hart (Presiding Member)	N/A	N/A	N/A	N/A	✓
Ms Tami Norman	N/A	N/A	N/A	N/A	✓
Mr Kym Holman	N/A	N/A	N/A	N/A	✓
Sandra Di Blasio	✓	✓	✓	X	N/A
Stefanie Eldridge	✓	X	✓	✓	N/A
Key: Present: ✓ Apology: X N/A – Not a Member of the Committee at that time					

### 3. Activities

At its Meeting held on 28 October 2024, the Committee approved its meeting dates for 2025 and approved the *2025 Audit and Risk Committee Work Plan* (the Work Plan). At that time, the Committee was advised that the Council’s Governance Unit would prepare the *Audit and Risk Committee General Report to the Council* (General Report) following each meeting of the Committee, which is required by Section 128(8)(a) of the Act.

The Work Plan and the discussions, resolutions and proceedings of the Committee Meetings have informed the preparation of the General Report which has been presented to the Council, together with the Audit & Risk Committee Meeting Minutes, to each Council Meeting immediately following the Committee Meeting. In addition, recommendations made by the Committee to the Council, have either been presented as a recommendation for Council consideration in that General Report or in a separate report to the Council based on the nature of the matter. This approach ensures that the functions of the Audit & Risk Committee are clearly separated from the primary decision-making role of the Council.

In addition to the above General Report, the Committee approved the *2023-2024 Draft Audit & Risk Committee Annual Report*, prepared in accordance with Section 126(8)(b) of the Act, at its Meeting held on 19 August 2024. The Committee’s Annual Report was also included in the Council’s 2023-2024 Annual Report, as required by Section 126(9) of the Act.

At the Meeting held on 28 October 2024, the Committee endorsed updated Terms of Reference for the Council’s consideration and adoption. The Terms of Reference reflected the updated legislated functions, activities and membership requirements for the Committee following the commencement of various accountability and governance provisions in the Act and Regulations in November 2023. The Council subsequently adopted the Terms of Reference at its Meeting held on 2 December 2025.

The following information provides a summary of the work that has been undertaken by the Audit & Risk Committee during the 2024-2025 Financial Year, to fulfill the Committee’s purpose and function. The legislative functions of the Audit & Risk Committee have been listed in italics with the summary of the activity underneath.

#### 3.1. Reviewing Annual Financial Statements

Legislative function (Section 126(4)(a) of the Act): *Reviewing Annual Financial Statements to ensure that the Statements present fairly the state of affairs of the Council.*

At its Meeting on 28 October 2024, the Audit & Risk Committee received and considered reports on the following:

- the Council’s Annual Financial Statements for the year ended 30 June 2024; and
- the Annual Financial Statements for the year ended 30 June 2024 for each of the Regional Subsidiaries of which the Council is a Member (Eastern Health Authority, Eastern Waste Management Authority, ERA Water and the Highbury Landfill Authority).

In considering the Council's Financial Statements, the Committee recommended to the Council that the Audited Financial Statements and Asset Revaluations be adopted, which is an endorsement that the Statements fairly presented the state of affairs of the Council.

#### 3.2. Reviewing Strategic Management Plans or Annual Business Plan

Legislative function (Section 126(4)(b) of the Act): *Proposing and providing information relevant to, a review of the Council's Strategic Management Plans or Annual Business Plan.*

At its Meeting held on 19 August 2024, the Committee received a report on the Council’s Draft Asset Management Plans and recommended their endorsement to the Council for the purposes of community consultation.



The Committee engaged in the preparation of the Draft 2025-2026 Annual Business Plan & Budget (Draft ABP&B) and reviewed the Draft ABP&B at its Meeting held on 14 April 2025. Included within that report, was a review of the updated Long Term Financial Plan (LTFP) financial targets and projections, based on the Draft ABP&B prepared in accordance with the requirements of Section 122(4)(a)(i) which requires that the Council must review its LTFP on an annual basis.

In considering the Draft ABP&B, the Committee resolved to recommend to the Council that it ‘*notes the projected Operating Surplus for the draft 2025-2026 Budget is lower than the figure identified in the Council’s Long-Term Financial Plan and that the Operating Costs associated with the Payneham Memorial Swimming Centre, expected to be incurred between April 2026 and June 2026, have yet to be quantified and may further impact on the draft 2025-2026 Adopted Budget*’.

Prior to considering the Draft ABP&B, at the Meeting held on 10 February 2025, the Committee received and noted a report on the 2025-2026 Annual Business Plan and Budget Objectives and Parameters which provided detail on key influences and assumptions informing the development of the Draft ABP&B.

**3.3. Responsiveness to recommendations for improvement**

Legislative function (Section 126(4)(c) of the Act): *Monitoring the responsiveness of the Council to recommendations for improvement based on previous audits and risk assessments, including those raised by the Council’s External Auditor.*

As summarised in Part 3.6 of this report, at its Meeting held on 28 October 2024, the Committee received a report in relation to the Internal Controls component of the External Audit prepared by the Council’s Auditor, Galpins, in accordance with Section 129(1)(b) of the Act. This report presented an update on actions taken in response to the five (5) financial controls that required improvement.

It is envisaged that regular reporting will be implemented in respect to recommendations for improvement arising from previous audits and Service Reviews to assist the Committee to monitor the Council’s responsiveness to these recommendations. This continues to be a ‘work in progress’ as more information is collated, given responses to recommendations from the External Audit have been included in the reports presenting the findings and there have been no Internal Audits completed in the Financial Year (refer Part 3.7 below). With respect to Service Reviews a review of the Council’s Library Services was undertaken in late 2024 (further detail in Part 3.4 below) and updates on the consideration and implementation of recommendations arising from the review will be presented to the Committee and Council as required.

**3.4. Section 130A Examination reviews**

Legislative function (Section 126(4)(d) of the Act): *Proposing, and reviewing, the exercise of powers under Section 130A of the Local Government Act 1999.*

Section 130A of the Act provides that the Council may request an examination and report on any matter relating to financial management, or the efficiency and economy with which the Council manages or uses its resources to achieve its objectives, that would not otherwise be addressed as part of the External Audit. The Council has not requested such an examination.

While not the same as a Section 130A examination, findings from the Service Reviews that are undertaken by the Chief Executive Officer, may be shared with the Committee depending on the service being reviewed and the recommended actions arising.

One Service Review was undertaken in the 2024-2025 Financial Year which was in relation to a confidential review of Library Services. The report was presented to the Committee at the Special Meeting held on 18 November 2024. The Committee made recommendations to the Council which were subsequently considered by the Council at its Special Meeting held on 25 November 2024.

As part of the review of the Internal Audit Plan which was undertaken with Bentleys (SA) Pty Ltd (refer to Part 3.7 below), the concept of a Service Review Framework (SRF) was raised as an administrative tool to guide a consistent approach to identifying and prioritising services to be reviewed. It was considered that the SRF is foundational work to inform future Service Reviews and other Council processes, as well as planning and budgeting. Since March 2025, Bentleys (SA) Pty Ltd has been working with the Council’s Executive Leadership Team with support from the Governance & Civic Affairs staff, to develop the SRF which will shortly be applied.

Using a SRF aligned with the Council’s strategic goals will assist with the following:

- providing a framework that underpins service delivery to assist the Council apply the following key principles of Section 8 of the Act which include:
  - to ensure that Council’s resources are used fairly, effectively and efficiently and Council services, facilities and programs are provided effectively and efficiently;
  - to provide services, facilities and programs that are adequate and appropriate and seek to ensure equitable access to its services, facilities and programs;
  - to balance the provision of services, facilities and programs with the financial impact of the provision of those services, facilities and programs on ratepayers; and
  - to ensure the sustainability of the council’s long-term financial performance and position;
- providing a consistent base for reviewing service efficiency to support the vast array of services provided and facilitated by the Council; and
- assisting with discussions with key stakeholders on levels of service provision and budgeting for delivery.

**3.5. Liasing with Council’s External Auditor**

Legislative function (Section 126(4)(e) of the Act): *Liaising with the Council’s External Auditor in accordance with any requirements prescribed by the regulations.*

In relation to the above and in accordance with Regulation 17B of the *Local Government (Financial Management) Regulations 2011*, a confidential meeting with the Council’s External Auditor, Tim Mulhausler from Galpins, was held on 28 October 2024. During consideration of this item, no Elected Members (other than those who were Committee Members at the time) and no employees of the Council were present.

**3.6. Reviewing adequacy of internal controls and financial matters**

Legislative function (Section 126(4)(f) of the Act): *Reviewing the adequacy of the accounting, internal controls, reporting and other financial management systems and practices of the Council on a regular basis.*

At its Meeting held on 19 August 2024, the Committee received and noted the Interim Management Letter from the Council’s External Auditor regarding the review of the Council’s Financial Controls prepared in accordance with Section 129(1)(b) of the Act. At its Meeting held on 28 October 2024, the Committee received and noted a report which provided an update on the five (5) financial controls that were recommended for improvement. The Committee noted the implementation of the recommendations contained in the report.

At the Meeting held on 19 August 2024, the Committee also reviewed the following finance policies and recommended their adoption to the Council:

- Asset Capitalisation and Depreciation;
- Disposal of Land and Assets;
- Receivables and Debt Recovery; and
- Procurement.



The Council’s Financial Summary Report for 2023-2024, which provided the Actual results compared to the Adopted Budget and was prepared in accordance with Regulation 10 of the *Local Government (Financial Management) Regulations 2011*, was received and noted by the Committee at the Meeting held on 28 October 2024.

**3.7. Oversight and review of Internal Audit**

Legislative function (Section 126(4)(g)(i)(A) of the Act): *Providing oversight of planning and scoping of the Internal Audit work plan.*

At its meeting held on 10 February 2025, the Committee noted that the primary responsibility for the Council’s Internal Audit Function had been assigned by the Chief Executive Officer to the General Manager, Governance & Civic Affairs. This process was in accordance with the requirements of Section 125A(1) of the Act and aligns to the role and functions of the Audit & Risk Committee. Supported by the Manager, Governance, the General Manager, Governance & Civic Affairs, takes responsibility for the management of the Internal Audit program and liaising with Bentleys (SA) Pty Ltd who have been engaged since 2022 to conduct Internal Audit services for the Council.

The current Internal Audit Plan 2025-2027 (Internal Audit Plan) was noted by the Committee at its Meeting held on 10 February 2025. At the first Meeting with the new Committee Members, which was held on 14 April 2025, a report on the Internal Audit function was presented and the Internal Audit Plan was endorsed. At that time, the Committee was advised that the Internal Audit Plan had been reviewed with a focus on fundamental aspects of the Council’s operation and well recognised risks across Local Government (eg contractor management). The Committee was also advised that future Internal Audit Plans will be planned with the Committee based on the Risk Management framework being developed through the participation in the Local Government Risk Services (LGRS) Strategic Risk Services Program (the Program).

Legislative function (section 126(4)(g)(i)(B) of the Act): *Reviewing and commenting on reports provided by the person primarily responsible for the Internal Audit function at least on a quarterly basis.*

Given the transition of the Internal Audit Function to Governance & Civic Affairs, the foundational work being done through the Program, and the SRF (refer Part 3.4 above) was scheduled to be undertaken in the 2024-2025 Financial Year, only one (1) Internal Audit in relation to the Council’s ‘Business Continuity Management’ (BCM) scheduled for the 2024-2025 Financial Year. The BCM Internal Audit was close to completion at the end of the Financial Year but due to scheduling of additional stakeholder engagement meetings with additional key staff, the Internal Audit Report will not be completed until after the Audit & Risk Committee Meeting on 14 July 2025 and will therefore be presented to the October Meeting of the Committee.

**3.8. Reviewing and evaluating risk management policies, systems and procedures**

Legislative function (Section 126(4)(h) of the Act): *Reviewing and evaluating the effectiveness of policies, systems and procedures established and maintained for the identification, assessment, monitoring, management and review of strategic, financial and operational risks on a regular basis.*

The above legislative requirement aligns with the other risk management function related changes to the Act which mandate risk management obligations on the Council and the Chief Executive Officer as follows:

- The Council’s obligation pursuant to Section 125(3) of the Act states that:  
*‘A council must ensure that appropriate policies, systems and procedures relating to risk management are implemented and maintained in order to assist the council to carry out its activities in an efficient and orderly manner to achieve its objectives, inform appropriate decision making, facilitate appropriate prioritisation of finite resources and promote appropriate mitigation of strategic, financial and operational risks relevant to the council.’*
- The Chief Executive Officer’s obligations in relation to Section 99(1)(ia) of the Act:  
*‘to ensure that effective policies, systems and procedures are established and maintained for the identification, assessment, monitoring, management and annual review of strategic, financial and operational risks.’*

At its Meeting held on 28 October 2024 and as previously mentioned in Part 3.7 of this report, the Committee received and noted a report which advised the Committee of the Council’s participation in the LGRS Strategic Risk Services Program (the Program). While the Council has had a risk management framework in place for many years, with the commencement of the above legislative provisions, seeking the assistance of LGRS to facilitate the Program has been critical to assist with embedding a coordinated and systematic approach to risk management. This foundational work will inform the structured approach to reporting on risks to the Committee.

In addition to the above, an update on the Program implementation was provided to the Committee at its Meeting held on 14 April 2025. To date, the Program has included facilitated workshops to embed risk management principles and processes with the Council’s Elected Members, Executive Leadership Team and key staff and has prepared the Council’s Strategic Risk Register which is currently undergoing an evaluation process. The Program participation process has provided an excellent opportunity for collaboration to collectively consider risk management in a practical and relevant way. A similar process will then be undertaken in respect to operational risks. These discussions will lead to documents and processes that will be used consistently across the organisation, thereby supporting the Chief Executive Officer to ensure that effective risk management policies, systems and procedures are established and maintained.

Aside from the general updates provided above, the Committee received and noted a report on the risks associated with the Payneham Memorial Swimming Centre Redevelopment Project at the Committee Meeting held on 19 August 2024. While the full Project Risk Register was shared with the Committee. The report focused on the risks contained in the *Prudential Management Report for the Payneham Memorial Swimming Centre Redevelopment Project May 2023 – Updated December 2023*, that had a residual risk level of High or Extreme at that time.

At its Meeting held on 28 October 2024, the Committee received and noted a report on the Council’s Cyber Security Framework which included a summary of the Council’s alignment with the Australian Cyber Security Centre’s *Essential Eight Framework* and ‘best practice’ approach which focuses on:

- risk assessment and prioritisation;
- governance and policy;
- education and awareness;
- technology controls;
- incident response; and
- backup and recovery.

Noting that Climate Change adaptation is a strategic risk for the Council and the Local Government Sector, at the Meeting held on 14 April 2025, the Committee were also advised of the Council’s participation in the National Local Government Vulnerability Program (NLGVP) that is provided through the Council’s membership of the LGA Asset Mutual Fund. The findings of the NLGVP will shortly be presented to the Council’s leadership team and it is envisaged the information obtained can be incorporated into the Council’s risk management framework and inform future strategic and operation planning and decisions, as well as included in reporting Climate Change related risks to the Committee.

At its Meeting held on 19 August 2024, the Committee reviewed and recommended the following two (2) policies for the Council to adopt in relation to the operation of the St Peters Child Care Centre & Preschool (the Centre):

- Nutrition, Food, Beverage & Dietary Requirements Policy; and
- Sun Protection Policy.

The above policies were prepared following a review of the Centre’s policies to ensure they are contemporary and legislatively compliant with the National Quality Framework (NQF) which provides a national approach to regulation, assessment and quality improvement for early childhood education and care and outside school hours care services across Australia.



Following the above reviews and recognising the operational risks associated with the Centre, the Council utilised funds available through the LGA Mutual Liability Scheme (LGAMLS) Risk Incentive Fund to engage a consultant to prepare the remaining suite of policies required under the NQF. These policies are in the process of being reviewed prior to adoption.

3.9. Prudential Report reviews

Legislative function (section 126(4)(h) of the Act): *Reviewing any report obtained by the Council pursuant to Section 48(1) of the Local Government Act 1999.*

No prudential reports were commissioned pursuant to Section 48(1) of the Act during the 2024-2025 Financial Year.

Conclusion

Supported by Council staff, the Council’s Audit & Risk Committee has worked diligently over the 2024-2025 Financial Year to provide independent assurance and advice to the Council on matters within the scope of its functions.

The activities of the Audit & Risk Committee that have evolved as a result of additional and expanded legislative responsibilities are becoming more supported by embedded administrative processes.

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

Through the work undertaken during the 2024-2025 Financial Year, this Annual Report summarises how the Audit & Risk Committee has effectively fulfilled its legislative functions.

# Glossary

## Terms and Acronyms



<b>AASB</b>	Australian Accounting Standards Board
<b>Accrued Revenue/Expense</b>	Accrued revenue relates to items of revenue in which the Council has the right to receive but has yet to receive the payment. Conversely, accrued expenditure relates to expenses the Council has an obligation to pay, but is yet to make the payment.
<b>Asset</b>	A facility or part of a facility that is owned and controlled by the Council.
<b>Asset Sustainability Ratio</b>	Measures the extent to which the Council is renewing or replacing its existing physical assets.
<b>Budget</b>	Council’s planned allocation of monetary resources for a financial year.
<b>Business Precinct</b>	The City of Norwood Payneham & St Peters is characterised by a number of mainstreet precincts including The Parade, Norwood; Magill Road; Payneham Road; and Glynde Corner.
<b>By-Law</b>	Regulations established by the Council pursuant to the <i>Local Government Act 1999</i> .
<b>CAP</b>	Council Assessment Panel
<b>Capital Expenditure</b>	Expenditure made by the Council which results in the creation or improvement of an asset.
<b>Capital Works</b>	Any work undertaken to establish, renew, expand and upgrade Council assets.
<b>CEO</b>	Chief Executive Officer
<b>CityPlan 2030: Shaping Our Future</b>	The Council’s Strategic Management Plan which sets out the Vision and future strategic directions for the Council over a four year period.
<b>Civil Infrastructure Works Program</b>	The planned resealing of roads, replacement of footpaths, kerbing and watertable as described and scheduled in the Council’s Asset Management Plan for Civil Infrastructure.
<b>Councillors</b>	The elected representatives of the Council.
<b>CPA</b>	Certified Practicing Accountant
<b>DDA</b>	<i>Disability Discrimination Act 2005</i>
<b>Depreciation</b>	Reduction in the value of an asset over time.
<b>East Waste</b>	Eastern Waste Management Authority Incorporated is a regional subsidiary providing kerbside waste collection services to six member councils.
<b>EDM</b>	Electronic direct mail
<b>EHA</b>	Eastern Health Authority
<b>Elected Members</b>	The elected representatives of the Council.
<b>Engagements</b>	Measures the public shares, likes, comments and interactions of content posted on social media.
<b>Environmental Sustainability</b>	The management of resources (anything obtained from the natural environment to meet our needs, such as water, air, fossil fuels etc.) in our natural system to ensure that these are available in the long-term.
<b>Equity</b>	The residual interest in the assets of the Council after deductions of its liabilities. Total equity is also equal to net assets.

<b>ERA</b>	Eastern Region Alliance
<b>E-waste</b>	Electronic waste including televisions, computers and mobile phones.
<b>Expense</b>	An outgoing payment made by the Council.
<b>FOI</b>	Freedom of Information
<b>Governance</b>	The systems established by the Council to ensure compliance with legislative requirements.
<b>GST</b>	Goods and Services Tax
<b>Infrastructure</b>	The basic facilities required for the functioning of the community such as parks, roads, footpaths, drainage and waste systems.
<b>Infrastructure &amp; Asset Management Plans</b>	Developed in accordance with the <i>Local Government Act 1999</i> , strategies to guide management, inspection, maintenance and replacement of the Council’s key assets.
<b>LGA</b>	Local Government Association of South Australia
<b>LGAWCS</b>	Local Government Association Workers Compensation Scheme
<b>Liabilities</b>	A financial debt or obligations owed by the Council.
<b>Link clicks</b>	The number of clicks on links to select destinations or experiences on the Council’s website.
<b>Long-Term Financial Plan</b>	Sets out the financial projections for the Council's planned activities over a ten year timeframe.
<b>Net Assets</b>	The difference between total assets and total liabilities, which represents Council’s net worth. Net assets are also equal to total equity.
<b>Net Financial Liabilities</b>	Total borrowings owed by the Council less cash held, loans made or other assets able to be readily collected.
<b>Net Financial Liabilities Ratio</b>	Measures the extent to which the net financial liabilities of the Council are met by its operating revenue.
<b>NRM Levy</b>	Natural Resources Management Levy
<b>Open Space</b>	Land or areas which have been reserved for the purposes of providing formal and informal sport and recreation activities, preserving natural environments, and providing green space. Essentially, this refers to parks, reserves and the River Torrens Linear Park.
<b>Operating Surplus/Deficit</b>	The difference between income earned and expenditure to provide ongoing services and programs.
<b>Operating Surplus Ratio</b>	Measures the Council’s Operating Surplus/Deficit as a percentage of rates revenue.
<b>Organic Waste</b>	Unwanted household organic materials such as food scraps, lawn clippings, prunings, animal droppings, paper towels and tissues, which can be disposed through the Council’s kerbside collection service (green lidded bin).
<b>Page impression</b>	Number of times a specific website or page has been viewed by users.



Parade Separate Rate	A separate rate charged to commercial property owners on The Parade, Norwood. The revenue collected may only be used for the purpose of promotion and enhancing business viability along The Parade precinct.
Presiding Member	A member of a panel or committee responsible for chairing meetings in accordance with Terms of Reference and legislative requirements. The Presiding Member has a deliberative vote on all matters considered by a committee or panel, and a casting vote in the event of a tied decision.
Rate Cap	The Council, subject to certain conditions, will grant a rebate of rates to the principal ratepayer of a residential assessment where there is a significant increase in the rates payable as a result of a rapid change in the property value.
Rates	Council rates are a property tax and the Council’s primary source of income, which enables the delivery of services and facilities for the community.
Regional Subsidiary	Formed by two or more councils to provide specified service/s or to perform a function of the councils under the <i>Local Government Act 1999</i> (or another Act).
Regulatory Services	A business unit of the Council responsible primarily for the enforcement of Council By-Laws, parking and animal management.
Representation Quota	A ratio of the number of electors per Elected Member.
Representation Review	A representation review is a requirement of Section 12 of the <i>Local Government Act 1999</i> , and must be undertaken every eight years. The review examines the appropriate number of councillors for the Council; whether Council has wards or no wards; and if so, the appropriate ward boundary size, number of wards and appropriate number of councillors per ward; and whether the Mayor continues to be elected by the community or is appointed from within the elected members.
Revenue	The amount of money the Council receives from its activities, including from rates and services provided to the community.
Service Centre	The Council’s customer service centre that handles requests, enquiries and payment from ratepayers and the general public.
Supplementary Election	A supplementary or bi-election is held whenever there is a vacancy in the Council.
Sustainability	Sustainability for our City is based on achieving economic, environmental, social and cultural growth without irreversibly exhausting the environmental systems which support that growth. In practice, this means integrated decision-making which generates mutually beneficial economic, social, cultural and environmental outcomes, wherever possible.
Vision	A Vision statement describes what we would like to be or what we intend to do, in broad terms. It provides a unifying statement of intent and an overarching framework, which guides strategic and operational planning and program implementation.
Ward	An area that provides a fair and equitable division of a municipal district. The City of Norwood Payneham & St Peters is comprised of six wards each represented by two Elected Members, with the exception of the Maylands/Trinity Ward which is represented by three.
WHS	Work Health and Safety
Your NPSP	The Council’s bi-monthly eNewsletter which provides subscribers with updates about important Council projects, services, initiatives and events.

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# Index - Legislative Reporting Requirements

All councils and council subsidiaries in South Australia must produce an annual report. Section 131 of the *Local Government Act 1999* (the Act), requires a council to produce an annual report, and Schedule 4 of the Act sets out the information to be included.

Schedule 4 prescribes in detail a council's obligations to provide certain material and to report on other matters in its annual report. The Act also at various sections contains other prescribed reporting requirements as part of a Council's for annual report.

Section 132 of the Act requires the annual report to be published on the Council's website.

In addition, a council subsidiary must 'furnish to the council or to the constituent councils a report on the work and operations of the subsidiary' annually (on or before a day determined by the council or constituent councils and must be incorporated into the annual report of all the constituent councils.

Other statutory requirements relate to the Clause 7 statement on the application of competition principles, the *Libraries Act 1982* and the *Copyright Act 1968*.

## Annual Report Requirements *Local Government Act 1999*

The annual reporting requirements prescribed in the *Local Government Act 1999* are summarised as follows:

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Local Nuisance and Litter Control Act 2017

Section 8 of the *Local Nuisance and Litter Control Act 2017* requires councils to include information in its annual report regarding the functions conferred on councils under this Act.

For the purposes of Section 8 of the Act, a council's annual report should include details of: 198

- (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.

We value your comments

For more information about the 2024–2025 Annual Report, please contact the Council via email: [townhall@npsp.sa.gov.au](mailto:townhall@npsp.sa.gov.au) or mail: General Manager, Governance & Civic Affairs, City of Norwood Payneham & St Peters, PO Box 204, Kent Town SA 5071.

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

Thinking of the environment

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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 2024–2025 Annual Report can be viewed online at [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)

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- emailing [townhall@npsp.sa.gov.au](mailto:townhall@npsp.sa.gov.au)
- contacting the Council on (08) 8366 4555
- writing to the Council at PO Box 204, Kent Town SA 5074



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