



City of Norwood Payneham & St Peters

Annual Report

2017 – 2018



City of
Norwood
Payneham
& St Peters

We value your comments

To provide comment or for more information about the 2017–2018 Annual Report, please contact the Council via email: townhall@npsp.sa.gov.au or mail to General Manager, Governance and Community Affairs, City of Norwood Payneham & St Peters, PO Box 204, Kent Town SA 5071.

Our website at www.npsp.sa.gov.au provides more information about the Council's activities, policies and plans for the future.

Thinking of the environment

This Annual Report is printed on certified carbon neutral recycled stock, manufactured in Australia.



Welcome

The City of Norwood Payneham & St Peters 2017–2018 Annual Report provides a comprehensive account of the Council's performance, achievements, challenges and financial management, from 1 July 2017 to 30 June 2018.

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

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



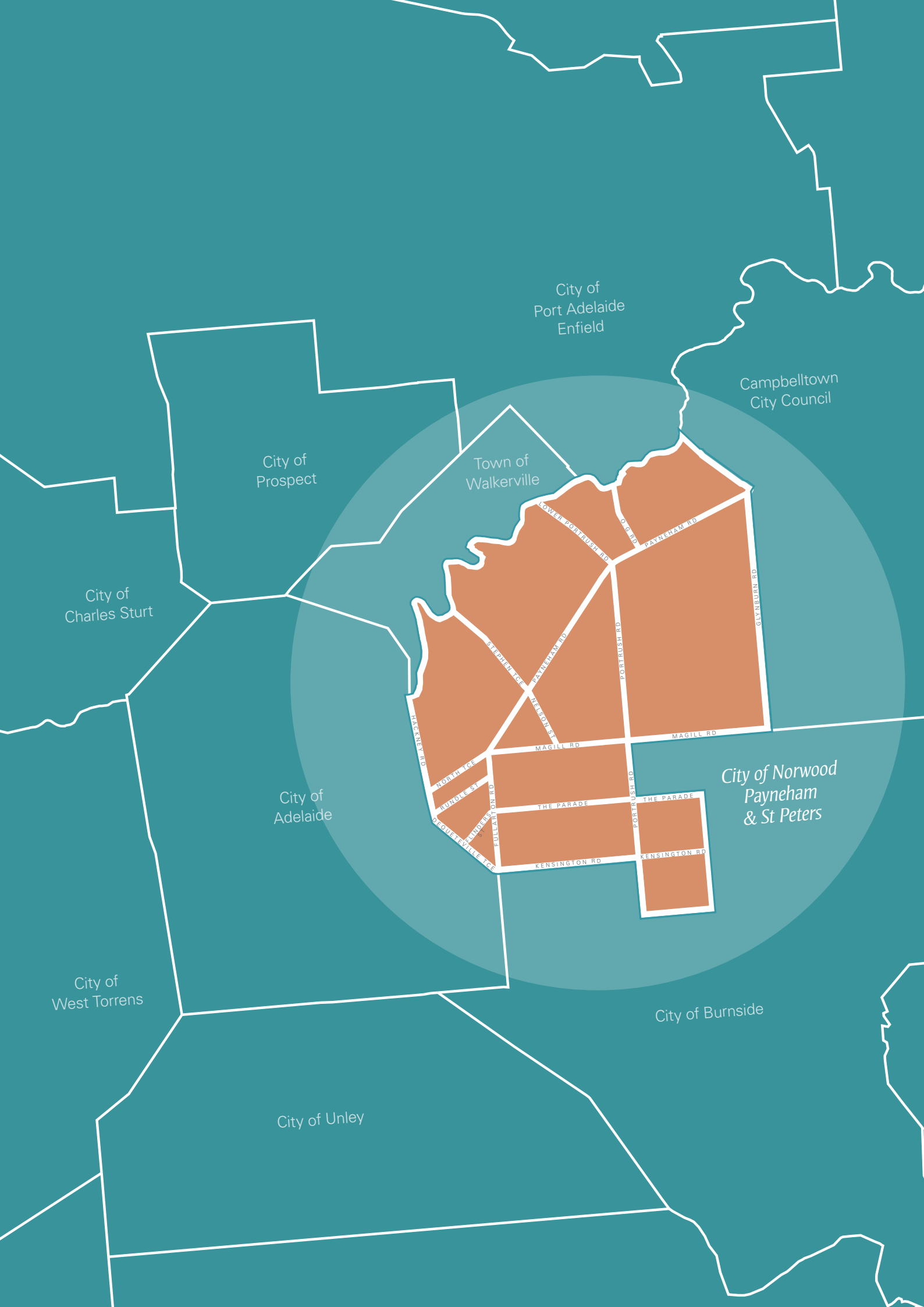
Cover: Ballerina's on Osmond Terrace, Norwood



Linde Reserve, Stepney

Contents

Location	5
Our History	6
City Snapshot.....	8
Our Vision	11
Services	13
Year in Review	18
Mayor's Message	26
CEO's Message	28
Celebrating 20 Years	32
Our Council	33
<i>Our Organisation</i>	59
<i>Our Volunteers</i>	83
<i>Our Community</i>	91
<i>Our Business Community</i>	95
<i>Strategic Direction</i>	101
Our Performance	109
<i>Outcome 1: Social Equity</i>	123
<i>Outcome 2: Cultural Vitality</i>	135
<i>Outcome 3: Economic Prosperity</i>	147
<i>Outcome 4: Environmental Sustainability</i>	159
Corporate Reporting	171
Annual Financial Statements	189
Glossary	235



City of
Port Adelaide
Enfield

Campbelltown
City Council

City of
Prospect

Town of
Walkerville

City of
Charles Sturt

City of
Adelaide

City of Norwood
Payneham
& St Peters

City of
West Torrens

City of Burnside

City of Unley

LOWER PORTRUSH RD
PAYNEHAM RD
GLENBURN RD
STEPHEN TCE
PAYNEHAM RD
PORTRUSH RD
MAGILL RD
MAGILL RD
NORTH TCE
RUNDLE ST
FOLGATE VALLEY TCE
THE PARADE
THE PARADE
KENSINGTON RD
KENSINGTON RD



City of Norwood Payneham & St Peters

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

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

Our History

Beginnings

The Kurna people are the traditional owners of the land that has become known as the City of Norwood Payneham & St Peters. The Kurna lived around the four creeks which traverse the City, gathering for ceremony and cultural activities for more than 40,000 years prior to European settlement in the 1830s.

Our City's history since European settlement draws on the histories of three uniquely South Australian communities. The first of these is Kensington and Norwood – the first township (outside of the City of Adelaide) to be granted municipal government in Australia. The second is the prestigious residential town of St Peters with its distinctive villas and cottages amid tree-lined streets. The third is the meandering River Torrens Valley to the north known as the Garden City of Payneham. The amalgamation of the three council areas in November 1997 unified a rich 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 the oldest South Australian local government municipality, our beautiful residential, public and commercial buildings contribute to the heritage character of the City.

Who we are

Located just five minutes drive from Adelaide's central business district, the City enjoys a reputation as one of Adelaide's most desirable places to live, work, study and play, with its picturesque tree-lined streets, heritage architecture, and extensive parks and gardens.

The Council owns and operates the St Peters Child Care Centre, Payneham Community Centre, Norwood and Payneham Swimming Centres, as well as three libraries located in Norwood, Felixstow and St Peters. The Norwood Concert Hall, one of South Australia's premier entertainment venues, is also owned and operated by the Council, as is Norwood Oval, the maintenance of which the Council shares with the Norwood Football Club. Other significant built assets include the St Peters Town Hall and the Norwood Library (Norwood Institute).

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 City

In recent years, the community has grown with an influx of new citizens from China, Malaysia, India and South Korea, many of whom are students. We are proud of the diversity of our population and celebrate the many cultures which are represented in the community.

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

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

A significant number of small to medium businesses are concentrated within The Parade, Magill Road, Payneham Road and Glynde Corner retail precincts. Professional, manufacturing and light industry precincts are also significant contributors to the state and local economies, along with more than 6,000 home-based businesses.

The Council continues to provide services and infrastructure for people at all stages of life and abilities to meet the needs of an ageing population. Although the socio-economic profile of the City is higher than the Adelaide and South Australian profiles, there are pockets of disadvantage.

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

Our Logo

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 in November 1997, the Elected Members resolved that a new logo was required to identify the newly formed City.

The inspiration for the Council's logo is drawn from details on the clock face of the Norwood Town Hall (The Parade, Norwood).

The Norwood Town Hall clock face is distinguished by its background decoration which features a six pointed star. The star was selected to represent the three former councils and coloured to reflect the heritage values of our City.



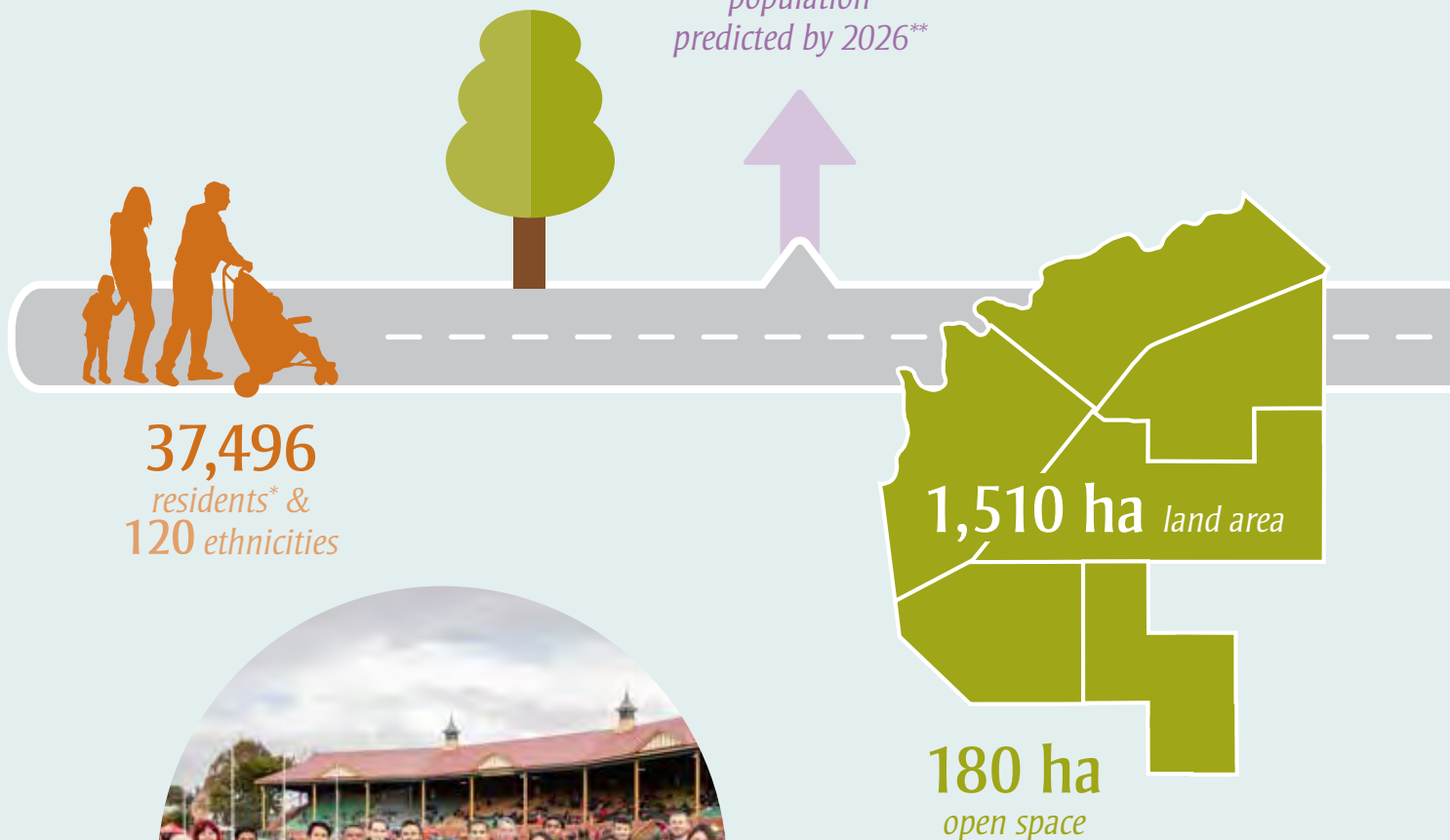
**City of
Norwood
Payneham
& St Peters**



City Snapshot

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

3% increase
population
predicted by 2026**



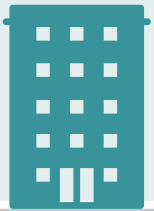
* Source: 2016 Census ** Source: Government of South Australia 2016



More than
23,000
street trees

9,000
local businesses including 6,000
home-based
businesses

69 parks
& reserves with
29 playgrounds



171 km of roads

Strategic Direction

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

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





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.





Services



Infrastructure Management

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



Waste & Recycling Services

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



Trees, Parks, Sport & Recreation

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



Economic Development, Regulatory Services, Environment & Planning

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



Community, Health, Aged & Youth Services

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



Libraries & Community Facilities

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



Community Events, Arts & Heritage

- Community events
- Community arts
- Cultural heritage



Governance, Communications & Administration

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

Year in Review

Performance Highlights

Outcome 1: Social Equity

A connected, accessible and pedestrian-friendly community

Our Achievements

- ✓ Launched the Council's social media profiles and achieved significant engagement and audience development in the last quarter. See page 125.
- ✓ Provided visitation and companionship to 40 socially isolated residents through the Community Visitors Scheme. See page 127.
- ✓ Completed Stage 2 works associated with the City-Wide Schools, Traffic, Parking and Safety Review. See page 129.
- ✓ Progressed a number of actions identified in the Council's City-Wide Cycling Plan, including the installation of sharrow markings on key roads, bike counts and behavioural change programs. See page 129.
- ✓ Hosted the Zest for Life two-week program of events encouraging active and healthy lifestyles for older citizens. See page 132.
- ✓ Facilitated 14 community consultation and engagement opportunities relating to a range of major projects and initiatives including The Parade Masterplan and the Swimming Centres Review. See page 131.
- ✓ Endorsed the Smoke-Free Policy. See page 132.
- ✓ Completed the Ninth Avenue Streetscape Enhancement. See page 113.
- ✓ Engaged with young people through the YouthFM radio broadcasting and Canvas Youth Arts programs. See page 131.

Our Challenges

- Developing adaptive library systems which continued to meet community needs.
- Managing numerous contractors to deliver complex major projects on time.
- Site constraints and inclement weather impacting and delaying the completion of the Felixstow Reserve Redevelopment.

Future Projects

- Development of masterplans for the Payneham Memorial and Norwood Swimming Centres.
- Undertake the biennial Community Survey.

Fast Facts

	2017-2018	2016-2017	2015-2016
Value of completed infrastructure works. See page 116.	\$3.75 m	\$2.6 m	\$3.59 m
Community Funding Program Grants value	\$19,414	\$23,620	\$14,195
Lifelong Learning opportunities	543	481	559
Lifelong Learning participants	11,653	9,931	17,740



Outcome 2: Cultural Vitality

A visually interesting, artistic and creative City

Our Achievements

- ✓ Developed the Urban Design Framework for Kent Town. See page 143.
- ✓ Commissioned South Australian artist, CHEB, to deliver the Council's third Major Quadrennial Public Artwork.
- ✓ Hosted three new events – Jazz by the Kiln, Art on Parade and Movie on the Oval. See page 145.
- ✓ Developed a Kaurna cultural interpretive trail at Felixstow Reserve. See page 139.
- ✓ Hosted a month long program of events as part of South Australia's History Festival. See page 141.
- ✓ Subsidised registration fees for seven local artists to participate in the annual South Australian Living Artists (SALA) Festival.
- ✓ Established a relationship with Kaurna Nation Cultural Heritage Association of South Australia (KNCHA) to assist with planning future cultural events and inform Council projects. See page 141.
- ✓ Inaugurated 199 new citizens from 42 countries at four citizenship ceremonies.
- ✓ Celebrated the 50th anniversary of Payneham Memorial Swimming Centre.
- ✓ Hosted the Stage 4 start of the 2018 Santos Tour Down Under on The Parade, Norwood.

Our Challenges

- Engaging traders in The Parade precinct to support a new event on George Street, Norwood, George Street Piazza. See page 141.
- Attracting nominations from residents, architects and developers for the Urban Design Awards. See page 143.
- Administration of the *Local Nuisance and Litter Control Act 2016*. See page 145.

Future Projects

- New Clubrooms and Members Facilities at Norwood Oval.
- Expansion of Christmas decorations along The Parade as part of Christmas on Parade.
- New Clubrooms at Payneham Oval.

Fast Facts

Granted Development Approval for	2017–2018	2016–2017	2015–2016
Dwellings	341	293	392
Land divisions	94	91	82
Swimming pools	89	86	75
Regulated tree removals	27	25	38
Total value	\$249 m	\$188 m	\$225 m

Year in Review

Performance Highlights

Outcome 3: Economic Prosperity

A dynamic and thriving centre for business and services

Our Achievements

- ✓ Sponsored the inaugural City-wide Eastside Business Awards. See page 149.
- ✓ Hosted the Fashion on Parade event as part of the 2017 Adelaide Fashion Festival.
- ✓ Launched the 'Food Secrets of Stepney' publication at a special event. See page 153.
- ✓ Hosted 11 'Food Secrets' bus tours of the Glynde and Stepney food manufacturing precincts. See page 153.
- ✓ Hosted seven precinct networking events and one City-wide networking event for local business owners and operators. See page 157.
- ✓ Facilitated community consultation on and progressed development of The Parade Masterplan. See page 112.
- ✓ Hosted the Eastside Start-up series to nurture and support start-ups and entrepreneurs in the City, attracting 40 participants.
- ✓ Hosted four Business Training Growth workshops, attracting 60 participants.
- ✓ Expanded participation of local schools in the Festive Gallery on Osmond.

Our Challenges

- Continued engagement and participation of businesses across the City.
- Lack of access to economic data for informed and responsive economic strategies and projects.

Future Projects

- Sponsorship of the 2019 Eastside Business Awards.
- Investigate the feasibility of an additional level on the Webbe Street Car Park.
- Access to REMPLAN which provides detailed and accessible economic data, modelling and analysis.
- Completion of The Parade Masterplan.

Fast Facts

	2017–2018	2016–2017	2015–2016
Food Secrets bus tours	11	10	5
Number of participants on Food Secrets bus tours	176	192	80
Major events	9	7	7
Attendances at major events**	57,600	55,500	59,500



* Eight events were scheduled, however the Norwood on Tour Street Party was cancelled due to inclement weather.

** Estimated

Outcome 4: Environmental Sustainability

A leader in environmental sustainability

Our Achievements

- ✓ Completed the establishment of the Felixstow Reserve Wetlands in late 2017.
- ✓ Provided reusable coffee cups to local cafes to give away to customers as part of the Daily Grind campaign. See page 162.
- ✓ Participated in the national Garage Sale Trail program which encourages reuse.
- ✓ Undertook a street lighting audit to identify improvements, lighting types and future installation of LED street lighting.
- ✓ Supported the Friends of the St Peters Billabong to undertake work to restore native habitat, increase biodiversity and improve the quality of the water flowing into the River Torrens.
- ✓ Undertook heat mapping and canopy coverage assessments to mitigate the predicted continual rise of temperatures and inform future urban greening programs. See page 167.
- ✓ Hosted a regional drop off day for hazardous household waste which resulted in 798 vehicles attending with a total of 27.8 tonnes of hazardous waste. See page 161.
- ✓ Hosted a range of waste and recycling awareness events which educated residents about reducing household food and landfill waste and encouraged recycling. See page 161.
- ✓ 1,972 tonnes of leaves collected through street sweeping programs.
- ✓ Planted 277 street trees. See page 165.

Our Challenges

- China Sword Policy came into effect in December 2017, imposing worldwide restrictions on the import of recyclable waste materials which created significant financial challenges. See page 162.
- A grants program to support the maintenance of regulated and significant trees on private land was trialled unsuccessfully. See page 165.

Future Projects

- Facilitate the 2018 biennial Sustainable Garden Awards and associated workshop and tour program.
- Commencement of the Syd Jones Reserve Upgrade.
- Street lighting upgrade and renewal program.

Fast Facts

	2017–2018	2016–2017	2015–2016
Kerbside recycling waste diverted from landfill	3,269 t	3,573 t	3,584 t
Kerbside green organic waste diverted from landfill	4,386 t	4,934 t	4,632 t
General waste collected	6,917 t	7,098 t	7,248 t
Hard waste collections	602 t (4,367 collections)	583 t (5,626 collections)	508 t (5,490 collections)



t = tonnes

Year in Review

Event Highlights

2017



July

- **School Holiday Program**
Program of events and activities for children held at the Council's Libraries.

August

SALA in Norwood

Program of local studios, galleries and exhibitions held in our City as part of the annual arts festival.

September

- **School Holiday Program**
Program of events and activities for children held at the Council's Libraries.
- **CANVAS Art Exhibition**
A showcase of art and design pieces by 23 local young people.



October

- **CANVAS Youth Arts Short Film Festival**
An awards ceremony for local aspiring filmmakers.
- **Zest for Life**
Two week program of events which encourage positive and active ageing, and community well-being.

Fashion on Parade

Associated event of the Adelaide Fashion Festival, showcasing The Parade, Norwood as Adelaide's leading fashion and retail destination.



November

40th Norwood Christmas Pageant

Celebration of Christmas on The Parade, Norwood and the 40th commemorative year of the much-loved Norwood Christmas Pageant.

- **Volunteers Christmas Dinner**
Annual dinner hosted by the Mayor in thanks and appreciation of Council Volunteers.

December

- **Twilight Carols**
Free community event featuring Christmas carols and market with a special performance by Rachael Leahcar.
- **Festive Gallery on Osmond**
A gallery of large scale wooden Christmas trees decorated by students of participating local schools, displayed on Osmond Terrace.
- **Movie on the Oval**
Free screening of The Grinch (2000) at Norwood Oval.

Year round events

- **Citizenship Ceremonies**
Hosted four public events in August, November, March and June to welcome new citizens to the local community.
- **Food Secrets Bus Tours**
Hosted 11 bus tours showcasing food manufacturers in Glynde and Stepney.
- **Business Growth Workshops**
Hosted four workshops for local business owners and entrepreneurs.
- **Eastside Startup Series**
Two business mentoring opportunities to aid future business growth for emerging startups in the City.



Food Secrets Bus Tours

2018



January

- **Norwood on Tour Street Party and Santos Tour Down Under Stage 4 Start**
Celebrations of the 2018 Santos Tour Down Under on The Parade, Norwood.
 - **Australia Day**
Free community event featuring the presentation of local Australia Day Awards, a Citizenship ceremony, entertainment and brunch.
- #### Poolside
- Australia Day celebration for families at the Payneham Memorial Swimming Centre, coinciding with the Centre's 50th anniversary.
- **School Holiday Program**
Program of events and activities for children held at the Council's Libraries.



March

Jazz by the Kiln

The second in a series of free outdoor concert events held annually at local reserves, featuring live jazz music, children's entertainment and food vendors.

- **Eastside Business Awards**
Recognised local businesses in ten categories and celebrated their outstanding contributions to our community and local economy.



April

- **St Peters Fair**
Free community event featuring artisan market stalls, children's entertainment, live music, food and beverage vendors.
- **Anzac Day**
Local services held to commemorate Anzac Day.
- **George Street Piazza**
An Italian piazza on George Street featuring quintessentially Italian food, coffee, wine, art, performance and al fresco.

Art on Parade

A self-guided trail of contemporary art, featuring 95 unique works by South Australian artists.

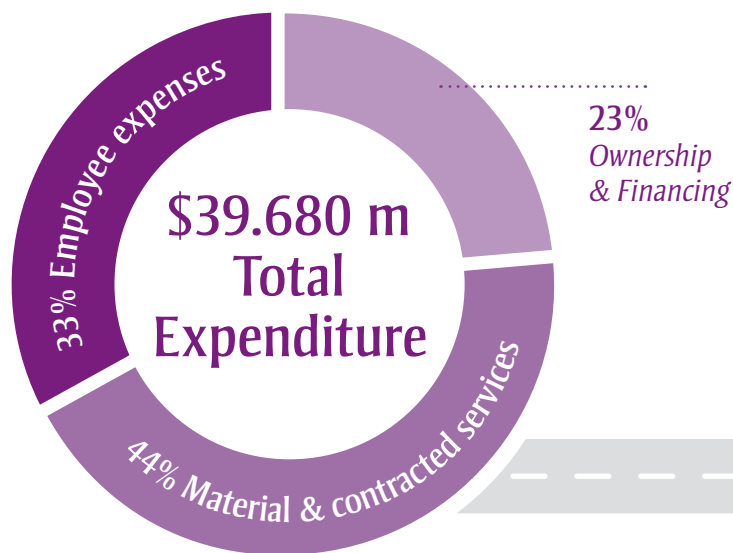
May

- **South Australia's History Festival**
A program of exhibitions, master classes, culinary history, tours and talks which celebrated the local history of our City.



Year in Review

Financial Summary



\$4.092 m
Operating Surplus
 3% decrease from 2016–2017

\$9.262 m Capital Expenditure

\$7.542 m *Capital Works Program*



\$1.033 m *Recreation & open space projects*



\$0.171 m *Library resources*

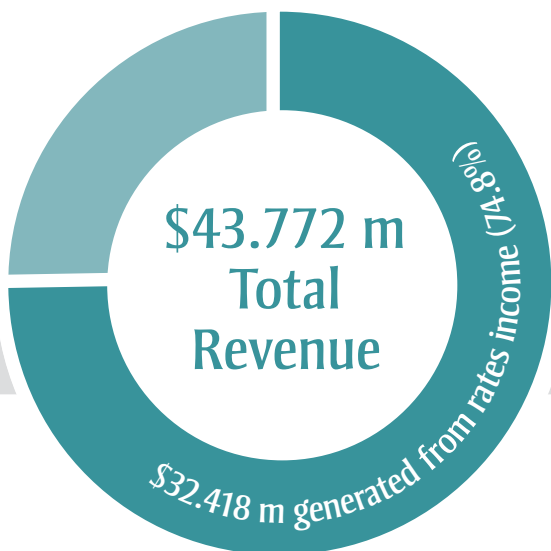


\$0.741 m Service initiatives

Events \$0.280 m
 Strategy, Project &
 Governance Reviews \$0.258 m
 Environmental Initiatives \$0.202 m



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



\$444 m Net Assets

Including buildings, footpaths, kerbs and channels, nature strips and trees



2.65%

Average residential rate increase from 2016–2017

= \$37/year based on a median valuation of \$607,839



Year in Review

Financials

Achieving and maintaining financial sustainability is a key long-term objective for the City of Norwood Payneham & St Peters. In 2017–2018, the Council continued to work towards this objective, achieving a better than expected Operating Surplus of \$4.092 million.

The following pages provide a summary of the Council's financial position, with detailed information relating to the Council's financial performance included within the Financial Statements section of this Annual Report, from page 189.

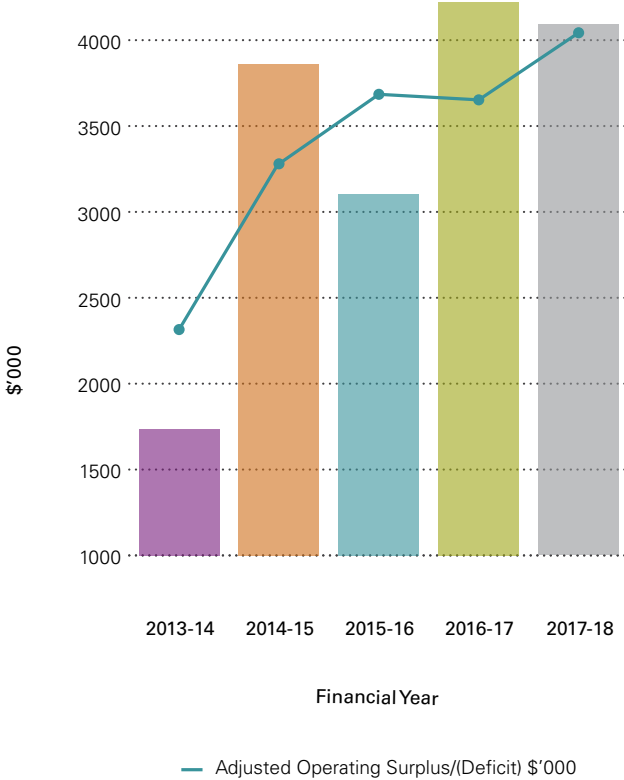
Operating Result

In 2017–2018, the Council is reporting an Operating Surplus of \$4.092 million, compared to a budgeted Operating Surplus of \$3.106 million.

The underlying Operating Surplus of \$4.043 million has been adjusted for the advance payments of Financial Assistance Grants and Roads to Recovery Grant funding.

Achieving and maintaining financial sustainability is a key objective of the Council. As detailed in Graph 1, the Council has delivered an underlying Operating Surplus in excess of \$1 million since 2013–2014.

Graph 1: Operating Surplus showing adjusted Underlying Surplus



Income & Expenditure

Income

Council Rates are a form of property taxation and are the main source of funds for the Council. In the 2017–2018 financial year, rates represented 76 percent of total income (compared with 79.1 percent in 2015–2016).

In 2017–2018, the Council collected \$33.807 million in rate revenue, comprising of:

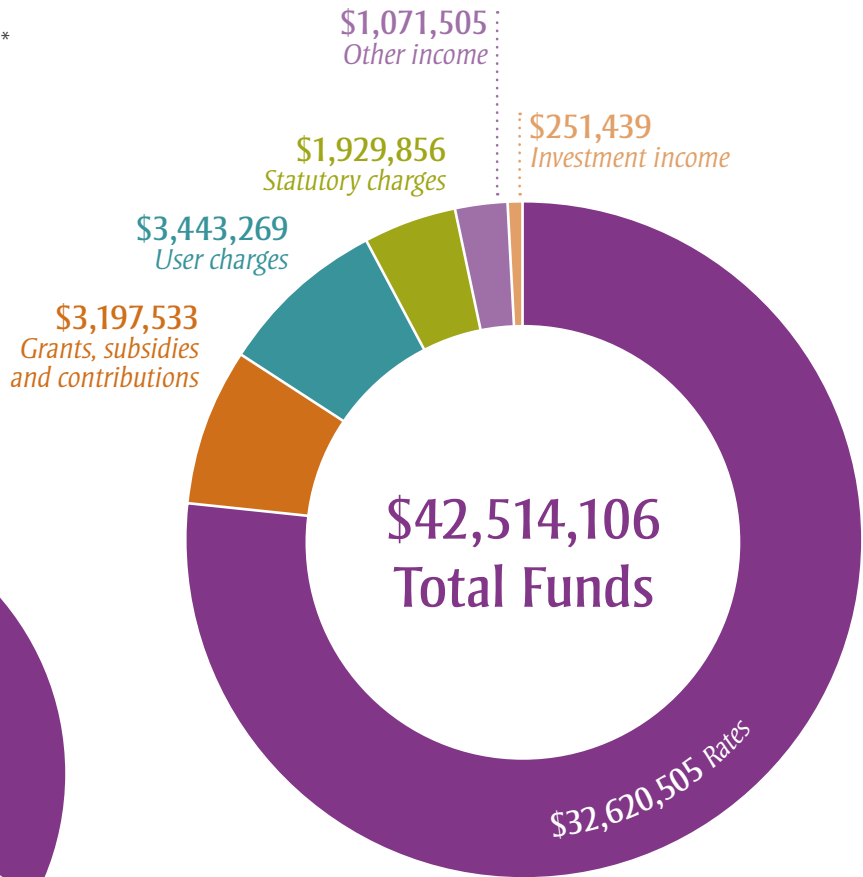
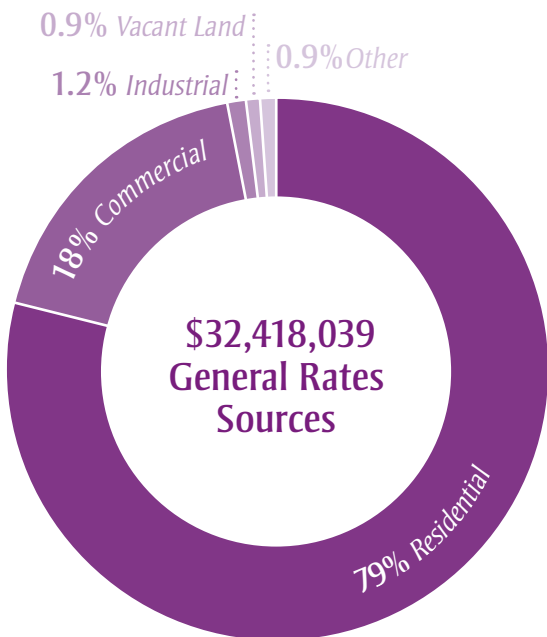
- General Rate Revenue* – \$32.418 million;
- Parade Separate Rate – \$0.202 million; and
- Natural Resources Management (NRM) Levy** – \$1.187 million

* The Council grants \$0.906 million of rate rebates to eligible property owners during the year.

** The Council acts as a collection agent on behalf of the State Government for the NRM Levy.

The revenue collected by the Council is used to deliver a range of services, programs and facilities 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 Council's services and programs is \$42.5 million (1.2 percent increase from 2016–2017).



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:

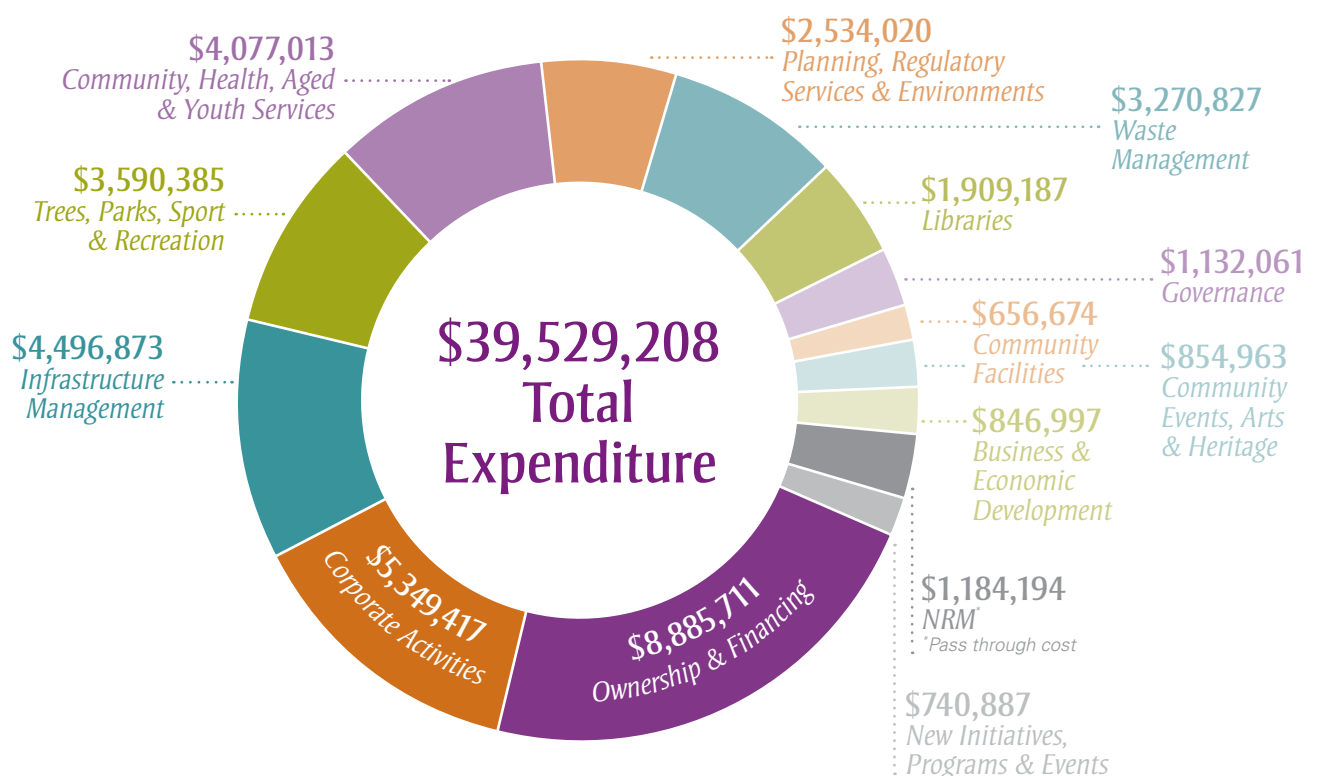
- Operating Surplus Ratio – measures the Council’s Operating Surplus/Deficit as a percentage of rates revenue.
- Asset Sustainability Ratio – measures whether the Council is renewing or replacing its existing physical assets at the same rate as the assets are wearing out.
- Net Financial Liabilities Ratio – measures the extent that the net financial liabilities of the Council are met by its operating revenue.

Detailed information about the Council’s performance in terms of Financial Sustainability Indicators is included in Note 15 of the Financial Statements.

Expenditure

In 2017–2018, the Council spent \$38.788 million to deliver its continuing services, with a further \$0.741 million to provide special events and programs or for the introduction of new services, initiatives and programs. The Council also collected \$1.184 million on behalf of the State Government for its NRM Levy.

New initiatives included events such as Jazz by the Kiln, Eastside Business Awards, Food Secrets of Stepney, Movie on the Oval and George Street Piazza. Statutory and service reviews included the Stepney and Maylands Local Area Traffic Area Review, Building Condition Review and Land and Building Valuations. Environmental initiatives included the Council’s City-Wide Flood Review.



Mayor's Message

...

The City of Norwood Payneham & St Peters continues to enjoy a reputation as a leader in Local Government in South Australia.

Planning for the future

Over the past 12 months, the combination of low rate increases, falling debt and significant investment in community infrastructure, has assisted the Council to lay solid foundations in respect to both responsible governance and financial management to build on into the future.

Importantly, these achievements have been the result of a sustained period of fiscal discipline, and prudent and targeted expenditure to meet the expectations of a community seeking both relief from cost of living pressures and continued high levels of service delivery and infrastructure maintenance.

In 2017–2018 the Council set the (average) Residential Rate at 2.65 percent and recorded an operating surplus of \$4.092 million; a positive reflection of the Council's commitment to keep the City of Norwood Payneham & St Peters on the path towards financial sustainability (see page 20).

Delivering significant infrastructure projects

Dominating the Council's Infrastructure program over the financial year were the upgrades to Norwood Oval

(see page 114) and Payneham Oval (see page 115) – both due to commence in October 2018 – and the development of the Felixstow Reserve Wetland project (see page 113), which is due for completion in December 2018.

All three projects have been developed in partnership with other tiers of government, underscoring the importance of the effective working relationship of Elected Members with state and Federal Ministers – especially those in electorates which represent our City.

Fostering community spirit

The Council's events calendar provided a number of opportunities over the past 12 months for our community to come together. Some of the highlights include the 40th Norwood Christmas Pageant and Movie on the Oval during the festive season. The new 'Jazz by the Kiln' event at Koster Reserve (Trinity Gardens), the second in a series of open air concerts, was an outstanding success.

All of these events received tremendous support from local residents who appreciate the wide range of activities and events hosted by the Council, which go a long way in fostering strong community spirit.

A destination for thriving business

The expansion of the successful 'Food Secrets of Glynde' initiative to include food and beverage manufacturers in Stepney was one of many achievements in the economic development space (see page 153). The Council's support for local businesses also included the establishment of a partnership with the City of Burnside to jointly promote Magill Road traders; hosting networking functions for local businesses; and a series of training sessions and seminars for entrepreneurs and start ups (see page 153). Meanwhile, development of The Parade Masterplan progressed with the Council completing the second phase of community consultation to inform the concept design (see page 112).

The Council's commitment to supporting its local economy was also recognised with one of its Economic Development Coordinators, Monique Palumbo, winning the prestigious National Economic Development Australia Award in the practitioner category.



Acknowledgments

I offer my sincere thanks to my fellow Elected Members for their dedicated and energetic service to our community, and their support for me in my role as Mayor. We all feel extremely proud and privileged to represent such a diverse, inclusive and caring community.

Special thanks also to the dedicated and professional Council staff lead by Chief Executive Officer Mario Barone and his Executive Leadership Team. Their support for and collaboration with the Elected Members has helped provide the stability that has become the hallmark of the Council.

A special mention to the 210 volunteers who continue to give their time, skills and knowledge for the development of our community; assisting those in need and at risk of social isolation. Our City would not be the same without these local heroes.

Looking ahead

The coming 12 months will be a time of change and renewal for the City of Norwood Payneham & St Peters. The upcoming 2018 Local Government elections will see a new Council lead our City for the next four year term,

during which time Local Government can expect to experience a number of reforms to planning, governance and financial management come into effect through State Government legislation. These reforms will no doubt present a number of challenges for all Councils, but also opportunities to demonstrate best practice in the effective and efficient administration of our sector.

**Robert Bria
Mayor**

CEO's Message

...

The City of Norwood Payneham & St Peters is a great place to live, work, study and play. The Council is proud of the services and infrastructure we deliver for our citizens and recognises that we are supported by an engaged and participatory community who make our City the vibrant and dynamic place it is.

Over the last year, the Council has delivered and commenced a number of key strategic and capital projects which have seen and will deliver high-quality infrastructure, operations and services to benefit our community well into the future.

Major projects

The development of Felixstow Reserve Wetlands was completed in late 2017 with the remainder of the Felixstow Reserve redevelopment on track for completion by December 2018, providing a range of settings and activities for all ages and abilities within what will be one of the most significant open spaces in the eastern region (see page 113).

The Parade Masterplan was significantly progressed during the course of the year and consulted on widely within the community. Now being prepared for a final stage of consultation, when completed the Masterplan will complement the numerous strategic initiatives implemented over the previous few years and deliver a revitalised and vibrant destination for our community and visitors to enjoy (see page 112).

The Council has committed to and progressed plans for the redevelopment of clubrooms at Payneham Oval along with a major redevelopment of the iconic

Norwood Oval. Construction works on both venues are expected to commence in late 2018 and will represent major investment into our community and the future of two very important sporting venues and places for people to come together (see page 114).

With many more major projects and exciting initiatives underway (see page 168), we are continuing to build a great City with great infrastructure, which will pay dividends for future generations.

Financial management

In delivering such major projects along with a broad range of vital services and initiatives, prudent financial management is essential and has continued to be demonstrated by the City of Norwood Payneham & St Peters.

While continuing to deliver services and infrastructure of a high standard, the Council has again delivered a low increase of 2.65 percent to the (average) Residential Rate (page 21). This reflects our understanding of the cost of living pressure our ratepayers are experiencing while balancing this with the demand for services and infrastructure.

We have learned from previous community surveys and through ongoing feedback that our citizens want assurance that the Council is servicing the needs of our community while

operating under tight fiscal constraints. As such, our staff continue to seek ongoing improvements to processes and greater efficiencies in the work we do to make sure we are delivering the best possible outcomes for our community.

Economic development

A council's role in local economic development has evolved over recent years to be more than just a facilitator but also to identify investment strategies and future trends.

With issues of unemployment and cost of living in the spotlight, our role in economic development – if we do the job properly – will ultimately create employment and investment opportunities.

Local businesses are critical to our City and community. They create vibrancy, contribute to the strong sense of community that is the fabric of our City and employ 30 percent of our residents.

Over the last year, our Elected Members and staff have remained focused on connecting and building relationships with business owners and operators within the City of Norwood Payneham & St Peters, while creating an attractive destination of choice for new businesses to emerge and existing businesses to relocate.



Geographically close to Adelaide's CBD, our City is fast becoming an attractive place for startups and entrepreneurs to establish. We have delivered a range of initiatives to engage with this community and encouraged others to join, making use of the fantastic creative and coworking spaces already available.

Our food manufacturing precincts continue to thrive with the expansion of initiatives such as the Eastside Wine & Ale Trail due to the opening of more cellar doors in the City, and Stepney based food and beverage manufacturers joining the 'Food Secrets' tours and program (see page 153).

Our commitment to local economic development has also been demonstrated through our support of the inaugural Eastside Business Awards (page 149), celebrating and recognising the vastly unique and inspiring local businesses – many of which are family owned and have established roots in the City of Norwood Payneham & St Peters.

Our people

I continue to be impressed with and acknowledge the dedication, professionalism and achievements of our Elected Members, staff and Volunteers.

Our staff carry out their work efficiently and are driven by providing the best possible outcomes for our community now and into the future. Their collective efforts and commitment has resulted in the delivery of numerous essential and important services, facilities and initiatives throughout the year.

Complementing our high performing workforce is a large team of passionate and enthusiastic Volunteers who bring an immense spirit and sense of community to our organisation (page 83).

After undergoing a review, our Volunteer program is now led by a dedicated coordinator who ensures that our Volunteers are cared for and able to contribute their skills, experience and time in a way that is meaningful and

fulfilling for them. As such we have seen our team of volunteers grow and become more engaged across our organisation and within the community, as well as a greater demand from the community for volunteers to provide essential services, support and importantly, friendship.

Thank you

As another financial year concludes, and we embark on a year that will see much change in Local Government, I thank Mayor Robert Bria and the Elected Members for their leadership, support and direction for our organisation and community alike. Together we will continue to work towards the Council's overall priority of improving the Well-being of our community and creating a vibrant, dynamic and prosperous City.

Mario Barone PSM
Chief Executive Officer

Celebrating 20 Years

On 1 November 2017, the City of Norwood Payneham & St Peters celebrated 20 years since its formation in 1997, when the City of Kensington & Norwood, the City of Payneham and the Town of St Peters, were amalgamated.

Together we have achieved and celebrated many great outcomes over the last 20 years and used this significant milestone as an opportunity to reflect on the Council's key achievements, and to celebrate the past and look forward to the future, in particular the exciting projects outlined in the 2018–2019 key initiatives summary on pages 168–169.

1997
City of Norwood Payneham & St Peters formed



2003

Public Art
 Public Artwork, *Whirling Mandala*, on Osmond Terrace as part of the 150th Anniversary Celebrations

Asset Management Plan
 Adopted the Whole of Life Civil Infrastructure Asset Management Plan



2002

Waste Management
 Introduction of the Three Bin Waste Management System

Urban Wetland
 Rehabilitation of the St Peters Billabong into an urban wetland

Memorial
 Completion of the Australian Prisoners of War Commemorative Memorial at the Norwood Memorial Gardens

2006



Public Art
 Public Artwork, *Yangadlitya: Tree of Knowledge*, Payneham, as part of the Centenary of Federation celebrations.

Grant Scheme
 Introduced the Local Heritage Grant Scheme

2004



2005

EMS Certification
 One of two South Australian councils to achieve certification for its Environmental Management System (EMS) to International Standard ISO 14001:2004

2001





2008

Major Event

Hosted the inaugural Adelaide Fashion Festival

Strategic Plan

Adoption of CityPlan 2030



2010

Public Art

Commission of the first *Quadrennial Major Public Artwork, Spectrum*, on Osmond Terrace



2014

Urban Redevelopment

Redevelopment of St Peters Street, St Peters and dedication as an Avenue of Honour

2013

Bike Plan

Adoption of the City-Wide Cycling Plan

2016

Business Precinct

Commencement of The Parade Masterplan Project

Business Precinct

Redevelopment of the Glynde Corner

2009



Town Hall Redevelopment

Redevelopment of the St Peters Town Hall Complex

2012



2017

Celebrating 20 Years

2007

League of Historical Cities

Admitted to the International League of Historical Cities

Member



League of Historical Cities

Redevelopment

Official opening of the redeveloped Dunstone Grove – Linde Reserve, Stepney

2011



Development

Payneham Oval Playground

Public Art

Fallow, the second Quadrennial Major Public Artwork to commemorate the Centenary of ANZAC

2015





Our Council

...

The City of Norwood Payneham & St Peters is committed to good governance and plays an important role in representing the interests and needs of our local community.



Mayor & Elected Members

...

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.

The Elected Members who represented the City of Norwood Payneham & St Peters and the various committees of the Council in 2017–2018 are listed on the following pages.



Committees

Audit Committee

*Business and Economic
Development Committee*

*Chief Executive Officer's
Performance Review
Committee*

*ERA Water Audit Committee
Independent Member*

*Norwood Parade Precinct
Committee*

*St Peters Child Care Centre
and Pre-School Committee*

*Strategic Planning and
Development Policy
Committee*

Mayor Robert Bria

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

I currently live in Trinity Gardens with my wife, Pina, who is a Mary MacKillop College old scholar and our children Isabella, Christian and Charlotte, who attend St Joseph's Memorial School (Kensington and Norwood).

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

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

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

During my time as Mayor, I have held a number of senior positions in the local government sector, including: East Waste Board Member (2006–2009), Chair, Metropolitan Local Government Group (2008), Chair, Eastern Region Alliance (ERA) of Councils Mayors and Chief Executive Officers Group (2010 and 2018), Local Government Association Board Member (2009–10 and 2013–2018).

I hold a Bachelor of Arts (First Class Honours) Degree and a Graduate Certificate in Public Sector Management from Flinders University, where I previously worked as a part-time tutor in the Department of American Studies. I am currently employed Multicultural Affairs, Department of the Premier and Cabinet.

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

I am also very active in the activities of St Joseph's Memorial School where I was a member of the Board from 2012–2018. In addition to this role I have organised Footy Nights and Bowls Nights for the fathers of students, assisted with the school's fundraising events and in 2017 and in 2018 coached the Year 4/5 football team.

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

Elected Members



John Minney

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

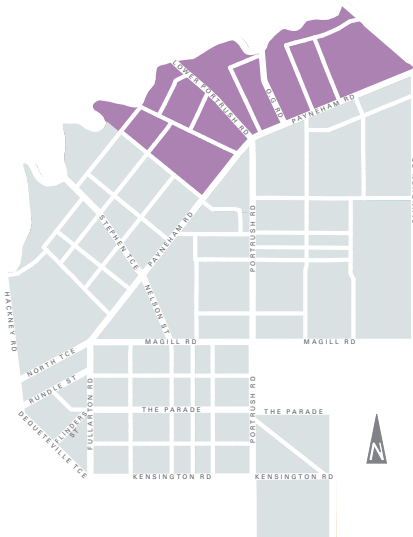
As a local Council Member I have served our community in many ways, as Chairman of the Metropolitan Eastern Region of Councils and on the Executive of the Local Government Association where I held positions on the Finance Board and the Water Resources Committee, which assisted in advising Councils on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

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

I currently sit as a member of the Council's Assessment Panel, the Economic Development and Public Arts Committees, as the Council representative to the Highbury Landfill Authority Board and representative to the ERA Water Board initiative for recycling Storm Water.

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

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



Torrens Ward

Committees

- Business and Economic Development Committee*
- Council Assessment Panel (October 2017 – June 2018)*
- Development Assessment Panel (July 2017 – September 2017)*
- Eastern Waste Management Authority Deputy Director*
- Highbury Landfill Authority Board Member*
- Quadrennial Public Art Assessment Panel*
- Strategic Planning and Development Policy Committee*



Garry Knoblauch

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

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

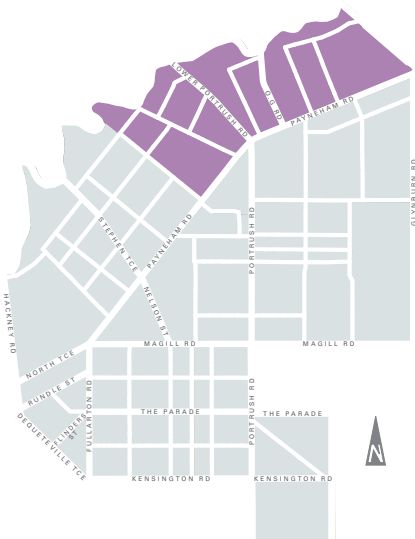
I have lived in Marden for 50 years and was elected as a Councillor for the Torrens Ward in 2006, re-elected in 2010, and again in 2014. Although I was originally a reluctant candidate, I have found life as an Elected Member to be challenging and interesting.

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

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

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

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



Torrens Ward

Committees

- Eastern Health Authority Board Member*
- Marden Senior College Governing Council Representative*
- Strategic Planning and Development Policy Committee*
- Traffic Management and Road Safety Committee*

Elected Members



Kevin Duke

I have lived in the Council area for more than 40 years, and am married with two adult daughters.

I am retired from full time employment and I am a Justice of the Peace. I am interested in improving the amenity and social cohesion of the local community. I have served on school boards and Parents and Friends Associations, management committees of the Mental Health Association, Invicta Sheltered Workshops and the Paraplegic and Quadriplegic Association of South Australia, including that of State President.

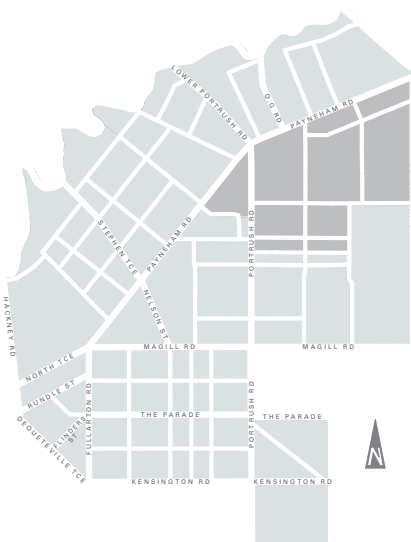
I am tertiary educated with a postgraduate degree in Social Administration, having worked as a high school teacher, social worker/administrator in mental health and physical rehabilitation with the State Government. I have been an Elected Member of Council for more than 20 years. This role has enabled me to develop a deep appreciation for members of our community who volunteer their time to create and sustain our sporting clubs and community interest groups and Council support services.

I am an Affiliate member of the Payneham Sub Branch of the Returned & Services League of Australia.

I enjoy gardening, home and furniture renovation, music, reading and meeting the members of our community. I have played many sports, with football and tennis being the main focus. I am a keen supporter of the Norwood Football Club and the local SANFL.

I have a specific interest in local traffic management and planning which are so important in creating a safe and healthy environment for all residents along with our parks and recreation facilities.

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



Payneham Ward

Committees

Development Assessment Panel (July 2017 – September 2017)

Strategic Planning and Development Policy Committee

Traffic Management and Road Safety Committee



Carlo Dottore

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

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

My wife Wendy and I moved to our family home in Payneham in 1971 where we raised three daughters. First elected to the Council in 1983, I have served continuously in Local Government as Councillor for the Payneham Ward for more than 34 years; serving, chairing and as a member of works, planning and development committees; community arts and cultural heritage committees; Development Assessment Panel, Glynde Corner and Payneham Road Precinct Committees.

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

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

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



Payneham Ward

Committees

Business and Economic Development Committee

Development Assessment Panel (July 2017 – September 2017)

Quadrennial Public Art Assessment Panel

Strategic Planning and Development Policy Committee

Elected Members



John Frogley

I am married to Merry and we have raised three sons together and lived in St Peters for more than 34 years. I value the strong sense of community in our City, its built heritage and cosmopolitan character and have sought to contribute to its ongoing success as a Ward Councillor.

First elected as a Councillor in 2006, I am also currently an elected Trustee, Deputy Chairman and Chairman of the Audit Committee of the Local Government Finance Authority.

After graduating with a degree in Economics from the University of Adelaide and qualifying as a Chartered Accountant (CA), I worked for five years in Vancouver and Montreal with a major CA firm before returning to Australia. For the following 26 years, I held various senior executive positions with economic and business development agencies of the South Australian Government. For many years until recently retiring I was a Fellow of the Australian Institute of Company Directors.

I remain deeply concerned that State Government planning “reforms” unnecessarily threaten the built heritage and character of our city including our much valued historic conservation zones. Our Council is largely powerless in opposing the flaws in these “reforms”. Only the urgent and active involvement of concerned citizens will have any hope of protecting our city from the impending vandalism of a rash of inappropriate developments.

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



St Peters Ward

Committees

Development Assessment Panel (July 2017 – September 2017)

Local Government Finance Authority Board Member

Strategic Planning and Development Policy Committee



Evonne Moore

I have lived in this Council area for more than 35 years and love our garden suburbs and historic residential streets. I am impressed by the strong community spirit of our residents and the work of local community groups.

I am passionate about protecting our built heritage and the desired character of our residential suburbs. For several years I served as a spokeswoman for the St Peters Residents Association which tries to help residents and keeps a watchful eye on the Council. My past experience as a local councillor includes serving on the former St Peters Council in the 1990s.

I am concerned about the long-term destruction of our character suburbs to make way for denser infill housing. My greatest immediate concerns are new houses being built without back-gardens, SA Power Networks butchering our street trees and State Governments stripping planning powers from local councils to stifle residents' concerns about new development.

I work as a Volunteer for several community groups including Friends of the Billabong, the Nature Education Centre and Neighbourhood Watch. For many years I worked as a volunteer for Save Our Suburbs. I have also worked with Cats Assistance to Sterilise on several cat de-sexing projects. I have a diploma of Teaching, an Honours Arts Degree and a Masters Degree in Environmental Studies. I have worked as a secretary, school teacher, public servant and tutor.

My favourite pastimes include spending time with my partner Ian, reading, gardening, dog-walking and soaking up TV crime shows.

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



St Peters Ward

Committees

- Development Assessment Panel (July 2017 – September 2017)*
- Eastern Health Authority Deputy Board Member*
- St Peters Child Care Centre and Pre-School Committee*
- Strategic Planning and Development Policy Committee*

Elected Members



Sue Whittington

I have lived in Norwood for more than 30 years, enjoying its culture, character, liveliness and strong sense of community. That is why I first stood for Council election in 2000, and I am honoured to have represented the West Norwood and Kent Town Ward since then.

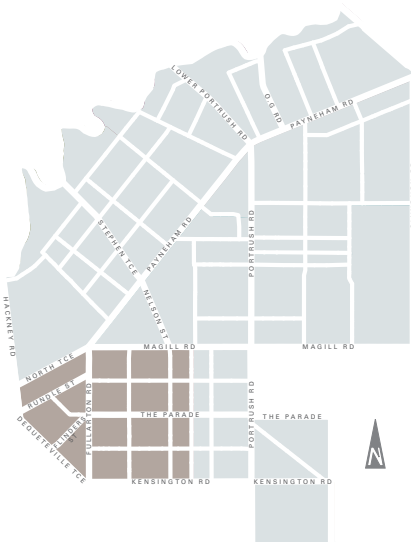
I care deeply about our City, Norwood, and our community. I advocate and encourage open and extensive communication between Council and the community, including all our local businesses. I am absolutely committed to preserving the built heritage and character of our City, and to improving local amenities such as our parks and gardens. I am an ardent supporter of Council's cultural heritage and public art programs, especially the installation of artworks in the wider public realm.

I have served on numerous Council committees. I am presently Chair of the Eastern Health Authority and a Local Government representative on the South Australian Public Health Council.

Apart from Council, I previously served on the Board of the Cystic Fibrosis Association and on the Governing Council of Norwood Primary School. I am currently a Board member of the Carpe Diem Trust, which financially helps young people to achieve their life potential; and am a volunteer with the State Government's Community Visitor Scheme, which advocates for clients residing in State disability and mental health accommodation.

Since retiring as a hospital scientist I have enjoyed my music, theatre, film, gardening and travel; and as a member of a community choir I appreciate the sheer joy of singing with others.

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



West Norwood/Kent Town Ward

Committees

Chief Executive Officer's Performance Review Committee

Eastern Health Authority Board Member

Norwood Parade Precinct Committee

Quadrennial Public Art Assessment Panel

Strategic Planning and Development Policy Committee



Paul Wormald

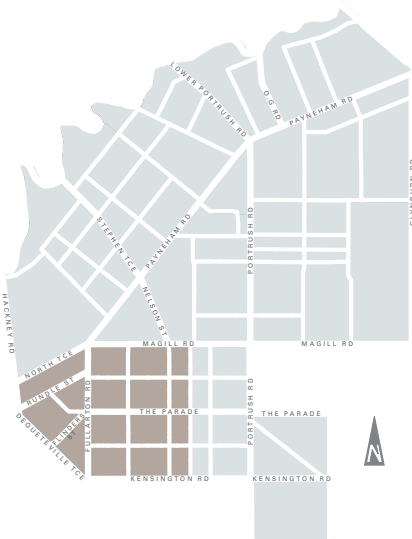
I moved into a share house in West Norwood as a student over 35 years ago and have lived and/or worked in West Norwood/ Kent Town ever since. My community activism and involvement with local community bodies resulted in my election as Councillor and over the 30 years since I have led action to make this a progressive Council providing services and Wactivities to support the life of its community and people.

Reflecting on this over the years, I have advocated Council to expand its disabled and aged care services; introduce local waste recycling and energy-efficiency for new housing; support local neighbourhood watch and residents’ groups; introduce a funded cultural heritage program to celebrate our area’s notable history; establish a staffed community arts program; introduce a rolling program of park and playground upgrades; carry out major upgrades to Norwood Library & Swimming Pool; fund and then manage the Norwood Christmas Pageant; set up and co-finance a Council/Traders Committee to promote Norwood Parade; support the Norwood Parade Food Wine & Music Festival and various successor events including the Adelaide Fashion Festival to promote The Parade as the community centre for our region; encourage outdoor dining and expand car parking and set up dedicated bike lanes and cycleways.

Recently, I have been advocating for further upgrades to the Norwood Library and Swimming Pool, upgrading Norwood Parade’s Streetscape and developing new solutions to managing the excess parking demand in local streets.

Personally, I am a father and new grandfather and in my spare time read, garden, cycle, swim and co-manage a bushcare conservation project in the Adelaide Hills.

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



West Norwood/Kent Town Ward

Committees

Norwood Parade Precinct Committee

Strategic Planning and Development Policy Committee

Elected Members



Luciana Marcuccitti

I have lived in Norwood since childhood, when my family migrated to Australia. I attended the local St Joseph's Catholic Primary and High Schools. My late husband and I built our family home in Queen Street, Norwood. I have a married son and I am the proud grandmother of my three year old granddaughter. In addition, I am the Company Director of my Investment Company.

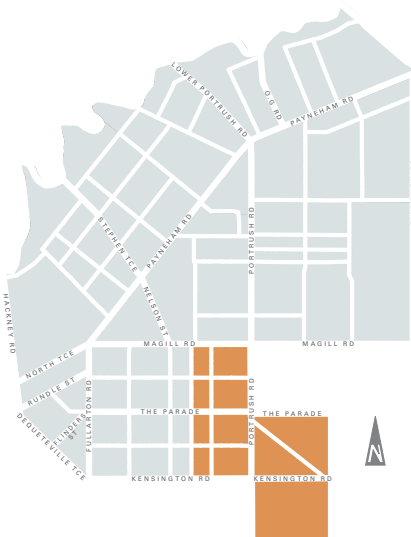
I have always been very passionate about this great City and want to contribute to maintaining the unique character and the great lifestyle which we are fortunate to enjoy. I was elected to the Council in 2003, and have been very privileged to represent first Stepney Maylands, and then after a boundary adjustment in 2010, Kensington Ward.

During my time on the Council I have served on numerous Council committees, including the Development Assessment Panel. I am currently a member of the Business & Economic Development Committee and the Norwood Parade Precinct Committee. I am also a Justice of the Peace.

I have a strong sense of community and am on a first name basis with many of the traders and businesses on The Parade and Magill Road, where I often call in either to shop or just to say hello and listen to their concerns.

My personal interests are walking, reading, music, travel and spending time with my family.

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



Kensington Ward

Committees

Business and Economic Development Committee

Norwood Parade Precinct Committee

Strategic Planning and Development Policy Committee



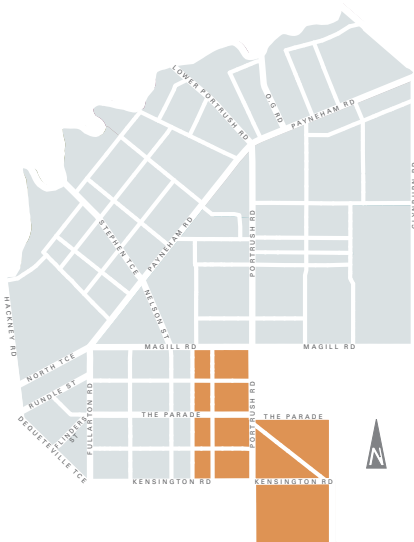
Christel Mex

I live in the City of Norwood Payneham & St Peters because I believe that this is the best community to live in Adelaide. Our City has a unique cultural and built heritage that helps identify our community and sense of place. Ensuring that we have an open and transparent Council is important to me, and I want to see a city where all people are informed and engaged in community life.

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

I am a supporter of resident associations and acknowledge the great work of our service clubs, welfare organisations, environmental groups, sporting associations and dedicated Volunteers. My interest in community groups extends to my studies as a final-year PhD candidate at Flinders University where my topic of research is the sustainability of grassroots associations in Australia. I have worked for more than 20 years in senior management roles and on numerous not-for-profit boards.

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



Kensington Ward

Committees

- Chief Executive Officer's Performance Review Committee*
- Eastern Health Authority Deputy Board Member*
- Norwood Parade Precinct Committee*
- Strategic Planning and Development Policy Committee*

Elected Members



Connie Granzio

I have lived in Trinity Ward for 32 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.

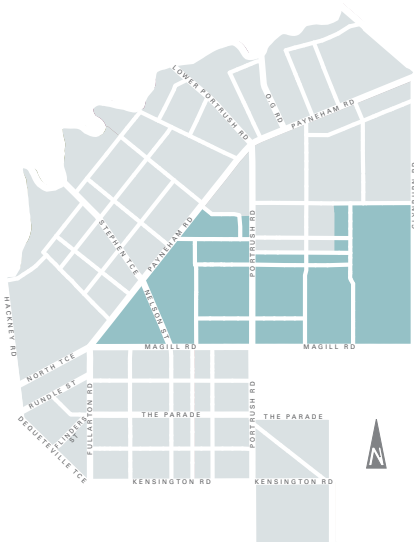
My husband was a Councillor with the former Payneham Council for many years and through this I developed an interest in local government and decided that I wanted to play a part in influencing the development of our City.

I was elected to the Council in 2000 and have thoroughly enjoyed representing Maylands/Trinity Ward for the past 18 years. I have also served on a number of other committees, including the Development Assessment Panel, Australia Day Awards Committee, Swimming Centres Committee, and the Magill Road Precinct Committee.

I am in partnership with my husband in his electrical business and six years ago I opened up a lighting shop, Instyle Lighting on Anzac Highway, which I run. In my spare time I enjoy walking and spending time with my family and friends and I also love to travel.

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

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



Maylands/Trinity Ward

Committees

Strategic Planning and Development Policy Committee



Kevin Shepherdson

I have lived in Norwood for over 20 years and am passionate about the culture and diversity of this City.

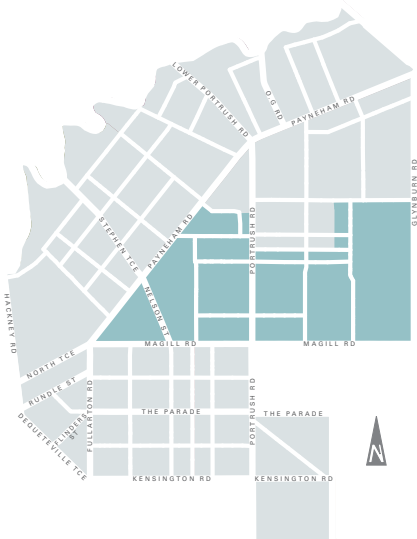
After selling my two IT businesses, I wanted to give something back to the community and was elected as a Councillor four years ago. This journey has been very rewarding in the sense of being in communication with residents and providing a conduit between residents and Council staff.

I am protective of our built heritage which makes this City unique so close to the CBD. I also like the enhancements to the parks and gardens of our City making them more accessible to families, user-friendly and conform to the latest safety standards.

I go to the gym five days a week which keeps me active and gets me going in the morning, preparing me for the day ahead. I have travelled extensively and more recently found cruising on small ships a delight. I also play masters baseball and have just completed a winter season where we did not win too many games, however the enjoyment and being active more than compensated. I like gardening and keeping hedges manicured, lawns cut, and eating the fresh vegetables that I have nurtured.

I have enjoyed serving the community over the last four years and look forward to that continuing into the future.

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



Maylands/Trinity Ward

Committees

Audit Committee

Chief Executive Officer's Performance Review Committee

Strategic Planning and Development Policy Committee

Traffic Management and Road Safety Committee

Elected Members



Mike Stock

I was re-elected to the Council at the August 2017 supplementary election for Maylands/Trinity Ward, and have found the last ten months serving the community as Ward Councillor to be very rewarding.

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

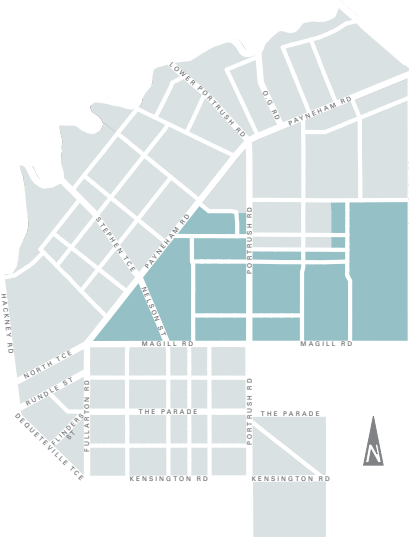
Prior to my retirement I was a qualified accountant (FCPA) and for my final 23 working years I was employed as Business Manager at St. Paul's College. I now have plenty of time to spend on Council matters.

In one of the best decisions we've ever made, my wife Rita and I moved to Norwood in 2001 and we've enjoyed life here ever since. Serving on Council enables me to give something back to our community which gives us so much enjoyment and a wonderful lifestyle.

My personal interests include travel (including interstate visits to our two adult sons and granddaughter), and I'm a Volunteer for community broadcasting group, Radio for the Third Age, which presents 'Roundabout' each weekday on Radio Adelaide. I enjoy most music genres and I'm a long-standing member of the Norwood Football Club.

I look forward to continuing to serve our City for the balance of my current term and into the future.

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



Maylands/Trinity Ward

Committees

*Strategic Planning & Development Policy Committee
(August 2017 – June 2018)*

Code of Conduct

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

The *Local Government Act 1999* (the Act) stipulates that Elected Members:

- must act honestly at all times 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 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, 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.

Section 63 of the Act stipulates that the Governor may, by regulation, prescribe a code of conduct to be observed by Elected Members and in accordance with these provisions, in 2013 a mandatory Code of Conduct for Council Members came into operation in South Australia.

The Code of Conduct for Council Members applies to all Elected Members across South Australia, is a public declaration of the standards of conduct and behaviour which the community can expect Elected Members to observe.

The Council actively promotes the Code of Conduct and provide training so Elected Members are aware of and can meet the ethical standards and expectations of their role.

Council Representation

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

Wards are structured in a logical manner and exhibit Ward boundaries, which are easily identifiable. The following factors are taken into account when determining Ward structures:

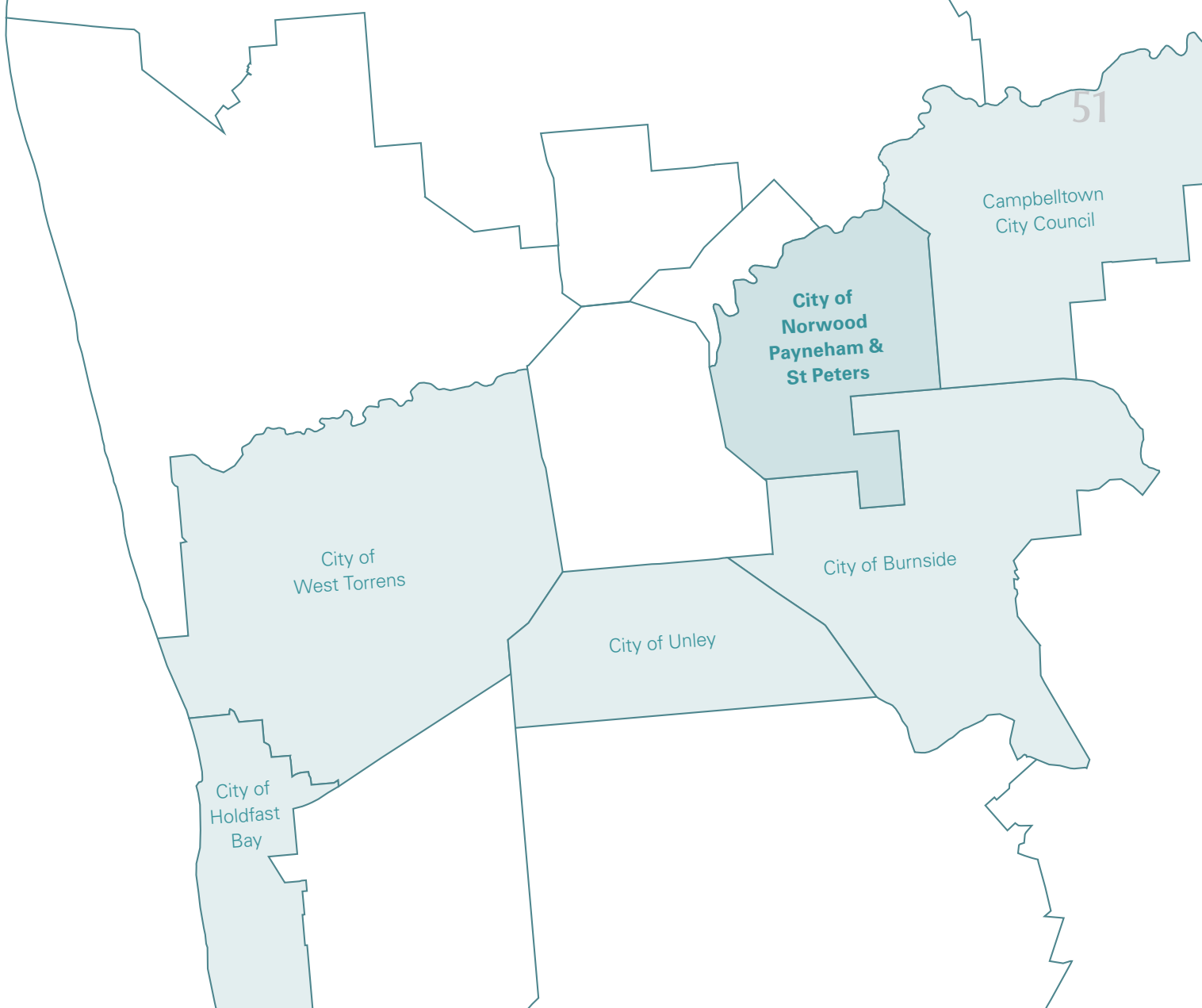
- communities of interest (e.g. economic, recreational, social, regional or other similar factors);
- physical barriers (e.g. major roads);
- historical factors; and
- that population size is approximately equal (taking into account the growth of the developing suburbs).

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

In accordance with Section 12 of the *Local Government Act 1999* (the Act), the Council commenced a periodic Representation Review in August 2016 which was completed in April 2017.



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



Representation Quota

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

Table 1 provides the Council's representation quota for 2017–2018. Table 2 provides a comparison to the average representation quota for Councils of a similar size within the Adelaide metropolitan area.

Table 1: City of Norwood Payneham & St Peters Quota 2017–2018

Total number of Electors	25,443
Number of Elected Members (including Mayor)	14
Representation Quota (ratio)	1:1817

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

Council	No. of Elected Members	Electors	Ratio
Norwood Payneham & St Peters	14	25,443	1:1817
Burnside	13	31,816	1:2447
Campbelltown	11	35,153	1:3195
Holdfast Bay	13	27,935	1:2148
Unley	13	27,688	1:2129
West Torrens	15	40,971	1:2731

Source: State Electoral Office

Council Meetings

Council Meetings are an important part of the Council’s operations. The decisions made by Elected Members at formal Council Meetings provide the direction and authority for the ongoing operation of the Council.

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

During 2017–2018, 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 2000*.

Elected Member Attendance at Council Meetings

Twelve ordinary Council Meetings were held during 2017–2018. Table 3 sets out the attendance of Elected Members over this period.

Table 3: Elected Member Attendance at Council Meetings, July 2017 – June 2018

Mayor & Elected Members	Number of Meetings Attended
Mayor Robert Bria	12
Cr Evonne Moore	12
Cr John Frogley	11
Cr Lucy Marcuccitti	11
Cr Christel Mex	10
Cr Kevin Duke	11
Cr Carlo Dottore	12
Cr John Minney	12
Cr Kevin Shepherdson	11
Cr Garry Knoblauch	12
Cr Connie Granozio	11
Cr Mike Stock (September 2017 – June 2018)	8
Cr Paul Wormald	12
Cr Sue Whittington	12

**part year only*

Where Elected Members could not attend the Council meeting, apologies were forwarded to the Mayor and/or CEO.

More detailed information about the role of Elected Members, Council’s decision making and Council Committees, is within the Corporate Reporting section.

Informal Gatherings

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

Informal Gatherings as set out in the Act may include:

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

The Council plays a very important policy-making role, requiring the identification of community needs, setting objectives to meet those needs, establishing priorities between competing demands and allocating resources. Informal Gatherings in the form of a workshop, planning, briefing, and/or training sessions, are conducted for the benefit of Elected Members, as they provide a forum for discussing issues and options and enables Elected Members to question, clarify and develop greater understanding of issues, which supports, contributes and assists Elected Members in their decision making in the appropriate forum when a decision is required to be made (ie Council or Committee meetings).

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

Table 4 sets out the Informal Gatherings which were held during 2017–2018 and the attendances of Elected Members.

Table 4: Informal Gatherings Register 2017–2018

		Open to Public	Mayor Bria	Cr Dottore	Cr Duke	Cr Frogley	Cr Granzio	Cr Knoblauch	Cr Marcuccitti	Cr Mex	Cr Minney	Cr Moore	Cr Shepherdson	Cr Stock*	Cr Whittington	Cr Wormald
10-Jul-17	Community Centres Review	No	●	●	●	●	—	●	●	●	●	●	●		●	●
28-Aug-17	Drainage Strategy	No	●	●	—	●	●	●	—	●	—	●	●	●	—	—
9-Oct-17	Volunteer Services	Yes	●	●	●	●	—	●	●	●	●	●	●	●	●	●
9-Oct-17	Work Health & Safety	Yes	●	●	●	●	—	●	●	●	●	●	●	●	●	●
13-Nov-17	Draft Long Term Financial Plan	No	●	●	●	●	●	●	●	●	●	●	●	●	●	●
13-Nov-17	Kent Town Urban Design Framework	No	●	●	●	●	●	●	●	●	●	●	●	●	●	●
13-Nov-17	Stepney Maylands LATM	No	●	●	●	●	●	●	●	●	●	●	●	●	●	●
27-Nov-17	St Peters Street Concept Plan	No	●	●	●	●	—	●	●	●	●	●	●	—	●	●
27-Nov-17	General Managers Departmental Presentations	No	●	●	●	●	—	●	●	●	●	●	●	—	●	●
11-Dec-17	The Parade Median Trees Aboricultural Assessment	No	●	●	●	●	—	●	●	●	●	●	●	—	●	●
11-Dec-17	The Parade Masterplan	No	●	●	●	●	—	●	●	●	●	●	●	—	●	●
22-Jan-18	Dockless Bike Scheme	Yes	—	●	●	—	—	●	●	●	●	●	●	●	●	●

— apology

* Cr Stock commenced on 14 August 2017

		Open to Public	Mayor Bria	Cr Dottore	Cr Duke	Cr Frogley	Cr Granzio	Cr Knoblauch	Cr Marcuccitti	Cr Mex	Cr Minney	Cr Moore	Cr Shepherdson	Cr Stock*	Cr Whittington	Cr Wormald
7-Mar-18	Review of By-laws	No	●	●	—	—	—	●	●	—	—	—	●	●	—	—
26-Mar-18	LG Risk Services	Yes	●	●	●	●	●	●	●	●	●	●	●	—	●	●
26-Mar-18	2018-2019 Recurrent Budget	Yes	●	●	●	●	●	●	●	●	●	●	●	—	●	●
11-Apr-18	Regional Subsidiary Presentations	No	●	●	●	●	—	●	—	●	●	—	●	●	●	●
11-Apr-18	Comparative Review	No	●	●	●	●	—	●	—	●	●	—	●	●	●	●
30-Apr-18	Conflict of Interest	No	●	●	●	—	—	●	●	●	●	●	●	●	●	●
30-Apr-18	Healthy Communities & CVS	Yes	●	●	●	—	—	●	●	●	●	●	●	●	●	●
14-May-18	Stepney/Maylands/ Evandale LATM Study	No	●	●	●	●	●	●	●	—	●	●	●	—	●	●
14-May-18	The Parade Masterplan	No	●	●	●	●	●	●	●	—	●	●	●	—	●	●
6-Jun-18	Review of the Animal Management Plan	No	●	●	●	—	—	●	—	—	●	●	●	—	●	●

— apology

* Cr Stock commenced on 14 August 2017

Confidential Items

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

During 2017–2018, the Council considered 29 items in accordance with Section 90(3) of the *Local Government Act 1999*, where it was considered necessary to exclude the public from the discussion of a particular matter.

The following table identifies the grounds on which the Council considered the matters and determined to exclude the public from the discussion and the related documentation.

Table 5

Local Government Act 1999 Relevant Section	Description	Number of Times Used to Exclude the Public
90(3)(a)	Information relating to the personal affairs of a person	6
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	5
90(3)(d)	Commercial information of a confidential nature	2
90(3)(e)	Matters affecting the employees of the Council	2
90(3)(g)	Matters that must be considered in confidence in order to ensure that the council does not breach any duty of confidence	4
90(3)(h)	Legal advice	2
90(3)(k)	Tenders for the supply of goods, the provision of services or the carrying out of works	8

Elected Members

In order to become an Elected Member, a person must be on the Council Voter’s Roll to be eligible to stand as a candidate in Local Government elections. Any person can stand for election as an Elected Member, either Mayor or Councillor, if they are:

- an Australian citizen or have been a member of a Council at any time between 5 May 1997 and 1 January 2000
- 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)

The attributes of an effective Elected Member include:

- having the time to meet the commitments
- 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)
- a willingness to learn about new issues and about skills and/or processes with which a person may be unfamiliar, for example, public speaking, speaking up in meetings, meeting procedures, chairing committees. If these are not part of the nominee’s normal life then s/he will need to be willing to break new ground to learn them

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

Allowances

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

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

In making its determination, the Tribunal considered the:

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

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

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

The Elected Member Allowances as determined by the Remuneration Tribunal for 2017-2018 were as follows:

Mayor: \$66,304

Elected Members: \$16,576

Training & Development

The City of Norwood Payneham & St Peters is committed to providing training and development activities for Elected Members in recognition of the fact that the role of Elected Member is complex, requiring many skills to ensure the efficient provision and review of the Councils' resource allocations, expenditure and activities, and the efficiency and effectiveness of its service delivery.

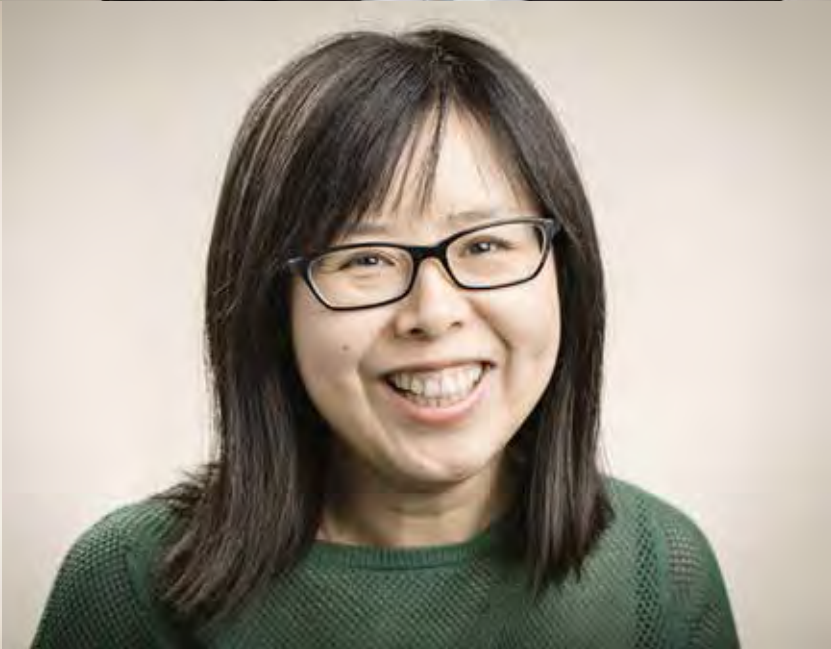
Following an extensive training schedule which was implemented following the November 2014 election, no training was scheduled for Elected Members during 2017–2018.

Decision-Making

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

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

During the 2017–2018 period, the Council received one request for a review of decision. The request related to a Council decision to install on-street time limited parking controls, for which the decision was upheld following the review.



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

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

The Executive Leadership Team is comprised of four General Managers and the Chief Executive Officer, who take 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.



Urban Services
General Manager
Peter Perilli



Corporate Services
General Manager
Sharon Perkins



City Assets
Manager
Claude Malak



Information Services
Manager
Aerken Kuerban




City Services
Manager
Chris McDermott




Financial Services
Manager
Andrew Alderson




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



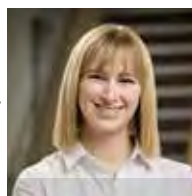
Urban Planning & Environment
General Manager
Carlos Buzzetti



Governance & Community Affairs
General Manager
Lisa Mara



Development Assessment
Manager
Mark Thomson




Governance, Legal & Property
Manager
Isabella Dunning




Urban Planning & Sustainability
Manager
Eleanor Walters



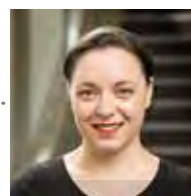
Community Care Services
Manager
Rosanna Busolin



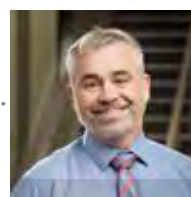
Library Services
Manager
Suzanne Kennedy



Economic Development & Strategic Project
Acting Manager
Keke Michalos



Organisational Development
Manager
Nicole Newton



Work Health & Safety
Manager
Sean Faulkner

Executive Leadership Team

...

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

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



Mario Barone PSM

Chief Executive Officer

Joined the Council in 1997

In 1997, I was appointed as the first Chief Executive Officer of the City of Norwood Payneham & St Peters.

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

I currently hold additional leadership positions as a Board Member of East Waste; Member of the East Waste Audit Committee; Board Member of the Local Government

Association Mutual Liability Scheme; Chair of both the Eastern Region Zone Emergency Management Committee and Eastern Region Alliance (ERA) Chief Executive Officers Group; and as a Trustee of the Thalassa Parks & Gardens Trust.

With a background as an Urban Town Planner, my formal qualifications are a Bachelor of Arts in Planning and a Graduate Diploma in Environmental Planning.

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



Suzanne Kennedy
Manager
Library Services



Keke Michalos
Acting Manager
Economic Development & Strategic Project



Nicole Newton
Manager
Organisational Development



Sean Faulkner
Manager
Work Health & Safety



Carlos Buzzetti

*General Manager
Urban Planning & Environment*

Joined the Council in 2003

Prior to joining the City of Norwood Payneham & St Peters, I worked in the Local Government sector – at the Cities of Burnside and Holdfast Bay – for eight years in urban planning roles.

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

As General Manager Urban Planning and Environment, I lead a highly skilled team responsible for the delivery of the Council's planning policy, development assessment services, sustainability and environmental initiatives and change programs.

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



Mark Thomson
Manager
Development
Assessment



Eleanor Walters
Manager
Urban Planning &
Sustainability



Lisa Mara

*General Manager
Governance & Community Affairs*

Joined the Council in 2004

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

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

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

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



Isabella Dunning
Manager
Governance,
Legal & Property



Rosanna Busolin
Manager
Community Care
Services



Peter Perilli

*General Manager
Urban Services*

Joined the Council in 1989

I commenced my professional career as an associate consulting engineer before pursuing a pathway in Local Government. Prior to joining the City of Norwood Payneham & St Peters, I held senior engineering roles with the Cities of Burnside and Tea Tree Gully, and now have 33 years of experience in the Local Government sector.

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

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

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



Claude Malak
Manager
City Assets



Chris McDermott
Manager
City Services



Sharon Perkins

*General Manager
Corporate Services*

Joined the Council in 2010

Following a career in both public and private sectors – including local and state government – I joined the Council as Manager Finance, bringing broad experience and knowledge.

I am highly skilled in general accounting, and commercial and financial management, and became a general manager after just two years at the Council.

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

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



Aerken Kuerban
Manager
Information
Services



Andrew Alderson
Manager
Financial Services



Our Values

Our Values guide the day-to-day activities and behaviours of staff and the organisation, and underpin the culture of our organisation.

Our Values were reviewed and updated in 2014, to ensure that they remain reflective of the culture and the way in which we work and behave, as individuals and as an organisation.

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

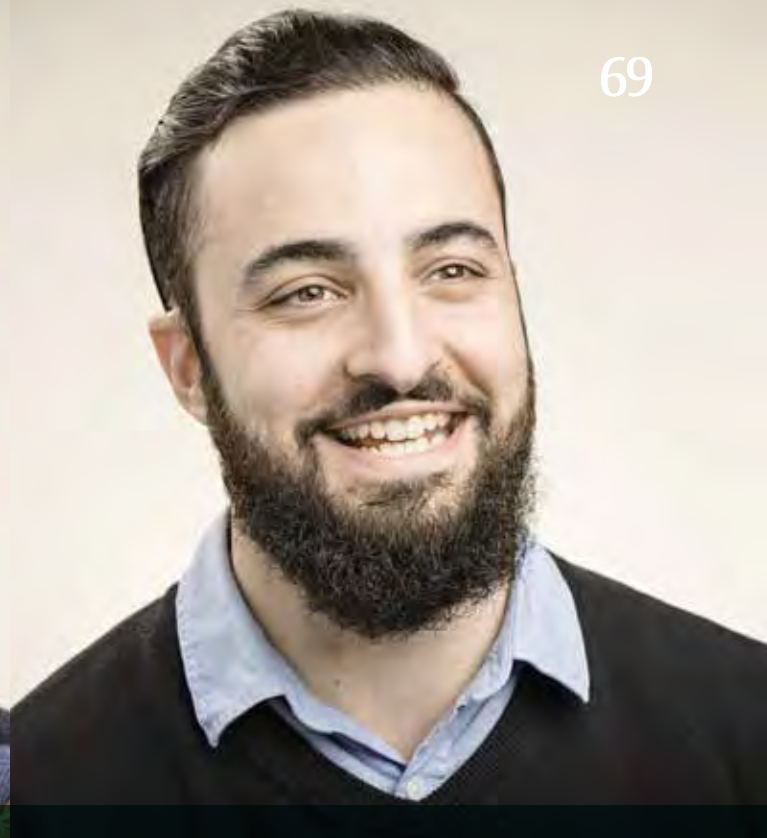
We strive for excellence in everything we do and we encourage innovation and quality.

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.



Fast Facts

217 *full time, part time and casual staff members*

8 years *average length of service*

64.5% *of our workforce is permanent*

10.5% *staff turnover*

59% *of our workforce is female*

8 *work experience placements*

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 2018, the Council employed 157 staff, with an additional 60 people filling casual positions across the organisation.

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

Staff are engaged across a range of positions within:

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



Demographics

Our employees range in age from 18 through to more than 80 years of age – with the average age being 40 years – and hold job obtained skills or qualifications at all levels from Certificate through to Post Graduate.

Our total workforce is made up of 41 percent males and 59 percent females, and represents a diverse range of cultures, with many employees fluent in languages other than English, including Italian, Greek, French, Serbian, Uyghur and Chinese.

Length of service

As at 30 June 2018, the length of continuous service provided by the 217 people employed by the City of Norwood Payneham & St Peters varied between two weeks and 39 years, with an average continuous period of service of eight years.

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

30 Years of Service

- Marina Fischetti

20 Years of Service

- Suzanne Kennedy

157 Full and part time staff

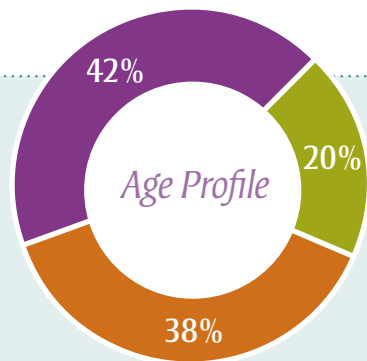
60 Casual staff

69% Administrative roles 

31% Field roles 

41%
Male

59%
Female



-  Under 25 years
-  25 – 44 years
-  45 years and over



Staff changes and recruitment

During the 2017–2018 period, 46 new employees commenced with the City of Norwood Payneham & St Peters, of which 46.5 percent (21) were casual library, swimming centres and child care staff. The majority of the new staff were appointed to replace staff who left the organisation. Twenty-nine staff resigned from their employment during this period, of which 27.6 percent (8) were casual employees.

During 2017–2018 the Council recruited:

- Manager, City Services
- Rates and Revenue Officer
- Accounts Payable Officer*
- Development Officer, Planning
- Team Member, Civil Maintenance (5)
- Swimming Pool Lifeguards and Swimming Instructors
- Supervisor, Swimming Centres
- Assistant Manager, Swimming Centres
- City Arborist
- Digital Marketing Officer*
- Children's and Youth Services Librarian
- Team Member, Parks and Gardens (4)
- Manager, Governance, Legal and Property*
- Development Officer, Building
- Urban Planner
- Early Childhood Teacher

* new position

- Qualified Assistant Educator
- Project Manager, Urban Design and Special Projects
- Library Customer Service Officer
- Executive Assistant, Chief Executive Officer and Mayor
- Team Leader, Educator (2)
- Communications Officer
- Economic Development Coordinator
- Senior Development Officer, Building
- Finance Officer
- Qualified Educator (5)
- Administration Officer, City Services
- Works Coordinator, Civil Maintenance
- Project Manager, Civil
- Project Officer, Civil
- Assets and Special Projects Officer

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

All new employees of the City of Norwood Payneham & St Peters participate in an Induction Program covering all areas of Council's operations, as well as a tour of the City and the various Council venues and work sites.

Staff Turnover

excludes casual employees

2015–2016 8.8%

2016–2017 4.6%

2017–2018 10.5%

Leadership

The Council employs five senior executives, including the Chief Executive Officer and four General Managers (see page 63). 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.

Conditions of employment

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

As at 30 June 2018, two-thirds of the 217 individuals employed by the City of Norwood Payneham & St Peters were covered by the Municipal Officers Enterprise Agreement, the remaining third were field staff covered by the Local Government Employees Enterprise Agreement.

The Municipal Officers Enterprise Agreement No. 7 was approved by the South Australian Industrial Relations Commission on 8 March 2017 and will expire on 31 October 2019.

The Local Government Enterprise Agreement No. 6 was approved by the South Australian Industrial Relations Commission on 6 February 2018 and will expire on 31 October 2020.

Employee benefits

In order to attract and retain high performing staff, the City of Norwood Payneham & St Peters employees are offered a range of benefits, including:

- An Employee Assistance Program for employees requiring confidential and independent personal or professional support;
- A Healthy Lifestyle program which provides information and opportunity to take part in workshops, seminars, activities and initiatives that promote a healthy and balanced lifestyle;
- Access to the Worksite Immunisation Program;
- Income protection and journey insurance;
- Options for part-time, job share and pre-retirement employment conditions;
- Access to additional leave provisions such as purchased leave and extended carers leave; and
- Paid parental/adoption leave entitles employees covered by the Municipal Officers Enterprise Agreement to paid parental leave after two years of continuous service with the City of Norwood Payneham & St Peters.

Training & Professional Development

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

Professional Development benefits include:

- Training and development opportunities;
- Leadership development opportunities such as participation in the annual Local Government Professional Challenge;
- Study assistance to support staff to obtain TAFE or Undergraduate/Postgraduate qualification, provides up to \$1,000 per financial year towards tuition, books and other related costs or up to five hours per week study leave; and

- Participation in the Council's EMPOWER Performance Development Review Program. This provides a formal opportunity to assess individual and team performance, identify achievements and discover where improvements could be made. The process allows staff to review recent and current performance with their leader, plan for the future and identify training requirements and development opportunities.

Employees participated in a range of development and skills based training during 2017–2018, including:

- Empowerment and effectiveness, people leadership, conflict management, and assertiveness;
- WHS awareness, First Aid and CPR
- *Aboriginal Heritage Act 1988*, cultural development
- Work Zone Traffic Management, manual handling.

Sixteen staff members attended the following professional conferences:

- Public Libraries South Australia Conference 2017
- National Australia Day Conference 2018
- Mainstreet Conference
- Renewable Cities Conference
- Accelerate Meetings & Events Australia National Conference
- Safety Institute of Australia National Health and Safety Conference
- Norman Waterhouse Local Government Conference 2017
- Australian Walking and Cycling Conference
- Australian Institute of Building Surveyors South Australian Chapter Conference
- South Australian Weeds Conference

Equal opportunity employment

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

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

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

During 2017–2018 no discrimination matters were raised by Council staff with any external bodies.

Keeping staff informed

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



Celebrating achievements

The contribution of staff is integral to the success of the Council and as such, the City of Norwood Payneham & St Peters recognises the importance of acknowledging the efforts and achievements of employees.

There are a number of ways staff are rewarded and acknowledged for their efforts, from the performance development review process to individual team and business unit celebrations.

During 2017–2018, six staff members and one team who had performed above and beyond expectations and had demonstrated their commitment to the organisational Values, were recognised for their contributions and achievements through the Council's internal recognition program.

Our People

Matthew Woolard, Assistant Manager, Swimming Centres
Paul Deverell, Team Leader, Parks and Gardens

Working Together

Finance Team,
Corporate Services

Leadership

Alice Parsons
Director,
St Peters Child Care Centre

Excellence

Belinda Naish
Volunteer Services
Coordinator

Integrity

Emily Crook
Senior Urban Planner

Service

Jamie Rowse
User Education Coordinator,
Library Services

"I like the honesty, the friendly environment and of course, the passion for what we are all achieving."

Claire Pemble, Events Coordinator



Employee well-being

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

Influenza vaccinations were voluntarily accessed by 72 employees (33% of all staff), under the Council's Worksite Immunisation Program. This was an increase of eight from 64 influenza vaccinations administered in 2016–2017.

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

	2017-2018	2016-2017	2015-2016
Influenza vaccinations	72	64	79
Health assessments	22	19	50
Skin cancer screenings	73	73	77
Health educations sessions	36	84	54

The Employee Assistance Program also plays an integral role in maintaining employee well-being, providing a free confidential counselling and support service to assist staff in resolving personal and/or work related issues.

Contributions to charity

During 2017–2018, staff participated in several fundraising activities to raise a total of \$706 for the following charities:

- Uniting Communities
- SIDS and Kids SA
- Salvation Army
- Red Nose
- The Smith Family
- Cancer and Childhood Cancer
- Little Hero's Foundation

Staff also donated non-perishable food, goods and books to the RSPCA SA, Animal Welfare League, Uniting Communities and Backpacks for SA Kids in the lead up to Christmas 2017. St Peters Child Care Centre and Preschool staff also participated in an awareness and education promotion day for foster children.



Awards

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

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

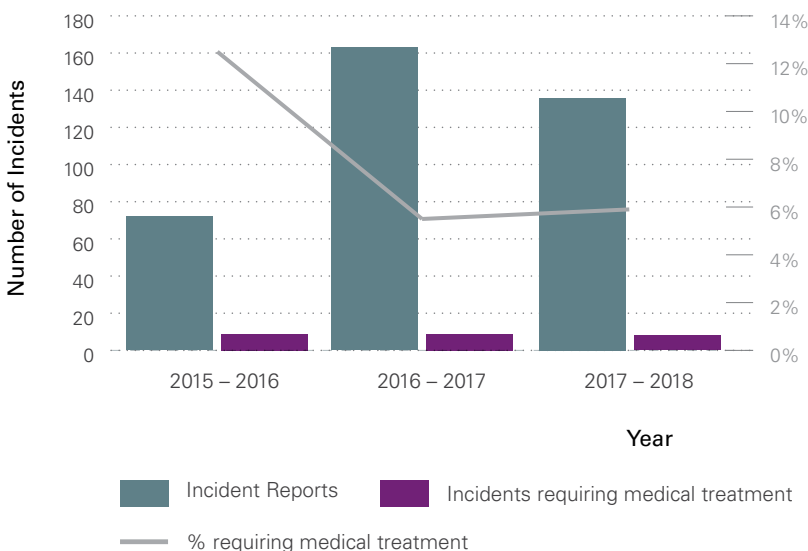
Work Health & Safety

The Council remains committed to the concept that as a community, we can shape, model and influence our future by the actions we take today. To achieve the Council’s vision, the Council must take all reasonable steps to preserve the key resource which is pivotal to the Council’s on-going success – ‘Our People’. This has been embedded into our organisational values and as such the Council is fully committed to providing all personnel – staff, Volunteers, contractors and visitors – a safe and healthy working environment.

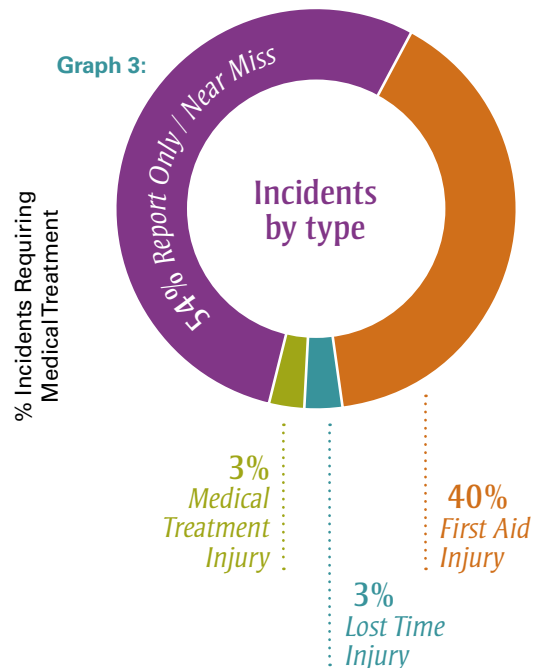
For the past five years, the City of Norwood Payneham & St Peters has been on a journey towards eliminating all preventable workplace injuries and illness. For that reason, the Council recognises that Work Health and Safety (WHS) must remain an integral component of all Council operations. In addition to its moral obligations, the Council also recognises – and takes very seriously – its duties and responsibilities under the new *Work Health and Safety Act 2012 (SA)* and its obligations as part of the Local Government Associations (LGA) self-insurer registration. While some accidents may still happen, our commitment to a safer work environment remains a high priority for all Council personnel.

Over the past 12 months, the Council has been transitioning to a new online safety management platform which supports our WHS Management System. This new platform Skytrust, allows the Council to better record incidents as well as track completion of actions associated with safety incidents. However, it is recognised that the introduction of the new reporting system has resulted in a temporary decline in the total number of reports. Skytrust also provides managers and supervisors real-time data relating to local safety performance as well as an enhanced ability to analyse trends (Graph 2 and 3). This is also reflected in the Council’s workers compensation claims data (Graph 4).

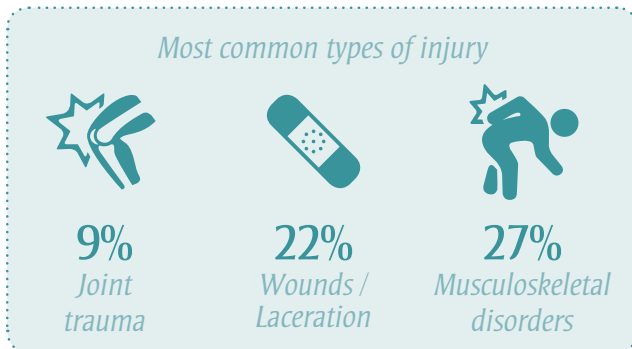
Graph 2: Incident Reports vs Severity



Graph 3:



Our safety data also provides valuable information that otherwise might not be discussed and allows the organisation to proactively resolve hazards before a tragic or costly incident occurs. For example, the below diagram summarises the most common types of injuries across the organisation. While this data primarily reflects the nature of the Council's field staff, it should be noted that the overall incidence rate for field staff is low – less than one musculoskeletal injury per month. Notwithstanding this, in response to this identified trend, in May this year, training sessions were conducted which provided field staff with an increased understanding of good back care as well as a solid base of prevention strategies and manual handling techniques.

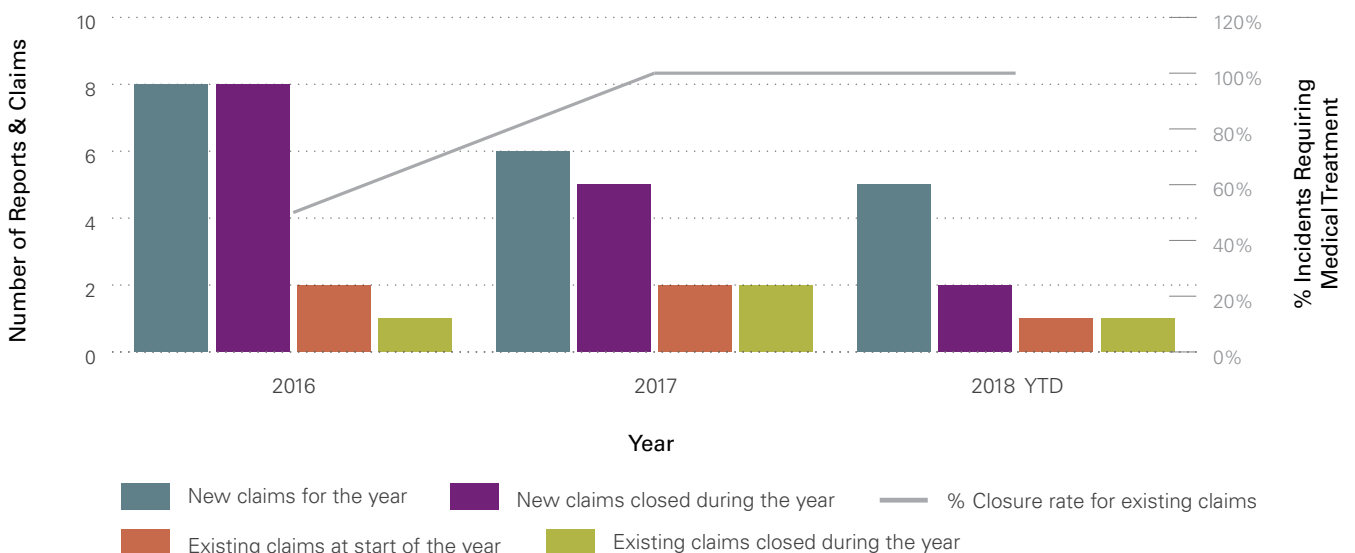


In addition to the Council's own data, the Local Government Association Workers Compensation Scheme (LGAWCS) data confirms that both the number and average cost of workers compensation claims continues to be reduced. In recognition of these ongoing trends, the Council has again received a significant rebate from the LGAWCS of \$226,982.

While the most recent rebate from the LGAWCS appears less than the previous year's result, it actually represents an increased rebate of 42.9% (previously 40.7%) on our total annual premium (\$529,092). The rebate is based upon our compliance with the performance standards for self-insurance and the Council's claims record. Our most recent rebate is once more a significant achievement for the organisation and is due to the excellent work of staff at all levels.

Our focus on protecting our staff is a vital part of the organisation's culture and our drive for continued development of the WHS system ensures that we will continue to improve our overall safety performance. The Council is proud of its unbroken commitment to providing a workplace free from unnecessary health and safety hazards. The Council is embedding a mature safety culture which fosters sustained efforts by all staff to work together to keep each other – and the community – safe.

Graph 4: Workers Compensation Claims Trend Analysis



Our Stakeholders

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

The following stakeholder groups have been identified.




Community

 Ratepayers	 Residents	 Businesses	 Community groups	 Customers
--	---	--	---	---

Internal

 Visitors	 Media	 Resident associations & business Precinct Committees	 Employees and their representatives	 Volunteers
---	--	---	--	---

Partners in business

 Regional subsidiaries	 Suppliers	 Consultants
--	--	--

Partners in government

 State and Federal Government agencies	 Local government agencies
--	---

The Council undertakes a community surveys every two years to monitor and improve its performance in a number of key service delivery areas across a number of stakeholder groups.

The Council also tailors its communications for each stakeholder group and produces a number of print and digital communications.

Communications

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

Look East

A bi-annual newsletter, *Look East* is distributed to ratepayers, residents and businesses within City of Norwood Payneham & St Peters.



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 is also available to download from the Council's website.

Your NPSP

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



An opt-in bi-monthly communication, Your NPSP is well received with a 48 percent average open rate, which is considered strong engagement against a government benchmark of 23.4 percent¹.

As at 30 June 2018, Your NPSP had 1,174 subscribers.

¹ IBM 2016 Email Marketing Metrics Benchmark Study

Social media

In March 2018, the Council appointed a Digital Marketing Officer to develop the Council's social media presence, diversifying the sources of information for our community.



An important two-way engagement tool, social media platforms are also used as a driver of traffic to the Council's website. Measureable and cost-efficient, the Council now manages a suite of profiles across key platforms Facebook, Instagram, Twitter and LinkedIn all of which are experiencing significant audience growth and engagement.

Website

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



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

The website experienced significant growth in the number of visitors during the 2017–2018 financial year with more than 240,000 visits. Audience behaviour analysis shows that an increased portion of website visitors are viewing the website on mobile devices – an important consideration for content layout and future development projects.



Our Volunteers

...

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



Our Volunteers

Volunteers play an integral role in our City's community life and make a valuable contribution by giving their time and skills for the benefit of others.

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

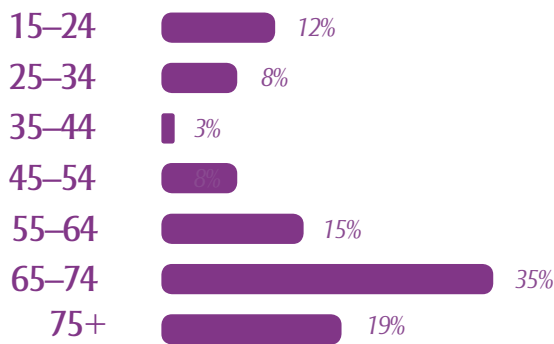
During 2017–2018, some 210 Volunteers contributed 6,000 hours to benefit the City of Norwood Payneham & St Peters community. Our Volunteers contribute across the organisation, support the wider community and bring with the, diversity of skills sets, experience and cultural backgrounds.

Our Volunteers contributed to a range of programs, events and initiatives including:

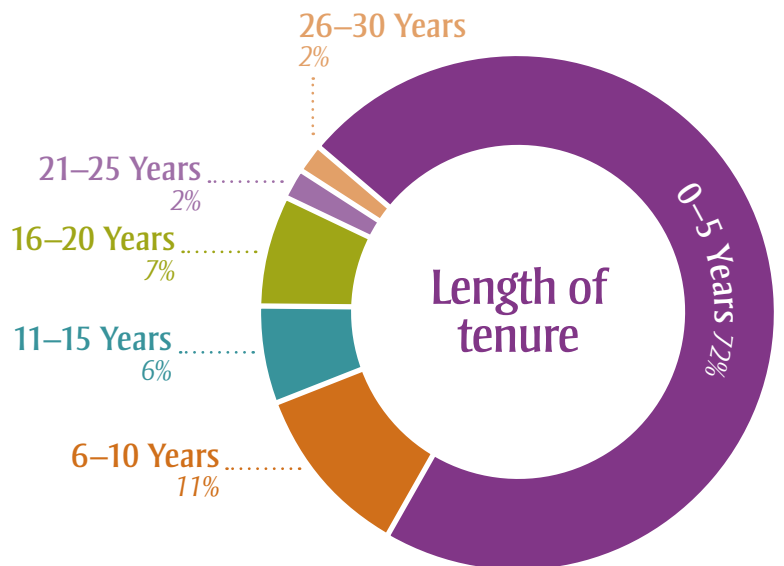
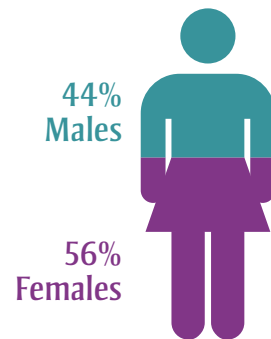
- Administrative support;
- Community transport;
- Council events;
- Cultural Heritage Program;
- Friends of the Billabong;
- Graffiti removal;
- Justice of the Peace;
- Libraries (processing, computer literacy training; community information; Home Library Service; and delivery of other library programs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



Age



Gender





2017 Christmas Pageant Volunteers

Volunteering



Introducing Belinda, Volunteer Services Coordinator

Over the course of the year, the Council's Volunteer Program underwent a review resulting in some exciting changes. Most notably we were pleased to introduce Belinda Naish as our new Volunteer Services Coordinator.

Belinda joined the team at City of Norwood Payneham & St Peters in 2008 as Executive Assistant to the Mayor and Chief Executive Officer, following a career in administration and staff development spanning private enterprise, local and state Government.

As her growing family became a priority, Belinda returned to work on a part-time basis and secured the role in Volunteer Services in mid-2017.

An avid Crows supporter and raw food aficionado, Belinda is described by her colleagues as outgoing, compassionate and approachable. Naturally, Belinda most enjoys the opportunity to meet so many community members through her role.

"I am in awe of our Volunteers. They are passionate, dedicated and committed to their communities and helping others."

"Volunteers are an essential part of the equation. Their time, skills and expertise assist the Council to deliver a range of community programs that otherwise could not be as readily resourced."

When she isn't working with Volunteers and supporting their important roles within our community, Belinda can be found brunching with friends, spending time with her young family and immersed in a good book.

For further information about the Council's Volunteer Program and available opportunities, visit www.npsp.sa.gov.au

Meet some of our Volunteers



Ayu Pamungkas

Community Visitor Scheme

Ayu Pamungkas is a 27 year old international student from Indonesia. Currently studying her first year of a Master of Social Work, Ayu has been volunteering with the Council's Community Visitor Scheme since July 2017, regularly visiting her client at Trowbridge House.

"This role has proved to me that money does not always make people smile but kindness does. When I visit we talk a lot about her life and sometimes I read her a magazine. It's simple but we both look forward to our time together. I feel full and happy after every visit – my day is always better."

Reflecting on herself in the early days of her volunteering, Ayu attributes her own personal growth and development to her volunteering.

"My communication skills have improved and I have developed a new level of empathy. At first I felt challenged, but after a few visits with my client I began to feel more confident in my purpose. I now look forward to our time together as we've developed a beautiful friendship."

Ayu suggests that there are three key ingredients in dedicating yourself to a volunteer role, particularly with the Community Visitor Scheme.

"Communication and just being yourself are essential, but most importantly, your willingness to contribute. People can feel it if you do it with your heart."

Just like Ayu and Mick, our Volunteers make significant contributions to the well-being of our City, by giving their time and skills for the benefit of others.



Mick Roche

Justice of the Peace, Community Bus Driver and Graffiti Removal Team

Sixty-four years young, Mick is a seasoned volunteer who has dedicated his skills, expertise and energy to his community for more than 25 years.

Volunteering with the City of Norwood Payneham & St Peters since January 2018, Mick can be found at the Norwood Town Hall in his capacity as a Justice of the Peace, on the road as a Community Bus Driver or on the streets removing illegal graffiti.

"My professional career was always driven by the notion of 'think local, act global' but today it's 'think global, act local'. My focus is on what I can do to best help people in my community."

With a passion for the environment, Mick was naturally drawn to graffiti removal and feels a great sense of achievement when he drives the graffiti-free streets of our City.

"The rewards of volunteering are immeasurable. While I achieve a great sense of accomplishment and satisfaction through the work I do, I've also met some great people – residents, volunteers and Council staff – and made new friends."

Despite his significant volunteer commitments with the Council and other organisations, Mick still has time for a daily gym workout, family history research, and going to concerts and the theatre.



Our Community

...

The City of Norwood Payneham & St Peters is surrounded by a strong, diverse and participatory community who contribute to the vibrancy of our City and livability of the Council area in many ways.



Our Community



Audrey Brice

Spritley 84-year-old Audrey Brice has long enjoyed life in the City of Norwood Payneham & St Peters and as an avid reader, eagerly awaits monthly deliveries from the Council's Home Library Service.

Audrey, of Kensington, is both a Home Library client and a former Volunteer so she knows the true value of the service from multiple perspectives.

"The Home Library Service brings the enjoyment of reading to people when they are unable to leave their home," says Audrey.

This service supplements the Council's three libraries, offering access to the full collection to people who are unable to visit the library due to illness, disability, frailty, or caring commitments.

"Many people are at risk of social isolation due to their health. A visit from the Home Library Service is something they look forward to – it's an opportunity to meet someone, even for just a brief encounter."

Audrey's deliveries always include a range of books that feed her literary interests.

"The staff and volunteers are ever so friendly and helpful. They always consider my preference for genre and do their best to fill any specific requests. I'm never let down!"

Of course, a book itself brings a great deal of pleasure.

"There's just something special about opening up a book; feeling its pages and history, knowing it's brought joy to someone before you. The best book is one you can read again and again."

Our residents help build a healthy, happy and resilient City.
Some leave a legacy for future generations to enjoy.



Kingsley Turner

The late Kingsley Turner was a committed and passionate community member and Volunteer who worked tirelessly to restore and maintain the St Peters Billabong.

Kingsley's commitment to biodiversity has been touted as nothing short of inspirational. In her Australia Day Award nomination, Dr Marianne Frommer says, "He inspired many people with his vision of a better world. He (was) humorous, gently irreverent, generous, helpful, reliable and friendly."

With a degree in science, Kingsley was a university tutor and TAFE lecturer, worked for the Native Vegetation Branch of the Department of Environment, and dedicated himself to restoring the native vegetation restoration of the St Peters Billabong.

His passion for and dedication to the Billabong saw him lead students and members of the public on guided tours of the Billabong and River Torrens precinct and developed a walk as part of the Council's program for South Australia's History Festival, which explored the changing nature of the River Torrens at St Peters and the impact of European settlement in the 19th century.

Kingsley was formally recognised by the Council when he was awarded the Council's 2009 Citizen of the Year Award and again in 2013 when he was presented with a Bronze Medal for 20 Years of Volunteering Service.

Sadly, Kingsley passed away in January 2017 leaving the legacy of a better St Peters Billabong for future generations to enjoy.

In recognition of Kingsley – the 'Spirit of the Billabong' – the Council unveiled a memorial seat on Saturday 26 May 2018, at the St Peters Billabong.



Our Business Community

...

The City of Norwood Payneham & St Peters is characterised by a number of mainstreet precincts – each with a unique character and shopping experience – and more than 6,000 businesses which the Council is committed to supporting and nurturing.



Business Community Profiles



Staff member Velinka Ceravolo (pictured with husband Bruno) wore a Calèche gown on her wedding day

Calèche

43–45 Chapel Street, Norwood

The Calèche story began in the fashion capital of Paris in 1973 when Collete Foubert – with her husband Olivier, and their four children – embarked a ship destined for Sydney Harbour, before settling in Adelaide.

From humble beginnings, Colette invested in and grew a business that is now synonymous with brides across the globe. It's also the first Australian fashion house to walk the runways of Paris Fashion Week.

Eric Foubert says, "With a distribution office in France, we have been able to service our European market from our Norwood base, delivering Australian made gowns to the fashion capitals of France, Italy and beyond."

With roots firmly placed in Norwood and sons Eric and Herve now at the helm, Calèche gowns are hand-crafted in their design rooms where brides-to-be can view the latest collections or have their dream gown created especially for them.

"The Calèche brand is right at home in Norwood – a fashionable, elegant suburb and a premier retail and fashion precinct."

"The Council has been innovative and enterprising for our industry by initiating the annual Adelaide Fashion Festival - and can certainly build on its achievements to position Norwood as one of the leading fashion destinations in Australia."

caleche.com.au

Local businesses contribute to our vibrant and dynamic business community.



Little Bang Brewing Co

25 Henry Street, Stepney

Located in the heart of Stepney, the Little Bang Brewing Co is doing big things.

Former gaming nerds and brewing buddies, Fil and Ryan, began their craft beer venture in Fil's garage in 2013. With their small batch beer walking out the door, Little Bang moved into their Stepney premises where they now boast a brewery and thriving cellar door.

"We never anticipated just how many lovely locals we'd meet, the customers – more like friends – who come to our place every week and the culture that's built up around Little Bang. It's beautiful, we love it and Stepney is home," says Ryan Davidson.

From Thursday to Sunday, the venue is buzzing with craft beer enthusiasts dotted throughout the beer garden and amongst the fermenters and grain in the brewery, enjoying a Little Bang creation.

The next year is looking bright for the boys and their legion of Little Bang fans. As Ryan says, "a bigger bang is coming" as they again upscale production to meet the continually growing demand for their unique craft beers.

"We're excited to build something from the ground up. Something that truly represents what the Little Bang culture has become – and all the while remaining in Stepney."

littlebang.com.au

Celebrations

Over the financial year, the City of Norwood Payneham & St Peters celebrated significant event milestones and recognised a number of local businesses for outstanding contributions to our community at the inaugural Eastside Business Awards.





Eastside Business Awards



40th Norwood Christmas Pageant

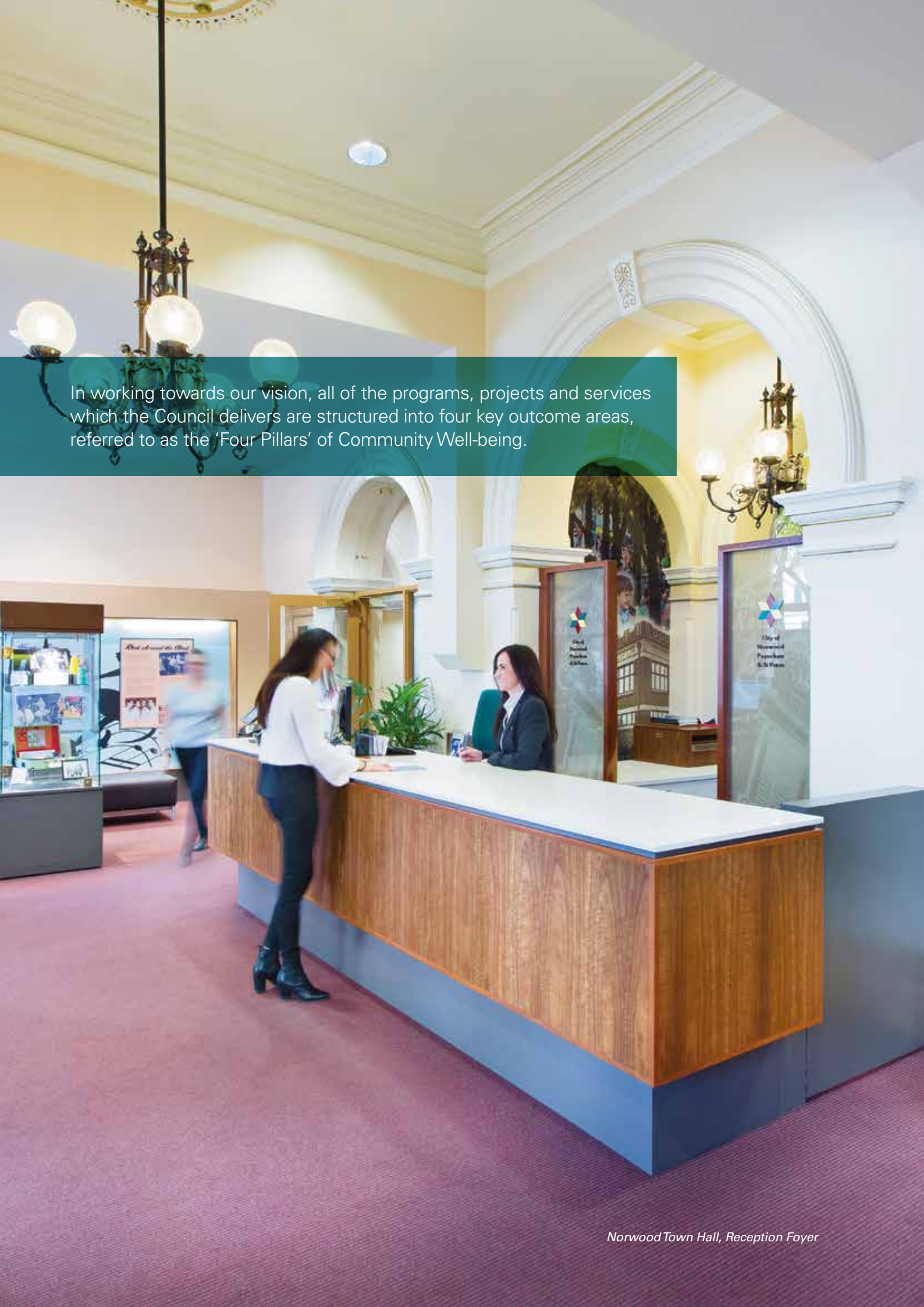


Strategic Direction

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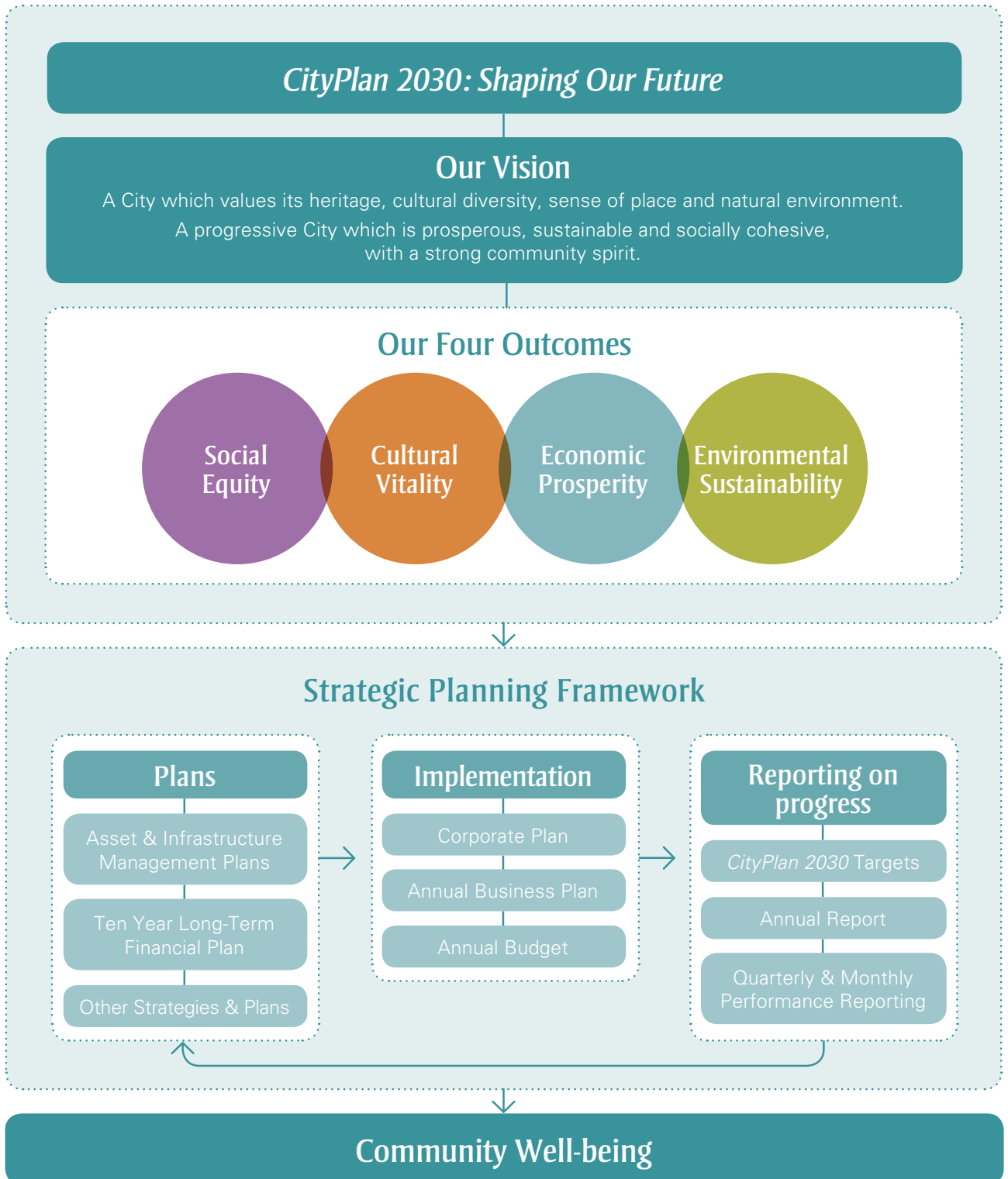
The Council's strategic direction is clearly outlined in its strategic plans and has been heavily informed and shaped by our community. The Council's long-term approach to planning for the development and future requirements of the City aims to create a prosperous and vibrant community with a strong sense of place, with the ultimate goal of achieving Community Well-being.





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.

Strategic Planning Framework



CityPlan 2030 Update

The Council's strategic management plan *CityPlan 2030: Shaping our Future* was first adopted in July 2008 following an extensive community visioning exercise.

CityPlan 2030 sets out the strategic direction of our City over the next 20 years and beyond and provides the overarching planning framework for all of the Council's decision making.

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

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

CityPlan 2030 was updated in 2017 to ensure that the strategic priorities of the plan reflect the community's aspirations, as well as broader societal trends and influences. The next review is scheduled for 2020.



To view *CityPlan 2030: Shaping our Future*, visit www.npsp.sa.gov.au

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 – pursuant to Section 122 of the *Local Government Act 1999* – a ten year Long-term Financial Plan. The foundation of the Long-term Financial Plan is financial sustainability; having the financial resources capable of meeting long-term service and infrastructure levels and standards, acceptable to the community, without substantial increases in rates or cuts to services.

During the 2017–2018 financial year, the Council undertook a review of its Long-term Financial Plan, to ensure that it reflects the Council's financial objectives, goals and desired outcomes for the ten year period to June 2028.

The 2018–2019 to 2027–2028 Long-term Financial Plan is based on the Council's ability to undertake a number of strategic projects which will enhance the Well-being of the community while ensuring the Council can fund its continuing services, programs and activities in a financially responsible manner.



To view the Long-term Financial Plan, visit www.npsp.sa.gov.au

Sustainability Statement

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

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

We're committed to sustainable initiatives and practices; educating, supporting and encouraging our community to make informed decisions which positively impact our environment; and reporting on our environmental sustainability performance as a key outcome of the Council's strategic management plan, *CityPlan 2030*.

Results of the Council's commitment to environmental sustainability practices and initiatives are detailed on pages 159–167.

Looking forward

Our aspiration to be a leader in environmental sustainability will see the Council ensuring:

- Less resources – including natural and power resources – are used, proactively monitoring our waste production and recycling, and adapting our programs to continue to reduce our waste;
- The impacts of climate change underpin everything we do;
- Best practice procedures are in place for managing stormwater - including capturing and re-using it in the community;
- Infrastructure for alternative transport methods is provided which results in less cars on the road and improved air quality;
- Our natural environment is protected, particularly the four creeks, the River Torrens and the St Peters Billabong;
- Local streets are attractive, shaded and leafy, encouraging more people to walk and cycle as modes of transport;
- The City's trees are protected, with more trees planted over time and increased species diversity contributing to an attractive and cooler urban environment;
- Open spaces are protected and enhanced, creating a highly valued and diverse open space network.
- Our natural habitats are healthy and widespread, creating areas for native plants and animals to thrive.





Hazardous waste drop off day

Community Survey

The Community Survey is an important initiative which assists the Council to monitor and improve its performance in a number of key service delivery areas, and reinforces the Council's commitment to improving Community Well-being.

The first survey was commissioned in 2009 and the Council seeks to undertake the survey of a random selection of residents and business owners and operators every two years.

The survey provides citizens with the option to rate their satisfaction on a scale of 1 (lowest) to 5 (highest) across a range of Council services and programs.

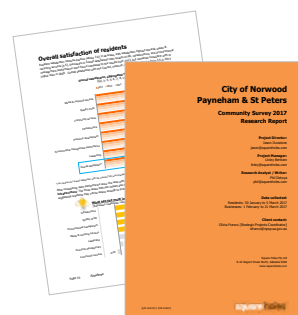
The below is a snapshot of what we've heard over the past three surveys. The Council's performance has remained relatively consistent since 2011, with some areas improving and some requiring further attention.

The next community survey will be conducted in 2019.

Residents



Businesses



To review the full results of the 2017 Community Survey, visit www.npsp.sa.gov.au



Our Performance

...

During 2017–2018, the Council continued to deliver on its vision of fostering a prosperous, vibrant, connected and sustainable community. Guided by an updated *CityPlan 2030: Shaping Our Future*, the Council's priorities focused on improving infrastructure, enhancing public spaces, strengthening business precincts, engaging the community and ensuring that we work towards a sustainable future.



2017–2018

Key Initiatives, Projects & Services

This map and list details the major and significant projects and their total project value which were planned for delivery across the City during 2017–2018, for the benefit of the broader community.

Social Equity

Capital Works Program
(roads, footpaths and kerbs)
\$3,116,006

Schools Traffic, Safety
& Parking Review
(Stage two implementation)
\$100,000

Recreation & Open Space
Works Program
\$615,500

Building Capital Works Program
\$566,700

Additions to the
Library Collections
\$191,500

Zest for Life Festival:
Celebrating Modern Ageing
\$7,000

Stepney – Maylands Local
Area Traffic Management Study
\$60,000

City-wide Parking Review
\$75,000

Cultural Vitality

Major Public Art Funding
\$50,000

Community Grants Program
\$60,000

Economic Prosperity

People and Placemaking Strategy
aimed at long and short-term
activation of spaces within the City
\$30,000

Environmental Sustainability

Trial Significant Tree
Conservation Grant Program
\$10,000

Drainage Infrastructure
Capital Works
Program
\$2,500,000



Payneham Memorial
Swimming Centre
Refurbishment of
Main Pool (Stage 1)
\$560,000

Ninth Avenue
Streetscape,
St Peters
\$1,200,000

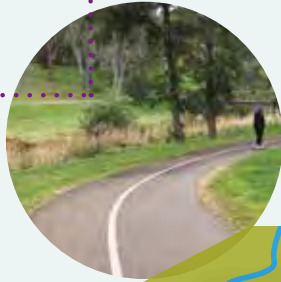


Norwood Oval
Redevelopment
\$5,820,000

Completion of
The Parade Masterplan
\$100,000



Upgrade of River Torrens
Linear Park Path
\$1,239,360



Implementation
of the Felixstow
Reserve Masterplan
\$3,200,000

Payneham Oval Clubrooms
Redevelopment (Stage Two
of the Payneham Oval
Complex Redevelopment)
\$960,000

Preparation of a
Masterplan for
Adey Reserve
\$100,000

Syd Jones Reserve
Concept Plan
\$25,000

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

Hosting the Fashion
on Parade event
as part of the
2017 Adelaide
Fashion Festival
\$95,000

George Street
new event
\$75,000



Major Projects

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



The Parade, Norwood

The Parade Masterplan



With the last major upgrade to The Parade occurring approximately 25 years ago, the intent of The Parade Masterplan is to provide a strategic design framework for the future redevelopment and activation of this important mainstreet.

In January 2016, the Council commenced the development of The Parade Masterplan in recognition of the precinct's economic, social and cultural importance and to maintain its vibrancy and popularity as a destination for shopping as well as social and cultural experiences.

This, together with the possibility of higher density residential and mixed use developments in and around the Norwood area, has highlighted the need to refresh and revitalise The Parade and refine the qualities that give The Parade its 'sense of place'.

- Released the draft Masterplan for Phase 2 consultation from 30 May until 22 June 2018.
- The extensive consultation included postcards and letters distributed to local residents, communications to business owners and operators in the precinct, advertising, signage, eNews, social media, and open days.
- Received 146 submissions which will be collated and used, where appropriate, to refine the final draft Masterplan for Phase 3 consultation.

Once completed, the Masterplan will complement the numerous strategic initiatives which have been progressed and implemented by the Council over the previous few years, including the introduction of the new development policy which supports significant residential, mixed use and employment growth opportunities in and around The Parade.

Challenge: Development of The Parade Masterplan was delayed pending outcomes of the State Government election in March 2018 and the investigations for the AdelaideLINK tram network extension into the eastern suburbs. Following the State election, plans to implement the EastLINK component were withdrawn and development of The Parade Masterplan resumed.

Ninth Avenue Streetscape



Recognised as a valued character street and popular cycling and walking route, Ninth Avenue in St Peters/Joslin was selected as the ideal pilot project in which to undertake an upgrade based on the 'complete street' model.

A 'complete street' is one that is designed to enable safe access for all users, including pedestrians, cyclists and motorists of all ages and abilities. This design approach considers the street as a whole rather than just looking at the renewal of individual assets such as footpaths, roads and lighting.

- Streetscape design completed by JPE Design Studio and FMG engineering in September 2017.
- Awarded the civil construction to panel contractors Adelaide Kerbing Pty Ltd (kerbing and water table), Aberfoyle Brick Paving (footpath and road paving), and Fulton Hogan (road resealing).
- Following a quotation process, awarded landscape works to Consolidated Landscape Services in October 2017.
- Project construction was substantially completed by June 2018 and has delivered a one kilometre stretch of newly resurfaced road, new footpaths, lighting and landscaping including several new trees and rain gardens.
- Rain gardens filter contaminants in stormwater runoff, thereby improving water quality in the River Torrens.
- Road safety has been improved through the use of sharrow markings, parking edge lines and redesigned intersections which encourage slower speeds.
- DDA compliant kerb ramps and protuberances improve pedestrian access and safety.
- Upgraded street lighting complies with current Australian Standards and energy savings will be delivered by the new LED fittings.

Challenge: The 'complete street' approach has improved the safety, accessibility and attractiveness of Ninth Avenue. However, managing the delivery of a complete street with individual contractors resulted in coordination issues and time delays for this project. Future complete street projects will involve the appointment of a main contractor or project manager to manage the delivery.

Felixstow Reserve Redevelopment



The Felixstow Reserve Redevelopment project will realise the vision that was developed through the masterplanning process undertaken in 2014–2015 and will result in the creation of a significant Regional Light Reserve along the River Torrens Linear Park, which provides a range of settings and activities for all ages and abilities within a community space.

Once completed, Felixstow Reserve will be one of the most significant pieces of open space in the eastern region.

- Engaged Aspect Studios as the consultants to undertake detailed design and construction documentation.
- In October 2017, the Council released the tender for the construction of Stage 2 of the Felixstow Reserve Redevelopment project.
- Completed construction at the Felixstow Reserve Wetlands in late 2017.
- In January 2018, commenced construction of Felixstow Reserve, which is expected to be completed in December 2018.

Challenge: The Felixstow Reserve Redevelopment project was scheduled for completion in July 2018, however site constraints and inclement weather conditions have resulted in delays to the project.

Major Projects



Norwood Oval

Norwood Oval Clubrooms and Members Facilities



The new facilities at Norwood Oval will result in long-term social and economic benefits for the Norwood Football Club and the wider community, as well as the creation of more than 30 jobs during the construction phase.

Highlights of the multi-purpose facility include a 180-seat members facility, new kitchen, new Premier's Bar, refurbished players' change room including women's facilities for players and umpires, accessible public toilets and a merchandise outlet.

Secondary consultants were appointed in September 2017 to support Tridente Architects to undertake the design development and construction documentation.

The schematic design drawings were completed in February 2018, with the design development completed in late June 2018.

Following an expression of interest and subsequent tender process, five tenders were shortlisted and will be invited to submit fixed lump sum tenders for the construction and civil works at Norwood Oval, following completion of the construction documentation in late 2018.

The new clubrooms and upgrades will substantially improve the quality and diversity of the facilities at Norwood Oval, meeting both the needs and expectations of current and future players and umpires, as female participation in football continues to grow.



Payneham Oval Clubrooms

Payneham Oval Clubrooms Upgrade



The Payneham Oval Clubrooms Upgrade is being undertaken as stage 2 of the Payneham Oval Complex Redevelopment, following the Stage 1 completion of the new playground in August 2015.

Following a tender process, Flightpath Architects were appointed in August 2017 to provide the design services.

Following an expression of interest and subsequent tender process, Mykra Pty Ltd was appointed as the main contractor to deliver the construction work which has been scheduled to commence in October 2018 and be completed in December 2018.

The Clubrooms Upgrade will include installation of an access lift, upgrading toilets to ensure they are accessible, new air conditioning, improved lighting and solar panels. Additional works will include the installation of netting behind the southern goals and landscaping.

Swimming Centres Review



As part of the 2014–2015 Budget, the Council endorsed a review of the Council’s Swimming Centres with the objective of developing a long-term strategy which will ensure that the Council’s Swimming Centre assets are managed, maintained and developed to meet community needs and ensure the ratepayer subsidy is maintained at current levels or reduced over the following five years.

SGL Consulting were engaged to undertake extensive data collection and market research to gain an understanding of the current trends within the aquatics industry, the environment which the Council’s Swimming Centres are operated in, competition from other swimming and aquatic facilities with the region (existing and new), and the nature and extent of the use of the Council’s facilities.

A number of community engagement activities were undertaken by the Council to complement the data collection study to:

- determine what the community valued about the Council’s Swimming Centres; and
- to garner the visions of citizens and swimming centre visitors for the future development of the Swimming Centres.

The Council adopted the Swimming Centres Strategy in December 2017, which will result in significant investment in the Council’s Swimming Centres over the next few years.

The future direction for both Swimming Centres recognises the unique characteristics of each facility, the community they service and builds on the strengths of each Centre. The ultimate goal is for our Swimming Centres to be attractive and highly utilised recreational destinations.

The redevelopment of the Centres will be undertaken in stages, with Stage 1 commencing in 2018–2019 and involving the replacement of pipes at the Payneham Memorial Swimming Centre.

Capital Works Program

2017–2018

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

The 2017–2018 Capital Works Program budget of \$6,783,118 incorporated:

- Civil infrastructure works to the value of \$2,861,868 including resealing 13 road segments covering 32,227 square metres; reconstructing 11,182 square metres of footpaths; and replacing 4,083 metres of kerbing along 14 road segments.
- Building works to the value of \$534,000 including upgrades to St Peters Town Hall Complex; upgrade of the air-conditioning system at the Norwood Institute Building; and replacement of the shade structure above the main pool at the Payneham Memorial Swimming Centre.
- Recreation and open space infrastructure works to the value of \$353,000 including upgrades to Joslin Reserve Playground, installation of Disability and Discrimination Act compliant bus shelters, upgrades to street and park furniture; new Payneham Oval cricket pitch and renewal of irrigation systems at Hutchinson Park (Norwood) and Broad Street Reserve (Marden).

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

A summary of the 2017–2018 Civil Infrastructure Capital Works Program:

College Park

Footpath Paving:

Harrow Road – from First Avenue to Second Avenue, eastern side

Harrow Road – from Second Avenue to Third Avenue, western side

Evandale

Footpath Paving:

Bakewell Road – from Frederick Street to Morris Street, northern and southern sides.

✘Footpath paving carried forward pending completion of kerbing works scheduled for 2018–2019 financial year.

Firle

Footpath Paving & Kerbing

Shelley Street – from Gage Street to Glynburn Road, northern side

Glynde

Footpath Paving:

Edward Street – from Barnes Road to 29 Edward Street, southern side

Edward Street – from Barnes Road to Henry Street, north eastern side

Hann Street – from Avenue Road to Almond Avenue, northern side

Florence Street – from Lewis Road to Payneham Road, western side

Road Resealing:

Florence Street – from Payneham Road to Lewis Road

Scott Street – from Marian Road to Loader Street

Hackney

Footpath:

Hackney Road – from Westbury Street to North Terrace, eastern side

Kerbing:

Hackney Road – from Botanic Street to North Terrace, eastern side

✘Scheduled footpath and kerbing reconstruction projects were removed from the 2017-2018 Capital Works Program due to a potential drainage upgrade which will see heritage bluestone and cobblestone kerb and water table reconstruction. This location is also a high profile area which had recently undergone major development works as part of the State Government's O-Barn Project which created extensive interruptions to commuters and the community.

Heathpool

Kerbing:

Rothbury Avenue – from Lesbury Avenue to Hanson Avenue, northern side

Road Resealing:

Dean Grove – from The Crescent to Stafford Grove

✘This project was carried forward to allow for the integration of the road resealing project with an intersection upgrade of Stafford Grove, Alnwick Terrace, Lesbury Avenue & Dean Grove - adjacent to Marryatville High School. The intersection upgrade will include kerb protuberances with rain gardens and garden beds which will create a safer operating intersection and improve safety adjacent to Marryatville High School.

Joslin

Footpath Paving:

Ninth Avenue – from suburb boundary to Lambert Road, northern and southern sides

Kerbing:

Ninth Avenue – from suburb boundary to Lambert Road, northern and southern sides

Road Resealing:

Ninth Avenue – from suburb boundary to Lambert Road

Kensington

Footpath Paving:

Bishops Place – from Kensington Road to High Street, western side

Bridge Street – from High Street to Hughes Avenue, western side

Kerbing:

Dankel Avenue – from Bishops Place to Shipsters Road, northern side

Thornton Street – from High Street to The Parade, western side

Bishops Place – from High Street to Dankel Avenue, eastern and western sides

Road Resealing:

Regent Street – from Maesbury Street to Shipsters Road

Maesbury Street – from High Street to Regent Street

Marden

Footpath Paving:

Wear Avenue – from Wear Court to Kildare Avenue, west side

Maylands

Kerbing:

Olive Road – from Frederick Street to Bend, southern side

Norwood

Footpath Paving:

John Street – from Fullarton Road to Clarke Street, southern side

Rose Street – from Edward Street to Moulden Street, northern side

Kerbing:

Church Avenue – from William Street to The Parade, western side

✘ Kerbing on Church Avenue from William Street to The Parade was carried forward due to a significant property development in progress.

John Street – from Fullarton Road to Clarke Street, southern side

Road Resealing:

Church Avenue – from Church Avenue Reserve to The Parade

✘ Resealing on Church Avenue from William Street to The Parade was carried forward due to a significant property development in progress.

Elizabeth Street – from Kensington Road to The Parade

Payneham

Footpath Paving:

Charles Street – from Arthur Street to end, northern and southern sides

Road Resealing:

Henry Street – from Portrush Road to Arthur Street

Avenue Road – from Henry Street to Lewis Road

Payneham South

Footpath Paving:

Devitt Avenue – from Gage Street to Glynburn Road, northern side

Road Resealing:

Aveland Avenue – from Aberdare Avenue to Devitt Avenue

Royston Park

Footpath Paving:

Ninth Avenue – from Lambert Road to Battams Road, southern and northern sides

Kerbing:

Ninth Avenue – from Lambert Road to Battams Road, southern and northern sides

Road Resealing:

Ninth Avenue – from Lambert Road to Battams Road

✘ Resealing between Lambert and Oaklands Roads was carried forward due to further drainage works requirement in this segment of Ninth Avenue.

Second Avenue – from Lambert Road to Salisbury Avenue

St Peters

Footpath Paving:

St Peters Holton Court – from Eleventh Avenue to end, eastern side

First Avenue – from Harrow Road to St Peters Street, northern side

First Avenue – from St Peters Street to Stephen Terrace, southern side

Fifth Avenue – from Stephen Terrace to Winchester Street, northern and southern sides

Eighth Avenue – River Street to Winchester Street, southern side

Eighth Avenue – from Stephen Terrace to Winchester Street, northern side

Ninth Avenue – from Stephen Terrace to Winchester Street, southern side

Second Avenue – from Harrow Road to St Peters Street, southern side

Winchester Street – from Fifth Avenue to Eighth Avenue, eastern side

Winchester Street – from Second Avenue to Third Avenue, eastern and western sides

Winchester Street – from Sixth Avenue to Seventh Avenue, western side

Winchester Street – from Payneham Road to First Avenue, western side

Kerbing:

Ninth Avenue – from Stephen Terrace to suburb boundary, southern and northern sides

Road Resealing:

Ninth Avenue – from Stephen Terrace to suburb boundary

Third Avenue – Harrow Road to St Peters Street

Stepney

Footpath Paving:

Mary Street – from Laura Street to Flora Street, eastern and western sides



Community Facilities

Libraries and Community Centre



The Council’s three Libraries are shared spaces, which facilitate the pursuit of recreation and leisure, connect people through shared experiences and as a result, assist in building social capital and offer lifelong learning experiences.

Overall, visitors to our Libraries have accessed 355,996 physical and digital loans from the Libraries in 2017–2018 as compared to 354,974 physical and digital loans in 2016–2017. An increase of 0.3 percent (Graph 5).

There was a minor decrease of 1.1 percent in loans directly from the libraries with 335,169 loans recorded in 2017–2018 compared to 339,057 for the 2016–2017 year.

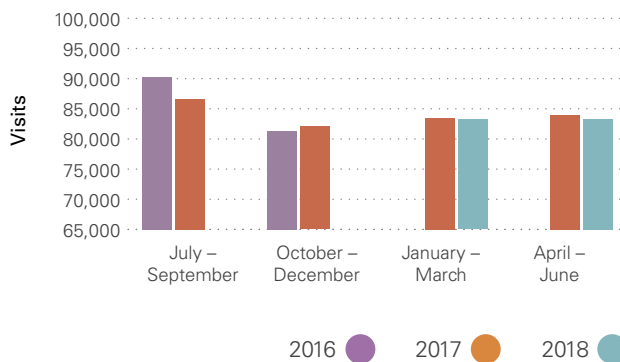
20,827 digital content loans were recorded in 2017–2018 compared to 15,917 in 2016–2017, an increase of 30.9 percent.

In addition, the Libraries:

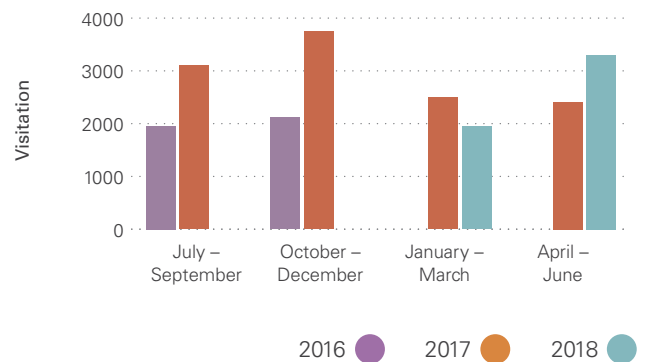
- Facilitated 18,043 public access internet sessions;
- Installed a library collection security system across the three libraries to reduce instances of theft from the library collection;
- Introduced two self-service loan stations to improve customer experience;
- Purchased 12,693 new library items across a range of media and mediums to ensure the collection meets customer demands and reflects a contemporary and relevant collection; and
- Held 543 Lifelong Learning Program Sessions held across the three libraries with a total of 11,653 registrations, increased considerably from 2016–2017 with 481 sessions attracting 9,931 registrations (Graph 6).

A total of 263 community groups/commercial organisations hired community facilities (Payneham Community Centre, Payneham Library Complex, St Peters Youth Centre, and St Peters Town Hall Complex) equivalent to a total of 1,139 hire days.

Graph 5: Library Service Loans 2016-2017 to 2017-2018



Graph 6: Attendance at Lifelong Learning Programs 2016-2017 to 2017-2018



Community Facilities

Swimming Centres



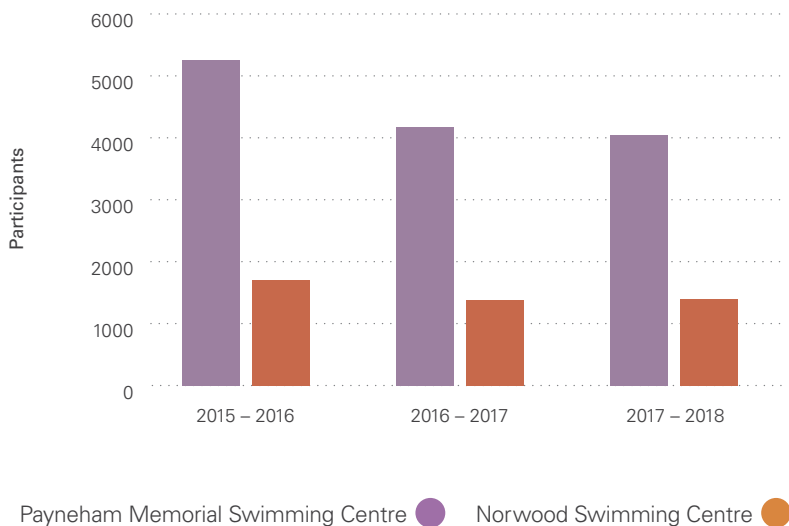
Our Swimming Centres are conveniently located in the leafy suburbs of Kensington and Felixstow and offer the ideal environment for aquatic fitness and education, social gatherings and fun.

- Payneham Memorial and Norwood Swimming Centres attracted a total of 92,376 patrons during the 24-week swimming season.
- Swimming lesson program catered to 5,448 people over a 20-week period.
- 15,310 entries for the school term swimming and water safety education program.
- Launched an inflatable obstacle course at Norwood Swimming Centre.

- Implemented a New Arrival Water Safety program for migrants at the Payneham Memorial Swimming Centre which attracted three participants.
- Progressed the Swimming Centres Review through community consultation on the preferred redevelopment options for the both the Payneham Memorial and Norwood Swimming Centres.
- Feedback was presented to the Council at the December 2017 meeting.

Challenge: The Swimming Centres experienced an overall 3 percent decline in attendances during the 2017–2018 season compared to previous years. This is, in part, due to a decrease in participation in swimming lesson and water safety program (graph 7). It is also anticipated the newly developed swimming and recreation centre at The ARC Campbelltown, will continue to impact on attendances, particularly at the Payneham Memorial Swimming Centre.

Graph 7: Swimming Lesson Participation 2015–2016 to 2017–2018



St Peters Child Care Centre & Preschool



In operation since 1976, the St Peters Child Care Centre & Preschool is licenced for 105 long day care places per day, however to ensure that the Centre continues to provide high quality care, the number of available places is capped at 94.

The Centre is an Approved Provider under the *Education and Early Childhood Services (Registration and Standards) Act 2011* and the Education and Care Services National Regulations and *Education and Early Childhood Services (Registration and Standards) Regulations 2011*.

Programming during 2017–2018 had a focus on community gardening, growing and planting.

145 families accessed childcare through the Council's Child Care Centre, which caters for infants through to preschool aged children.

The centre achieved an operating surplus of \$29,978 in 2017–2018, compared to an adopted operating surplus of \$98,782, an unfavourable variance of \$65,804.

This result is due to the actual number of children accessing the service being less than the budgeted figure. On average, 87 children accessed the service on a daily basis, compared to a budgeted 90 children per day.

Challenge: The Centre is experiencing a decrease in enrolments due to an increase in the number of new childcare centres opening in the area.

Norwood Concert Hall



The Norwood Concert Hall caters for events of all sizes, including productions, international acts, product launches, school concerts, cabaret acts, grand balls and weddings.

An outstanding example of late Edwardian architecture and protected by the National Trust, the Concert Hall has been renovated to the most exacting standards to preserve and enhance both its character and detail.

Activities, events and functions held at the Norwood Concert Hall attract visitors to The Parade, which in turn results in increased activity within the surrounding area. A schedule of events is prepared each month and emailed to more than 25 restaurants and cafes.

Council, community and commercial events were held at the Norwood Concert Hall over 122 days, attracting approximately 52,000 patrons to this iconic cultural venue.

This included 11 performances as part of the 2018 Adelaide Fringe; 13 school productions and presentations; and 17 dance, musical and theatre productions.

The Concert Hall recorded an operating surplus of \$74,022, a favourable variance of \$22,999 against the adopted budget of \$51,023, due to more commercial hirers than anticipated.

Challenge: To ensure the Norwood Concert Hall is able to meet the constantly changing expectations of hires and remain a commercially viable business.





Outcome 1: Social Equity

A connected, accessible and pedestrian-friendly community

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CityPlan 2030 Strategies:

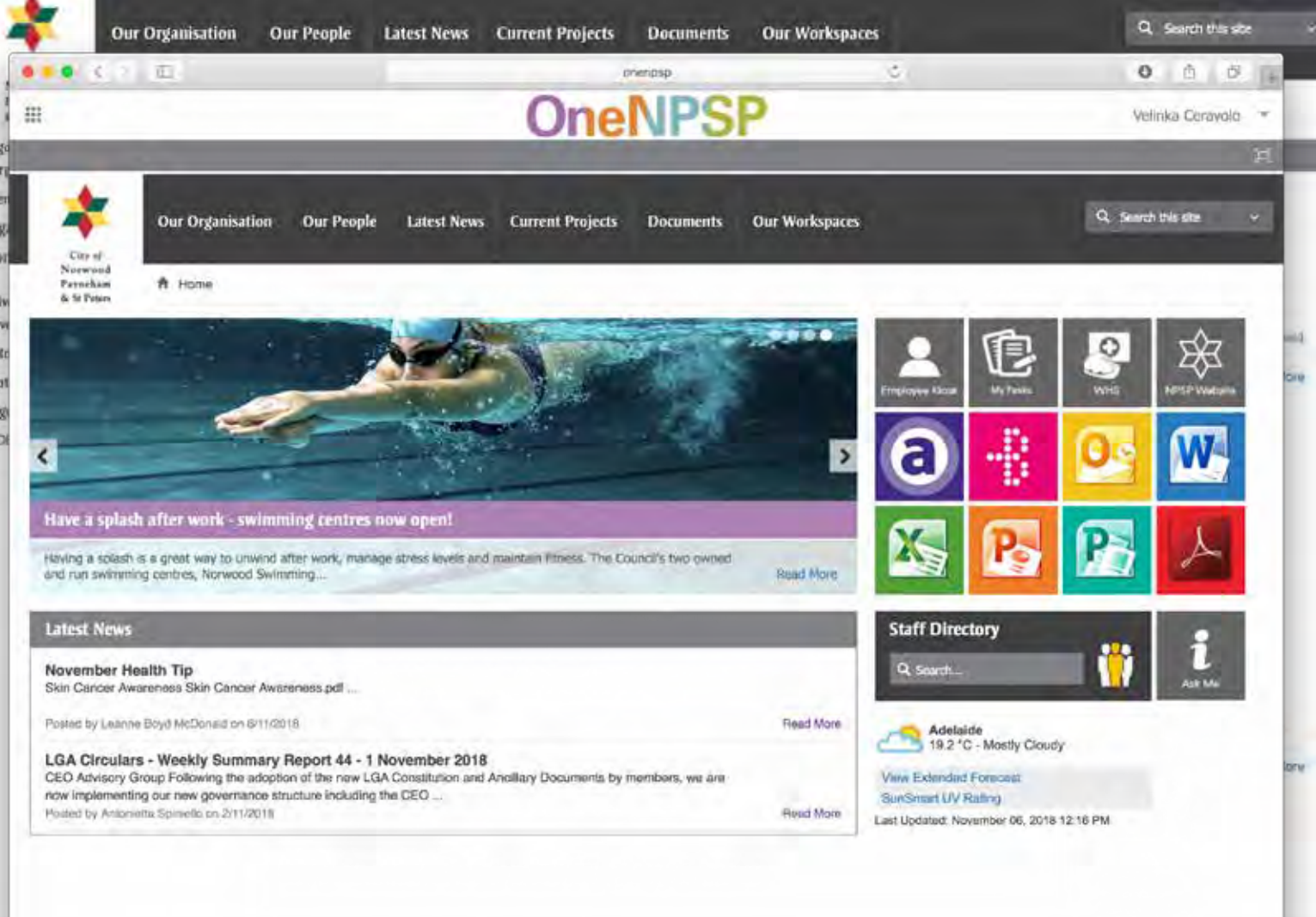
1. Convenient and accessible services, information and facilities.
2. A people-friendly, integrated, sustainable and active transport network.
3. An engaged and participating community.
4. A strong, healthy, resilient and inclusive community.
5. Access to affordable housing for lower income earners.



St Peters Child Cares Centre & Preschool

1. Convenient and accessible services, information and facilities.

- ✓ Establish community hubs that integrate social support, health, recreational and commercial services in multi-purpose spaces*
- ✓ Maximise access to services, facilities, information and activities.*
- ✓ Design and provide safe, high quality facilities and spaces for people of all backgrounds, ages and abilities.*



OneNPSP Intranet

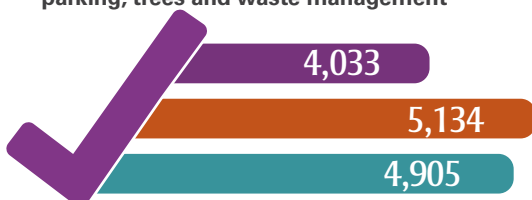
Customer service – key stats

● 2017–2018 ● 2016–2017 ● 2015–2016

Responded to incoming telephone calls



Completed customer requests relating to graffiti, footpaths, road maintenance, drainage, traffic, parking, trees and waste management



Digital communication

- Appointed the Council's first dedicated digital marketing resource.
- Established Council social media profiles on Facebook, Twitter, Instagram and LinkedIn in April 2018 and achieved 114,000 total page impressions, 1,296 engagements and 559 link clicks (for further information) in the last quarter.
- Following its launch in May 2017, distributed seven Your NPSP eNewsletters to a database of 1,174 opt-in subscribers, with an average open rate of 48 percent¹, far exceeding the industry average of 23.4 percent for government. See page 81.

¹ IBM 2016 Email Marketing Metrics Benchmark Study

Website

Total website visits

1 Jul 2015 – 30 Jun 2016



1 Jul 2016 – 30 Jun 2017



1 Jul 2017 – 30 Jun 2018



- Since the Council’s mobile website was launched in June 2014, an increasing number of people are using mobile devices to access the website. Over the previous three years (1 July 2015 – 30 June 2018) mobile phones and tablets accounted for 45.5 percent of website visits while desktop computers accounted for 54.5 percent.
- Data collected over the previous three years show the three most popular website pages as libraries, contact us and swimming centres.

Total page visits 2017–2018



**Growth
of 7 %
in total
website visits**

Community Care Services

The Home Support Program experienced a decrease in demand for domestic assistance, personal care and transportation services.

● 2017 – 2018 ● 2016 – 2017 ● 2015 – 2016

Hours of services delivered



Number of residents accessing services



The decline in the number of citizens accessing community care services from the previous financial year is due to an increase in the average number of hours each client received during 2017–2018, that is from 21 hours during 2016–2017 to 26 hours in the 2017–2018 financial year.

The increase in average hours per client was due to a greater demand for more regular services such as cleaning, transport and home maintenance.

A decline in the number of citizens who received Personal Care Services was a result of the National Waiting List for Home Care Package, with some citizens waiting up to 12 months. As a result, some citizens needed to continue to receive Personal Care Services for an extended period, which decreased the Council’s capacity to fund services for new clients.

Capital Works Program

The 2017–2018 Capital Works Program budget of \$6,783, 118 funded a significant program of civil infrastructure, building, recreation and open space infrastructure works (See page 116).

Community Visitors Scheme

The Community Visitors Scheme was introduced by the Federal Department of Health in 1992 to recruit Volunteer visitors to provide friendship and companionship to citizens of Australian Government-subsidised aged care homes who are socially isolated or are at risk of social isolation and loneliness.

The Council employs a Community Visitor Scheme Co-ordinator three days per week to co-ordinate the program.

The Community Visitors Scheme provided visitation and companionship to a total of 40 socially isolated residents in home and residential care facilities within the Cities of Burnside, Campbelltown, Unley and Norwood Payneham & St Peters.



Beulah Road

2. A people-friendly, integrated, sustainable and active transport and pedestrian network.

- ✓ Promote sustainable and active modes of transport.*
- ✓ Provide safe and accessible movement for people of all abilities.*
- ✓ Work with other agencies to influence or provide improved and integrated public transport networks.*

City-Wide Schools, Traffic, Parking and Safety Review

- Completed the implementation of Stage 2 works.
- \$84,362 to install new infrastructure including pedestrian refuges and an emu crossing adjacent to five local schools.

City-Wide Cycling Plan

- Progressed a number of actions from the Council’s City-Wide Cycling Plan to encourage cycling participation and develop a network of cycling routes and cultures, including the below behavioural change programs.
- Back on the Bike skills development program attracted six participants.
- Be Safe Be Seen cycle safety course held in conjunction with the Motor Accident Commission, attracted 16 participants.
- Installation of sharrows along selected cycling routes and an education article in the December 2017 edition of *Look East*.
- Coordinated 15 Volunteers to undertake cyclist counts at 13 strategic locations throughout the City to collect statistical information about commuter cyclist travel behaviours as part of Super Tuesday – Australia’s largest annual visual bike count.
- Granted in-principle support for dockless bikeshare schemes to operate within the City.

Beulah Road Bicycle Boulevard

The Beulah Road Bicycle Boulevard project aims to support the safety, accessibility and appeal of cycle and pedestrian routes across the City, reduce traffic congestion and encourage more people to consider cycling or walking as their preferred transport option.

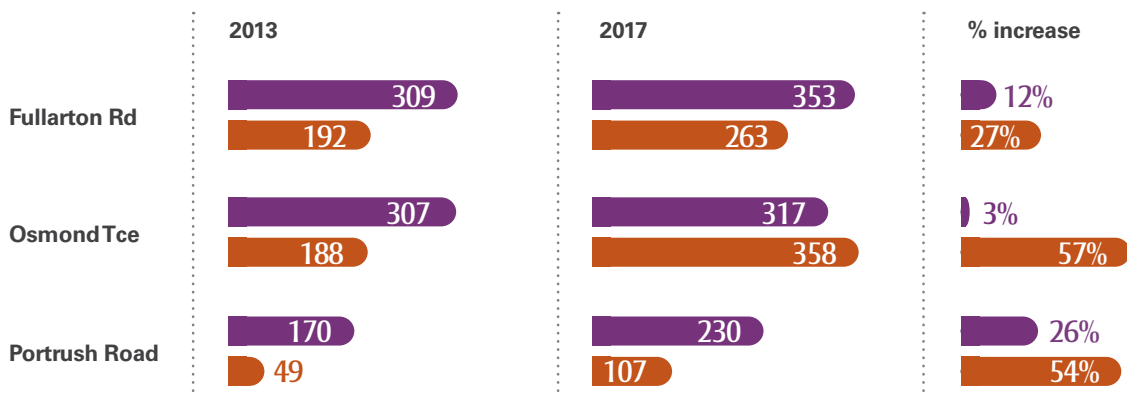
The Bicycle Boulevard will cover 1.6 kilometres of Beulah Road, Norwood.

In order to measure the success of the future boulevard, the Council has undertaken annual cyclist and pedestrian counts along Beulah Road each September since 2013.

Counts already show a significant increase in cyclist and pedestrian numbers along the route with cyclist numbers increasing by approximately 14% and pedestrians by 46% since 2013. It is expected that cycling and pedestrian numbers will increase significantly once the boulevard is constructed.

The increase in cycling numbers may be a result of recent improvements in cycling infrastructure undertaken by the Department of Planning, Transport and Infrastructure at the Portrush and Fullarton Road intersections and also along Rundle Street, Kent Town. Similarly, the improvements in cycling infrastructure in the City of Adelaide may also be a contributing factor to increased cycling numbers.

Table: Comparison of 2013 and 2017 cyclist and pedestrian numbers





Poolside event 2018

3. An engaged and participating community.

- ✓ Strengthen community leadership and capacity.*
- ✓ Promote volunteering opportunities in the community and within the Council.*
- ✓ Provide opportunities for community input in decision-making and program development.*
- ✓ Recognise and use the skills, knowledge and resources of the community.*

Youth

- Seven participants completed the YouthFM 12 month hands-on broadcast training program at Three D Radio. One graduate was subsequently awarded a scholarship to the Australian Radio School.
- 831 young people and families attended the annual Poolside event at the Payneham Memorial Swimming Centre on 26 January 2018, coinciding with the Centre's 50-year celebration. Attendance was up from 430 in 2017 and 445 in 2016.
- The biennial Canvas Youth Arts Exhibition attracted artworks from 24 local young artists and were displayed over a two-week period with winners and commendations awarded in three categories in addition to an overall Mayor's Choice winner.
- The biennial Canvas Youth Arts Short Film Festival attracted eight entries from local young film makers, and reflected a diverse genre of short films with awards conferred in three categories.

Volunteer program

- 210 active Volunteers contributed more than 6,200 hours of service across a range of programs including administrations, cultural heritage, events, graffiti removal, home and community care, library and youth, and as a Justice of the Peace.
- 47 new Volunteers commenced with the Council, while 29 retired or resigned.
- One new Volunteer program, the Food Secrets Tour Guide, was launched.
- Hosted three recognition events with 80 Volunteers attending one held during National Volunteer Week.
- Revised the Volunteer Service Policy.
- Introduced Years of Service pins to recognise contributions to our community.

Community consultation

- Facilitated 14 community consultations with property owners, residents and businesses in respect to Council policies, plans and major projects which included *CityPlan 2030*; The Parade Masterplan Draft Concepts (Phase 2); Swimming Centres Redevelopment Strategy; smoke-free areas and draft Smoke-Free Policy; Educational Establishments Review; draft Outdoor Dining Policy; and By-Law Review.

Community Funding Program

- \$19,414 provided to seven community groups and organisations as part of the Council's Community Funding Program, to support local initiatives which have broad community reach and benefit. Grants have assisted the delivery of a large-scale mural in College Park; purchase of new sporting equipment; musical workshops; and participation in the Operation Flinders program for three local young people.



Fashion on Parade Volunteers



4. A strong, healthy, resilient and inclusive community.

- ✓ *Encourage physical activity and support mental health to achieve healthier lifestyles and well-being.*
- ✓ *Encourage and provide opportunities for lifelong learning.*
- ✓ *Provide spaces and facilities for people to meet, learn and connect with each other.*
- ✓ *Facilitate community support networks and partnerships for the sharing of resources and skills in order to build community capacity.*

Community care services

- Hosted the Zest for Life Festival, a two-week festival of events encouraging active and healthy lifestyles for older citizens – as part of the COTA SA ZestFest – in which 465 citizens participated (an increase of 8 percent on the 2016 event). The program included exercise sessions, concerts, workshops, crafts and guided tours.
- 123 people participated in Social Programs, including excursions and exercise activities.

Smoke-Free Policy

- Prepared the Smoke-Free Policy for the introduction of smoking restrictions at all of the Council's parks and reserves (except the Memorial Gardens on The Parade), swimming centres and events hosted or supported by the Council.
- Following community consultation, the Smoke-Free Policy was endorsed by the Council on 7 May 2018.

Challenge: finding balance between those citizens in support of and against the proposed Policy, and recognising the Council's role in and commitment to providing healthy environments for the broader community.

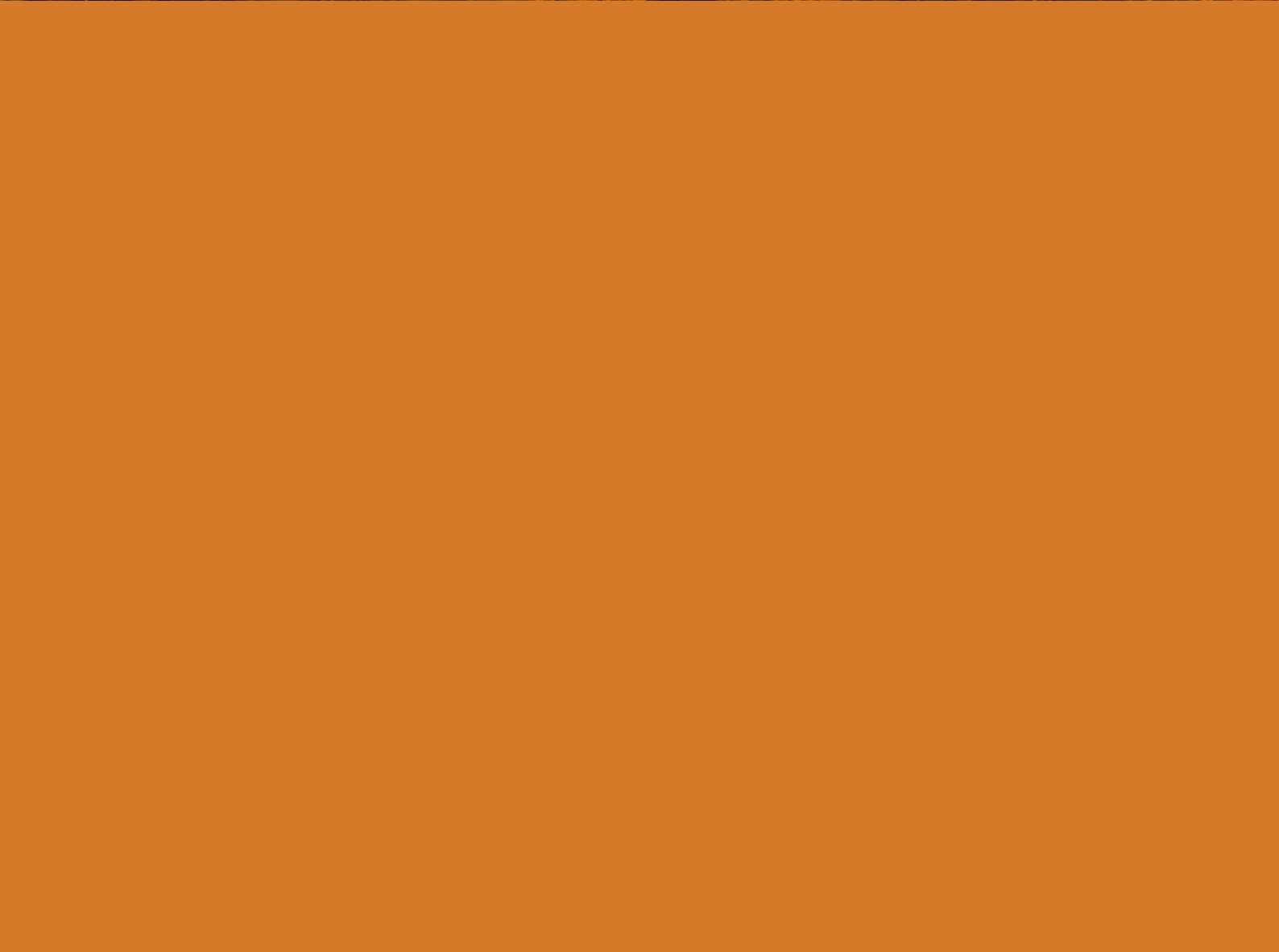


5. Access to affordable housing for lower income earners.

- ✓ *Advocate for and facilitate a mix of affordable public and private housing in new developments.*
- ✓ *Encourage and facilitate suitable housing options for older residents.*

Planning reform

- Entered into a Collaborative Work Program with the State Government to assist in facilitating the current major planning reform process and advocated support for a mix of housing options in appropriate locations.





Outcome 2: Cultural Vitality

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

.....

CityPlan 2030 Strategies:

1. An artistic, creative, cultural and visually interesting City.
2. A community embracing and celebrating its social and cultural diversity.
3. A City which values and promotes its rich cultural and built heritage.
4. Pleasant, well designed, and sustainable urban environments.
5. Dynamic community life in public spaces and precincts.



Live music at Norwood on Tour

1. An artistic, creative, cultural and visually interesting City.

- ✓ Use the arts to enliven the public realm and create a 'sense of place'.*
- ✓ Provide opportunities and facilities for creative expression for people of all backgrounds, ages and abilities.*
- ✓ Attract and support cultural and creative organisations, businesses and individuals.*

SALA Festival

- The Council subsidised registration fees for seven local artists to participate in the annual South Australian Living Artists (SALA) Festival.
- The 'SALA in Norwood' exhibition was held at the Norwood Town Hall during the Festival.

Live Music

- Held the inaugural 'Jazz by the Kiln' at Koster Reserve in March 2018, the second in a series of live, outdoor music events.
- Issued 262 busking permits compared to 248 in 2016–2017.

This increase is a positive reflection of the Council's commitment to encourage and foster live music in its various forms, in recognition of the significant contribution that live music makes to the vibrancy, culture and economy of the City.

The Council has resolved to consider the provision of suitable space for busking and other forms of live music, including through any future master planning of open spaces and streets in activity centres.

Visual Art

- In 2008, the Council held the popular and well-received Sculpturing Norwood event (previously organised by a local trader). At its meeting on 4 September 2017, the Council endorsed the reintroduction of the Sculpturing Norwood event with a more contemporary name, Art on Parade, as part of the Council's 2017–2018 Events Calendar.
- A self-guided public art map was developed to highlight the locations of all public artwork located throughout the City.
- Following an expression of interest process, commissioned artists to deliver the Council's third Major Quadrennial Public Artwork, to be located at the corner of Nelson Street and Magill Road. The work will be installed in August 2018.

Art on Parade showcased 95 artworks by 22 artists which were displayed in 23 premises along The Parade, including the Norwood Town Hall, over a three-week period.

Challenge: Trader participation in 2017 was 23 compared to 44 in 2008. As the intent is to create an art walk for the length of The Parade, more traders will be encouraged to participate in the 2019 event to enhance the event and provide a more fluid art walk along the entirety of The Parade, Norwood.



Citizenship Ceremony 2017 at the Norwood Oval

2. A community embracing and celebrating its social and cultural diversity.

- ✓ Acknowledge and recognise local Aboriginal heritage and history.*
- ✓ Inform and connect new residents to the community and its resources.*
- ✓ Facilitate opportunities for cultural expression, celebration and interaction between different cultural and demographic groups.*
- ✓ Promote understanding of, and respect for, our cultures and heritage.*

Felixstow Reserve Redevelopment

- Worked closely with the Kurna people to ensure their rich cultural history and connection to the land is represented and featured throughout Felixstow Reserve.

The Reserve will feature:

- Nature play space featuring structures inspired by a wardli (house) and reference to the camps the Kurna people created on the banks of the River Torrens/Karrawirra Pari.
- A large River Red Gum (*Eucalyptus camaldulensis*) that was used by Kurna men to make a canoe (yuku) more than 200 years ago.
- Five Kurna cultural markers which provide an insight into the Kurna beliefs, traditions and culture. Each marker was created by Paul Herzich, a Kurna/Ngarrindjeri artist and designer.
 - The ibis – a sacred bird;
 - Tatarta – a multipurpose tool and digging stick;
 - Kaiya – a three-pronged spear used for catching fish;
 - Tainkyadli – a spiny flat sedge used for weaving; and
 - Witu – common reed used for spears and weaving.

New residents

- Two events were held at the Norwood Concert Hall to welcome 46 new residents to the City, introduce them to Council services, community events and spaces, and staff.

Citizenship

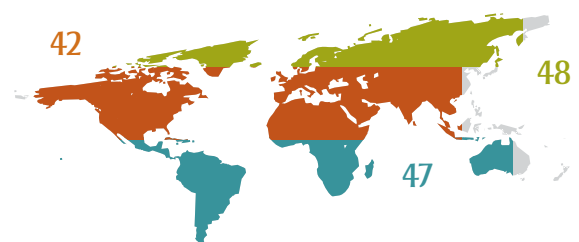
- Each year the Council welcomes new citizens to our community, inaugurating them during five citizenship ceremonies, including a special ceremony held at Norwood Oval as part of the SANFL Multicultural Round.
- The new residents hailed from various countries and represent diverse cultures.

● 2017–2018 ● 2016–2017 ● 2015–2016

Number of new citizens



Countries of origin





Norwood Primary School students at the Festive Gallery on Osmond

3. A City which values and promotes its rich cultural and built heritage.

- ✓ *Protect and enhance places, streetscapes, precincts and landmarks which reflect the built and cultural history of our City.*
- ✓ *Reflect our City's history through cultural heritage programs and initiatives.*
- ✓ *Promote the value of heritage protection.*

Events

Hosted the George Street Piazza event on 15 April 2018, on George Street, Norwood to celebrate the City's Italian heritage. The event featured Italian-themed food & beverage stalls, provided by local traders, Italian themed music, cooking demonstrations and artists.

Challenges: As is the case with a number of events held on The Parade, the Council experienced difficulty in securing trader participation in the event. In addition, heavy rainfall on the day resulted in low attendance (security personnel estimation of 600) compared to the expected 2,000–3,000. The Council resolved not to host the George Street Piazza event in the future.

Heritage Incentive Scheme

A public Heritage Conservation Information Session was held at the St Peters Banquet Hall on 15 February 2018, presented by the Council's Heritage Advisor, David Brown of BB Architects and Alexander Wilkinson of Alexander Wilkinson Design. The session focused on:

- deciding whether to keep and restore an old house or demolish and start again – the value equation; and
- the impact of heritage listing on property values.

Attendance reached the 100-seat capacity of the venue.

The Council's Heritage Advisor provided advice on 376 occasions in respect to conservation and/or development of heritage listed or affected properties.

Cultural Heritage

- KNCHA Elders, led by Uncle Jeffrey Newchurch and Aunty Lynette Crocker, visited the St Peters Cultural Heritage Centre on a number of occasions to hold meetings or conduct workshops regarding Council projects.
- A month long program was hosted as part of South Australia's History Festival 2018 to celebrate and promote cultural heritage in the City. Under the theme *Creating History*, talks, walks, bus tours and master classes highlighted the unique and culturally diverse history of the City.
- Kurna cultural tour The Secret River – Karrawirra Parri, was led by Uncle Frank Wanganeen as part of the History Festival program, highlighting a unique aspect of the Council's history. Further initiatives are planned for 2018–2019.
- The Council's History Festival Program is acknowledged by the History Trust of South Australia as a leader in events which celebrate the State's history.

Festive Gallery on Osmond

- Held the annual Festive Gallery on Osmond (formerly the Wooden Christmas Tree Project) which attracted 13 participating local schools and resulted in an outdoor gallery of 55 decorated wooden Christmas trees on Osmond Terrace over the festive season.



Argo on The Parade, Commercial Winner, Sustainable Garden Awards 2016

4. Pleasant, well designed, and sustainable urban environments.

- ✓ Encourage development that complements our City's built heritage and character areas.*
- ✓ Encourage sustainable and quality urban design outcomes.*
- ✓ Maximise the extent of green landscaping provided in new development and in the public realm.*
- ✓ Encourage a range of housing options to assist in maintaining social and cultural diversity.*

Development assessment

- 1,035 Development Applications were lodged with the Council.
- Development approval granted for 341 new dwellings, 94 land divisions, 89 swimming pools and 27 regulated tree removals, to the value of \$249 million.
- Significant Development Applications approved for a residential development comprising eight townhouses and 70 apartments in Kent Town; a mixed-use development comprising 22 townhouses, a four storey motel, café and retail tenancy in Kent Town; and alterations and additions to an existing hostel and construction of six residential buildings, comprising a total of 42 dwellings and a 41 bedroom serviced apartment building, in Hackney.

Development compliance

- 151 detailed investigations were undertaken in development related complaints.
- 56 random planning compliance inspections were undertaken in relation to recently completed developments.
- 222 building inspections were undertaken of footings, framing, masonry, swimming pools and fire safety provisions.

Outdoor dining

- Issued 49 Outdoor Dining Permits.
- Reviewed the Outdoor Dining Policy with stakeholder input which resulted on changes being made to allow direct servery windows to encourage additional vibrancy in the public realm.

Urban Design Awards

- The Urban Design Awards commenced in 2002 to recognise excellence in Urban Design across the City, and has been run approximately every two years, with mixed success.
- Unfortunately in 2018, only two nominations were received despite an extensive and targeted promotional campaign.

- In July 2018, the Council determined to discontinue the Urban Design Awards on the basis that the effort, resource and financial allocations do not provide sufficient community benefit nor generate sufficient community or industry interest.

Urban Design Framework

- Kent Town was identified by the State Government as a development opportunity in 2010 and subsequently rezoned to enable new, high-density and mixed-use development.
- Developed the Kent Town Urban Design Framework to inform the establishment of attractive, greener and safer public spaces in Kent Town.
- Partnered with the State Government to deliver two streetscape enhancement demonstration projects adjacent the recently completed East Park (1 King William Street) and La Verde (54–60 King William Street) apartments.
- The demonstration projects set a new standard for the streetscape character and quality which the Council and the community will expect of future Kent Town developments.
- To further support this new form of development, the Council is preparing an Urban Design Framework and Public Realm Manual which will be completed in late 2018 to guide integration of new developments with the streetscape, ultimately creating a people friendly neighbourhood.

Planning reform

- Entered into a Collaborative Work Program with the State Government to assist in facilitating the current major planning reform process, with outcomes including the appointment of a Council Assessment Manager and Council Assessment Panel; and submissions to the State Government about a range of proposed planning frameworks and charters.



Jazz by the Kiln 2018

5. Dynamic community life in public spaces and precincts.

- ✓ Broaden the range of land uses and activities in appropriate locations.*
- ✓ Create and provide interesting and colourful public spaces to encourage interaction and gatherings.*
- ✓ Host and facilitate community events and activities.*

Community events

- Hosted the Stage 4 Start of the 2018 Santos Tour Down Under.
- Three new events – Jazz by the Kiln, Art on Parade and Movie on the Oval – were added to the annual events calendar.
- Jazz by the Kiln was held on 17 March 2018 at Koster Park, Trinity Gardens, the second in a series of music events in local parks. The first, Melodies in the Park, was held in 2017 at Joslin Reserve.

Based on the success of both events, the Council will host a concert in the park event once a month in February, March and April 2019.

- The Council's annual community events calendar incorporated seven other major events including Fashion on Parade; Norwood Christmas Pageant; Twilight Carols & Christmas Market; Australia Day; St Peters Fair; Zest for Life; and the Norwood on Tour Street Party.
- Created and hosted a suite of festive events under the brand 'Christmas in NPSP' including the Norwood Christmas Pageant, Twilight Carols & Christmas Market, Movie on the Oval, Festive Gallery on Osmond, Mayors Christmas Card Competition, Give the Gift of Reading and an online Christmas lights map.
- Celebrated the 50th anniversary of the Payneham Memorial Swimming Centre at the Poolside event on Australia Day and through a special display of memorabilia.

Draft Educational Establishments Review Development Plan Amendment (DPA)

Consulted on the draft DPA to develop a consistent policy framework for all of the school sites across the City to allow educational institutions to grow in an orderly and sensitive manner with new policy controls introduced to protect the residential amenity enjoyed by nearby residents.

Local Nuisance and Litter Control

- From 1 July 2017, the Council became responsible for enforcing the *Local Nuisance and Litter Control Act 2016*.
- 113 complaints of local nuisance were raised under the Act, however none were expiated or prosecuted as the Council pursues an education approach to the new legislation.
- 7 local nuisance exemptions were issued, allowing local nuisance activities to occur outside of usual times.

Challenge: Enforcement of State Government legislation as it must be carried out within existing resources.





Outcome 3: Economic Prosperity

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

.....
CityPlan 2030 Strategies:

1. A diverse range of businesses and services.
2. Cosmopolitan business precincts contributing to the prosperity of the City.
3. Attract new enterprises and local employment opportunities to our City.
4. A leading centre for creative industries.
5. A local economy supporting and supported by its community.



Eastend Wine & Ale Trail Launch 2017

1. A diverse range of businesses and services.

- ✓ *Support and encourage small, specialty, independent and family-owned businesses.*
- ✓ *Attract diverse businesses to locate in our City.*




Business diversity

- Attracted one new cellar door to the Council area as a result of the Eastside Wine & Ale Trail.

Communication

- Distributed a monthly electronic direct marketing (EDM) communication to The Parade precinct traders.
- Appointed a Digital Marketing Officer to create content and develop audiences for the Council’s precinct social media platforms:



The Parade Norwood

-  @TheParadeNorwood
-  @paradenorwood
-  @ParadeNorwood

Magill Road

-  @MagillRoadSA
-  @magillrd

Eastside Wine & Ale Trail

-  @Eastsidewineandaletrail
-  @eastsidewineandaletrail

Eastside Business Awards

- The Council hosted the inaugural Eastside Business Awards, in partnership with Messenger Newspapers, recognising business excellence across the Council area.
- The awards attracted 229 nominations for 132 local businesses with a total of 8,367 votes received across categories.
- 85 representatives from local businesses attended an awards evening where contributions of the Council’s diverse business community were acknowledged and celebrated.
- The Council resolved to sponsor the Eastside Business Awards in 2018.



Take a tour on the Eastside

The Eastside Wine and Ale Trail brings together the great regions of South Australia under the roof of four boutique wineries and a craft brewery, all located in inner-metro Adelaide and only minutes east of Adelaide’s CBD.

Amadio Wines, Tidswell Wines, Signature Wines and Little Bang Brewing Co. formed the inaugural trail when it was launched in February 2017. Since then, Salena Estate opened their cellar door on Payneham Road and formally joined the popular self-guided trail.

There are plenty of benefits to cellar doors in urban Adelaide, particularly in satisfying the appetite of the lightning visitor who still wants to sample South Australian wines and craft beers but doesn’t have the time to travel to the regions.

Though each business differs in region, varietals and in the case of Little Bang Brewing Co. – product, they are linked together by their roots as small and family-owned businesses. Together they are passionate about their products and deliver a unique experience for the trail-goer.

While urban cellar doors have made these wineries and micro-brewery more accessible, they also offer a great way of getting to know the operators and their history as you sip and sample your way along the trail.

Several of the venues are branching out into other more regular activities. If quiz nights are your thing, head to Little Bang Brewing Co. every Thursday night. Amadio Wines are hosting a monthly Wine Down event on the first Friday of every month, and Signature Wines invite you to join their Vino Vino Fridays featuring live music and a Spanish inspired menu.

Pick up your copy of the Eastside Wine & Ale Trail brochure from the Norwood Town Hall, 175 The Parade, Norwood, or follow the Eastside Wine & Trail on Facebook and Instagram.

-  fb.com/eastsidewineandaletrail
-  [@eastsidewineandaletrail](https://instagram.com/eastsidewineandaletrail)

YOUR

Daily

grind

CAN
MAKE A

Daily

difference



Daily Grind Reusable Coffee Cups Campaign

2. Cosmopolitan business precincts contributing to the prosperity of the City.

- ✓ Retain and enhance the unique character of all our City's business precincts.
- ✓ Retain commercial and industrial land in appropriate locations, and protect it from the encroachment of incompatible land uses.
- ✓ Promote the City as a tourist destination.
- ✓ Encourage community support for and promote awareness of all businesses in our City.

Events hosted for and by the community

- 25 retailers from The Parade participated in Fashion on Parade, as part of the Adelaide Fashion Festival.
- 23 businesses in The Parade precinct participated in Art on Parade – a self-guided trail of contemporary art. See page 137.
- Hosted 11 'Food Secrets' bus tours of the Glynde and Stepney food manufacturing precincts attracting 176 participants.

Marketing and branding

- Implemented various online and offline marketing initiatives for events, initiatives and precincts, promoting them to the local and broader South Australian market.
- Invested more than \$45,000 in promoting The Parade precinct through advertising in premium South Australian and national publications including SA Life, SA Style, CityMag, City Brief, The Advertiser and Destination Australia. Advertising expenditure also included outdoor advertising on buses.
- Invested in feature online and print advertising for the Magill Road Precinct in premium street publication, CityMag.
- Invested in feature print advertising for the Payneham Road precinct, themed 'A Bride's Guide to Payneham Road', in premium fashion magazine, SA Style.
- Attracted eight businesses in The Parade precinct to participate in the 'Summer Sundaes' initiative over summer.

Daily Grind Reusable Coffee Cups

- 12 local cafes participated in a pilot program promoting and driving awareness of sustainability in our City.
- Distributed 2,000 The Parade branded reusable coffee cups to traders as part of this promotion.

Local Government partnerships

Established a partnership with the City of Burnside to support and promote and businesses on Magill Road – a key business precinct – under one strong and cohesive brand. Up to 60 additional businesses have benefited from the Council's precinct branding approach.



Brick + Mortar Workshop

3. Attract new enterprises and local employment opportunities to our City.

- ✓ Foster emerging enterprises and industries.*
- ✓ Support appropriate home-based businesses.*
- ✓ Encourage and attract students to live in our City.*
- ✓ Promote and support local food manufacturing.*

New residents

- Provided a gift bag of local produce to all new residents who attend New Resident Welcome events.

Professional learning and development

- Hosted four Business Training Growth workshops at local creative space Brick+Mortar, attracting 60 participants.
- Hosted two events as part of the Eastside Start Up Series, to nurture and support start ups and entrepreneurs, which 40 people attended.

Promoting local food manufacturing

- Launched the 'Food Secrets of Stepney' publication at a special event on 28 September 2017 at Rio Coffee.

- Hosted 11 'Food Secrets' bus tours of the Glynde and Stepney food manufacturing precincts attracting 176 participants.
- Hosted an additional 'Food Secrets' tour for staff and customers of ANZ – an organisation focused on supporting local communities and small business owners.
- Invested in feature advertising showcasing the Eastside Wine & Trail in premier and high end South Australian publications including SA Life, Clique Magazine and CityMag.
- Implemented various online and offline marketing initiatives to promote the unique food manufacturing destinations in Glynde and Stepney including branded merchandise and distribution of the 'Food Secrets' publications.

SOUTH AUSTRALIA'S HIDDEN TASTES, FLAVOURS AND EXPERIENCES CONTINUE TO BE DISCOVERED AND SHARED THROUGH THE (CITY OF NORWOOD) PAYNEHAM & ST PETERS' FOOD SECRETS INITIATIVE, WITH THE LAUNCH OF THE FOOD SECRETS OF STEPNEY PUBLICATION.

On Thursday 28 September, Rio Coffee hosted the launch event for the Food Secrets of Stepney publication. More than 70 guests sipped on craft beers from Little Bang Brewing Co. paired with delicious canapés, with the centrepiece of the function being a spectacular dessert table, filled with a variety of sweet treats from the businesses featured in Food Secrets of Stepney.

The Food Secrets of Stepney showcases the unique food and beverage manufacturers in Stepney and shares the stories of boutique and family-owned businesses which produce and export world-class produce to local and interstate markets.

Despite its small footprint, Stepney is home to a number of 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 within the local community.

From Rio Coffee, steeped in history as South Australia's oldest coffee roasting house, to the newest kid on the block, boutique craft brewery Little Bang Brewing Co., Stepney is home to household brands producing high quality food and beverages.

Both Quinz's Confectionery and Heidelberg Cakes have their roots firmly planted in Stepney, producing sweet treats that have been central to important celebrations for a combined 67 years.

Renowned South Australian chef and restaurateur, Salvatore Pepe, is the Ambassador of the Council's Food Secrets initiative, and both the Glynde and Stepney publications, citing the quality and craftsmanship of the products as good enough reason to be associated with the initiative.

Pick up your copy of the Food Secrets of Stepney from the Norwood Town Hall or any of the Council's Libraries, or visit www.npsp.sa.gov.au



Elizabeth Donaldson, Director, Brick+Mortar Creative

4. A leading centre for creative industries.

- ✓ Create a business environment that is conducive to retaining and attracting creative industries to our City.*
- ✓ Collaborate with other agencies to facilitate the provision of technological infrastructure to support businesses.*
- ✓ Encourage the development of the local digital economy.*

Urban Design Framework

- Developed the Kent Town Urban Design Framework which will inform future developments in the Kent Town precinct – a hub of the City's creative industries. See page 143.



East Park, Kent Town



Fashion on Parade

5. A local economy supporting and supported by its community.

- ✓ Facilitate the sharing of information and consultation between businesses and residents.*
- ✓ Support opportunities for people to collaborate and interact in business precincts.*
- ✓ Retain accessible local shopping.*
- ✓ Encourage businesses to sponsor local community activities.*
- ✓ Support opportunities for the community to access locally sourced food produce.*

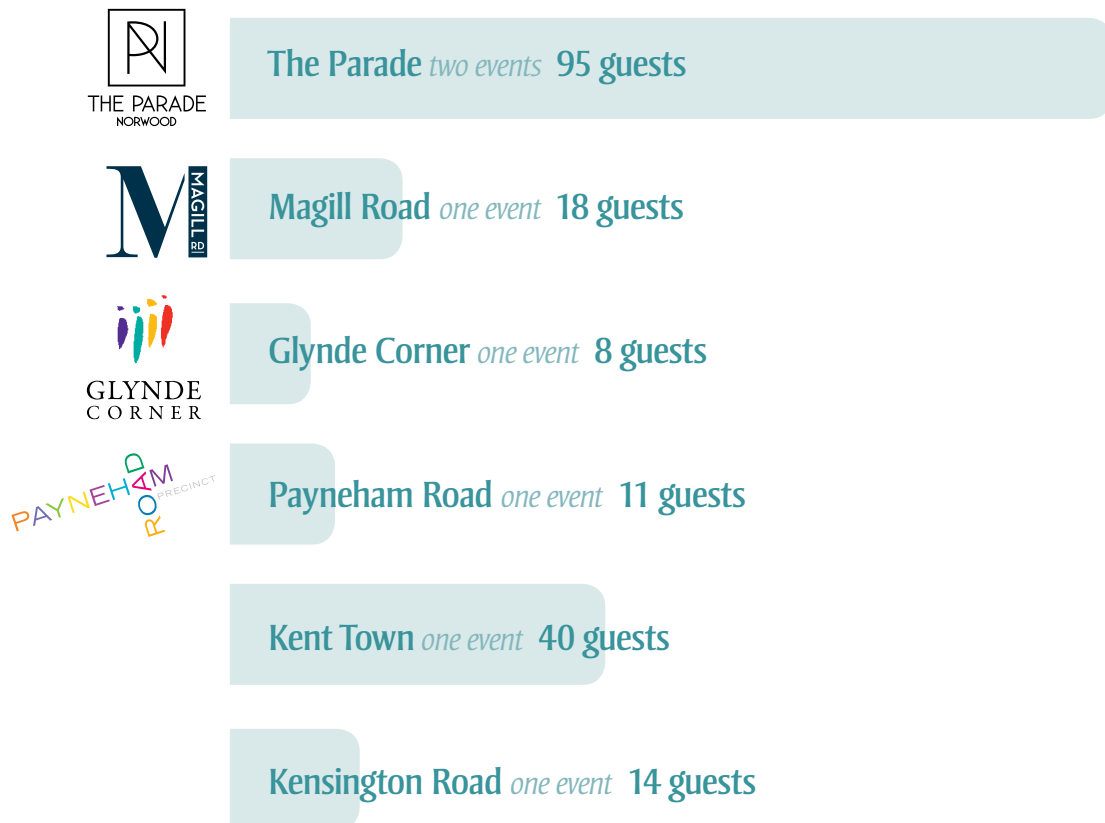
Events hosted for and by the community

- Attracted local business sponsorship of Fashion on Parade to the value of \$12,500.
- Attracted local business sponsorship to facilitate the Caroma Bathroom Makeover Competition for The Parade precinct. A total of 936 entries were received for this competition.
- Provided part sponsorship for the Little Heroes Foundation 'Slowdown' football event at Norwood Oval.

Networking events

- Hosted a Council-wide business networking function for traders and property owners, attracting 65 guests.

Hosted networking functions for traders and property owners across in key precincts across the Council area:







Outcome 4: Environmental Sustainability

A leader in environmental sustainability.

.....

CityPlan 2030 Strategies:









1. Sustainable and efficient management of water, waste, energy and other resources.
2. Healthy and sustainable watercourses.
3. Sustainable and attractive streetscapes and open spaces.
4. Thriving and healthy habitats for native flora and fauna.
5. Mitigating and adapting to the impacts of a changing climate.



1. Sustainable and efficient management of water, waste, energy and other resources.

- ✓ Implement mechanisms to make better use of water resources including the harvesting and re-use of stormwater.*
- ✓ Investigate and implement innovative waste reduction initiatives.*
- ✓ Employ and promote energy efficiency initiatives and renewable energy resources.*
- ✓ Promote the use of alternative transport modes.*

Waste Collection

	 2017 – 2018	 2016 – 2017	 2015 – 2016
	t = tonnes	coll = collections	kg = kilograms
<i>Kerbside recycling waste diverted from landfill</i> 	3,269 t	3,573 t	3,584 t
<i>Kerbside green organic waste diverted from landfill</i> 	4,386 t	4,934 t	4,632 t
<i>General waste collected</i> 	6,917 t	7,098 t	7,248 t
<i>Hard waste collections</i> 	602 t 4,412 coll	583 t 5,626 coll	508 t 5,490 coll
<i>Electronic waste collected for recycling</i> 	1,519 kg	31 t	41 t
<i>Household hazardous waste drop off day</i>	27.8 t	-	15.4 t

- In July 2017, the Council commenced its transition from one annual September hard waste collection to a flexible booked system. All residents are now entitled to two free hard waste and e-waste collection services that can be scheduled any time during the financial year.

Hazardous household waste drop off day

- Hosted a regional drop off day for hazardous household waste in partnership with the City of Burnside and Campbelltown City Council, funded by the Office of Green Industries SA at a cost of approximately \$60,000.
- 798 vehicles attended with a total of 27.8 tonnes of hazardous waste which was received, sorted and treated at no cost to residents.

Waste and recycling education

- In partnership with KESAB and East Waste, offered a waste and recycling awareness and education program for schools, kindergartens and childcare centres in the City. The program was delivered to 1,510 ELC to Year 12 students at 16 schools, kindergartens and childcare centres, compared to 722 students in 2016–2017.

- In partnership with East Waste, promoted the ‘Why waste it?’ awareness campaign to educate the community about waste management and influence behaviours with the aim of reducing waste to landfill. In response to the China Sword Policy, the 2017–2018 campaign focused on raising awareness about contaminants in recycling waste.
- Hosted ‘Feed your belly, not your bin’ – a free 1.5 hour community education and awareness event about reducing household food waste and to promote the Council’s kitchen organics program. Although attendance rates were lower than anticipated, the six participants left with a better understanding of how to and why it is important to reduce food waste.
- Hosted a free food recycling presentation for residents of new development, Marden Connect – the first development in the City to trial the replacement of individual kerbside bins with communal bulk bins. Residents of 11 households attended.
- Published a four-page article in the August 2017 edition of the Council’s magazine Look East, aimed at raising awareness about the importance of responsible household waste management.
- Reviewed and updated the Council’s online recycling guide.
- Presented at a local World Environment Day street party to raise awareness and educate the community about the Council’s recycling and waste initiatives.

Daily Grind reusable coffee cups campaign

- As part of the Daily Grind campaign, and to promote sustainability and reduce the number of single-use coffee cups, the Council provided 50 reusable coffee cups to 13 participating cafes in the Norwood Parade precinct.
- Cafes were also supported with promotional material to encourage reusable coffee cups.
- Approximately 1,100 The Parade, Norwood branded reusable coffee cups are now in circulation.

Garage Sale Trail

Promoted the national two-day event to raise awareness about the importance of reducing waste sent to landfill through options for reuse.

81% of participants reported they were more conscious about waste and their role in reducing waste as a direct result of their participation.

● 2017 – 2018 ● 2016 – 2017

Number of Garage Sale Trail shoppers



Number of Garage Sale Trail sellers



China Sword Policy

Challenge: On 31 December 2017, China placed worldwide restrictions on the import of a number of waste materials, including plastic and paper, and now only accepts materials with a contamination rate of 0.5 percent or less.

Current technologies at Australian Material Recovery Facilities (MRFs) make it almost impossible to achieve these strict contamination rates.

In response, the Council updated its website to reassure the community that continuing to place recyclable materials in the recycling bin remains crucial, and that household waste and green organics are not affected by China's National Sword Policy.

In conjunction with East Waste, the Council also focused its recycling messages on raising awareness about common contaminants found in recycling and green organics bins.

The Council also determined to absorb the additional \$300,000 cost incurred as a result of the China Sword Policy. Whilst the State Government is providing a \$12.4 million support package for South Australia's recycling industry, this is not available to councils.



Felixstow Reserve Redevelopment render

2. Healthy and sustainable watercourses.

- ✓ *Revegetate and restore natural watercourses.*
- ✓ *Improve the water quality in our City's watercourses.*
- ✓ *Encourage the capture and re-use of stormwater and reduce stormwater run-off.*

Felixstow Reserve Redevelopment

- Completed construction of the Felixstow Reserve Wetlands in late 2017, as part of the Eastern Region Alliance (ERA) Waterproofing Eastern Adelaide Stormwater Harvesting and Re-Use Project. See page 113.



St Peters Street, St Peters

3. Sustainable and attractive streetscapes and open spaces.

- ✓ Improve the amenity and safety of streetscapes for pedestrians and cyclists, including provision for shade in summer.*
- ✓ Protect, enhance and expand public open space.*
- ✓ Establish a network of linked open spaces and wildlife corridors.*
- ✓ Protect, diversify and increase the existing tree stock.*
- ✓ Support opportunities for community food production in appropriate public spaces.*
- ✓ Integrate green infrastructure into streetscapes and public spaces.*

Regulated and significant trees

- The Council introduced a trial Regulated or Significant Tree Maintenance Grants program, intended to provide grants to residents to assist in the cost of maintaining resulted or significant trees located on private land.
- As no grant applications were received, the Council will review the program.

Street Lighting

- Undertook a street lighting audit to identify improvements and lighting types which will result in the future installation of LED street lighting.

Street sweeping program

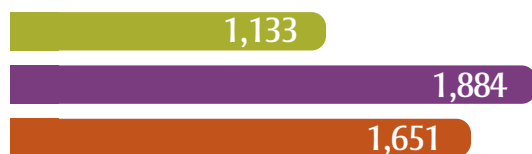
● 2017 – 2018 ● 2016 – 2017 ● 2015 – 2016

Tonnes of leaves collected

Autumn Leaf Program



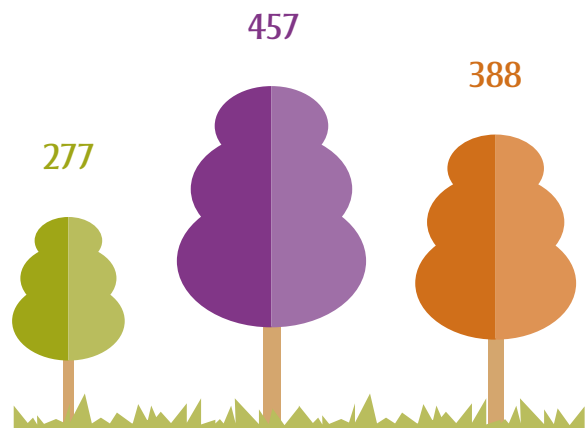
Other street sweeping programs



Street Trees

● 2017–2018 ● 2016–2017 ● 2015–2016

Number of street trees planted





Friends of the Billabong Volunteers, St Peters Billabong

4. Thriving and healthy habitats for native flora and fauna.

- ✓ *Identify and protect remnant vegetation and enhance habitat quality.*
- ✓ *Revegetate designated areas with local native species.*
- ✓ *Encourage appropriate biodiversity in privately owned open space.*
- ✓ *Facilitate community participation in revegetation programs.*

St Peters Billabong

- Supported the Friends of the St Peters Billabong to undertake work to restore native habitat, increase biodiversity and improve the quality of the water flowing into the River Torrens.





Matthew Cole, City Arborist, Richards Park

5. Mitigating and adapting to the impacts of a changing climate.

- ✓ *Undertake climate change adaptation initiatives for our assets, public spaces, services and operations.*
- ✓ *Lead initiatives to substantially reduce our City's 'Ecological Footprint', including reducing carbon emissions.*

Tree canopy cover

- The Council engaged the Adelaide and Mount Lofty Ranges Natural Resource Management Board to assess and determine the Council's baseline tree canopy coverage and identify canopy loss trends, to better inform the Council's tree strategy.
- Canopy cover has remained steady at 25% of Council land however coverage loss is of importance as canopy coverage provides numerous benefits including the mitigation of predicted continued rise of temperatures.
- While the Council's current canopy coverage is higher than the average for metropolitan Adelaide (21.4%), it will need to increase to 30% by 2045 to meet the State Government's target as contained in the 30-Year Plan for Greater Adelaide.

Heat mapping

- The Resilient East councils and the City of Salisbury engaged Seed Consulting Services to undertake urban heat mapping for settled areas in the eastern and northern Adelaide regions, to assess heat exposure and factors which influence temperature at a local scale.
- The results will inform the focus of the region's future urban greening programs.

Looking Forward 2018–2019

Key Initiatives, Projects & Services

The Council has a number of major and significant projects planned for the 2018-2019 financial year. The map and list below highlights some of the initiatives – and the total project value – which will be delivered for the benefit of our entire community.

Social Equity

- Civil Infrastructure
Capital Works Program
\$3,103,720
- Implementation of Stepney –
Maylands – Evandale Local Area
Traffic Management (LATM)
Study Outcomes
\$100,000
- Street Lighting
Renewal & Upgrade
\$80,000
- Buildings Capital Works Program
\$951,500
- Recreation & Open Space
Works Program 2018-2019
\$632,000
- Annual Acquisition
of Library Stock
\$198,193
- Electronic Document
Management System
\$485,700
- Local Government Election
\$100,000
- 2019 Community Survey
\$28,000
- 2019 Tour Down Under
& Community Event
\$105,000

Cultural Vitality

- Development of Specific
Website and Facebook Page
for the Norwood Concert Hall
\$12,000
- LED Digital Projector for
the Norwood Concert Hall
\$18,000
- Christmas Movie on
the Norwood Oval
\$25,000
- Christmas decorations for
the Norwood Town Hall
\$50,000

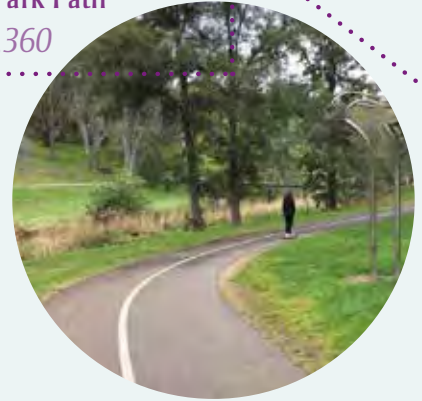
Economic Prosperity

- Investigation into the
Feasibility of additional
level on the Webbe
Street Car Park
\$50,000

Environmental Sustainability

- Drainage Program
\$4,100,000
- Borthwick Park
Masterplan
\$10,000
- Street Tree
Planting
\$30,000

Upgrade of River Torrens
Linear Park Path
\$1,616,360



Burchell Reserve
Upgrade detailed
design project
\$100,000



Norwood Oval
Redevelopment
including new change
facilities for women's
AFL and away teams
\$10,607,451

The Parade Median
Streetscape Upgrade
\$300,000





Payneham Memorial Swimming Centre Main Pool Refurbishment
\$1,500,000

Masterplan Concept Design for the Payneham Memorial and Norwood Swimming Centres
\$100,000

Eastside Business Awards
City-wide
\$25,000

Payneham Oval Tennis Court Reconstruction
\$835,000

Payneham Oval Clubrooms Redevelopment (Stage Two of the Payneham Oval Complex Redevelopment)
\$960,000

Syd Jones Reserve Upgrade construction project
\$481,500

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

Hosting the Fashion on Parade event as part of the 2018 Adelaide Fashion Festival
\$95,000





ers - Year Built

WORK IN PROGRESS

Corporate Reporting

Council Committees	172
Strategies and Plans	177
Policies, Codes and Registers	178
By-Laws	181
Freedom of Information	182
Contracts and Purchasing	182
National Competition Policy	183
Community Land Management	183
Regional Collaboration and Subsidiaries	184



Council Committees

The Council is committed to ensuring it has the most appropriate decision-making system to meet the needs of the Council. 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 2017–2018 were as follows:

- Audit Committee
- Business and Economic Development Committee
- Chief Executive Officer's Performance Review Committee
- Council Assessment Panel (formerly Development Assessment Panel)
- Norwood Parade Precinct Committee
- Quadrennial Public Art Committee
- Strategic Planning and Development Policy Committee
- St Peters Child Care Centre and Preschool Committee
- Traffic Management and Road Safety Committee

Audit Committee

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

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

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

During 2017–2018, the Audit Committee comprised the following members:

- Cr John Minney (Presiding Member)
- Mayor Robert Bria
- Cr Kevin Shepherdson
- Mr Peter Holmes (Independent Member)
- Ms Julie Wobber (Independent Member)

The sitting fee for Independent Members is \$400 per meeting. Elected Members on the Audit Committee did not receive a sitting fee.



Mr Kevin Shepherdson

Elected Member

Elected Member bio
on page 47

Mr John Minney

Presiding Member

Elected Member bio
on page 36

Mayor Robert Bria

Mayor

Elected Member bio
on page 35

Mr Peter Holmes

Independent Member

Member of the Audit Committee since 2007.

Currently a Partner of an independent financial advisory firm, Peter commenced his professional career as an auditor. Peter has been assigned to large corporate finance projects and engaged to act for the Commonwealth of Australia, State of South Australia, and Northern Territory of Australia. A Fellow of the Institute of Chartered Accountants Australia and New Zealand, and with a host of achievements, Peter completed his tertiary qualifications at the University of Adelaide before pursuing further specialised studies.

Ms Julie Wobber

Independent Member

Member of the Audit Committee since 2014.

Julie is a professional consultant and trusted advisor to the private sector and government, assisting organisations and government departments to understand and manage risks and compliance obligations. Currently a Director at a business and digital advisory firm, Julie continues to maintain strong interest in governance, risk management, project management and business systems controls.

Council Assessment Panel

The Council's Assessment Panel (CAP) was responsible for meeting part of the Council's statutory function as a planning authority pursuant to Part 4 (Development Assessment) of the *Development Act 1993*.

The CAP was established in October 2017, pursuant to Division 2 of the *Planning, Development and Infrastructure Act 2016* and replaced the former Development Assessment Panel (DAP).

The CAP was comprised of five members in total. One member was an Elected Member of the City of Norwood Payneham & St Peters and four were Specialist External Members, with expertise in professional fields relevant to the role of the panel, which is primarily to determine applications for planning approval.

The CAP considered approximately 4 percent of all Development Applications, with the remainder considered by Council staff under delegated authority.

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

For the period commencing 1 October 2017 until 30 June 2018, the CAP comprised the following members:

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

The Presiding Member was paid a sitting fee of \$500 and Specialist External Members were paid a sitting fee of \$400 per scheduled meeting of the Council Assessment Panel. The Elected Member on the CAP did not receive a sitting fee.

During 2017-2018, the Council's Assessment Panel (CAP) met monthly on the third Monday of each month. The CAP determined 49 of the total of 1,143 Development Applications which were determined by the Council throughout 2017–2018. All other applications for planning and building approval (where the Council is the relevant planning authority) were determined by the Council's Development Assessment staff, acting under delegated authority from the Council.



Cr John Minney

Elected Member

Elected Member bio on page 36

Ms Fleur Bowden

Specialist External Member

A landscape architect and manager, Fleur offers a deep understanding of and experience in integrated design and sustainable urban development. With masters qualifications in sustainability from the University of Adelaide, Fleur is a sitting member of several Council Assessment Panels and has played an integral role in designing urban landscapes and open space networks in South Australia.

Ms Jenny Newman

Specialist External Member

Jenny is an award-winning architect who gained her qualifications in the United Kingdom. Aside from sitting as a member of several Council Assessment Panels, Jenny also works for state government agencies providing heritage design and advice, runs her own design studio and has tutored at the University of South Australia's School of Art, Architecture and Design.

Mr Terry Mosel

Presiding Member

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

Mr Phil Smith

Specialist External Member

Currently a sitting member of a number of South Australian Council Assessment Panels, Phil brings a wealth of experience and knowledge as a development assessment professional. With formal qualifications from the University of South Australia, Phil has held various senior planning, policy and assessment positions with the state government throughout his career and is recognised as a Life Fellow of the Planning Institute of Australia.



Strategies and Plans

Urban Animal Management Plan

The Council commenced a review of the Urban Animal Management Plan 2012-2017 in June 2018. The first part of the process involved consultation and engagement with the community regarding the Council's current Urban Animal Management Plan. In addition, members of the community were invited to identify opportunities and ideas for the new Plan for the next five year period.

The consultation period commenced on 13 June 2018 and concluded on 6 July 2018. Following the conclusion of the consultation period and consideration of the submissions which have been received, a new draft Dog and Cat Management Plan will be prepared for the Council's endorsement in late 2018.

Infrastructure and Asset Management Strategies

The City of Norwood Payneham & St Peters is dedicated to providing the highest quality services for the well-being of its citizens and visitors.

The ongoing, strategic and holistic renewal of its key infrastructure and built assets is at the forefront of this commitment and is made possible through the implementation of its robust 'Whole-of-Life' asset renewal model and delivery of its various annual Capital Works Programs. This is indeed one of the cornerstones of the Council's overall approach and strategy to ensuring its long-term financial sustainability.

The 'Whole-of-Life' asset renewal model and required service levels to drive its various annual Capital Works Programs are embodied in the Council's adopted Infrastructure and Asset Management Plans.

A summary of the each of the Council's four Plans is provided as follows:

- The Civil Infrastructure & Asset Management Plan sets out the Council's proposed strategies for the renewal, management and maintenance of its civil infrastructure (i.e. roads, footpaths and kerb & water tables). The Plan outlines the lifecycle requirements for the effective management, inspection and replacement of these assets as well as its financial implications and projected capital expenditure to achieve its objectives.
- The Stormwater Drainage Infrastructure & Asset Management Plan sets out the Council's proposed strategies for the enhancement of its existing stormwater drainage network and is based on a forward program which is reviewed regularly in order to ensure it encompasses latest needs. The Plan incorporates new works to enhance the Council's existing drainage network and outlines its financial implications and projected capital expenditure to achieve its objectives.
- The Community Buildings Infrastructure & Asset Management Plan sets out the Council's proposed strategies for the renewal, management and maintenance of its buildings. The Plan outlines the lifecycle requirements for the effective management, inspection and replacement of various building components to ensure they continue to be fit for purpose and to meet the community's expectations. The Plan also outlines the Council's financial implications and projected capital expenditure to achieve its objectives.
- The Recreation & Open Space Infrastructure & Asset Management Plan sets out the Council's proposed strategies for the renewal, management and maintenance of its playgrounds, tennis courts, irrigation, heritage assets, etc. The Plan outlines the lifecycle requirements for the effective management, inspection and replacement of these assets to ensure they continue to be fit for purpose and meet the community's expectations. The Plan also outlines the Council's financial implications and projected capital expenditure to achieve its objectives.

Policies, Codes and Registers

Policies

One of the Council's most important roles is to participate in making policy and decisions on behalf of the community. An essential part of policy making is identifying community needs, setting objectives to meet those needs, establishing priorities between competing demands and allocating resources.

A policy forms the governing principle that mandates or constrains actions and determines the overall intentions and direction of the organisation. Policies can be a requirement under statutory legislation; for example the *Local Government Act 1999* prescribes a number of policy documents that must be formulated by councils.

In accordance with the *Local Government Act 1999*, the City of Norwood Payneham & St Peters has adopted the following statutory policies:

- Contracts & Tenders Policy
(Section 49 of the *Local Government Act 1999*)
- Community Consultation Policy
(Section 50 of the *Local Government Act 1999*)
- Elected Member Training & Development Policy
(Section 80A of the *Local Government Act 1999*)
- Informal Gatherings Policy
(Section 90 of the *Local Government Act 1999*)
- Internal Control Policies
(Section 125 of the *Local Government Act 1999*)
- Local Government Elections Caretaker Policy
(Section 91A of the *Local Government (Elections) Act 1999*)
- Order Making Policy
(Section 259 of the *Local Government Act 1999*)
- Rating Policy
(Section 171 of the *Local Government Act 1999*)
- Review of Decisions Procedure
(Section 270 of the *Local Government Act 1999*)

The policy, as required by Section 219 of the *Local Government Act 1999*, in respect to the selection of names for roads and public places is currently in draft form and will be finalised in 2018–2019.

Other than those required in accordance with legislation, the Council has also developed a range of policies to enhance the Council's strategic direction and provide guidance to both the organisation and the community.

Governance

- Access & Inclusion
- Asset Management
- Building Inspection
- Civic Bands & Orchestra
- Collection Development
- Community Consultation
- Community Gardens
- Community Grants
- Complaint Handling
- Council Land Rate Rebates – Community Facilities
- Display of Business Merchandise & Objects on Council Footpaths
- Disposal of Land and Assets
- Elected Member Electronic Communications Policy & Guidelines
- Elected Member Training & Development
- Emergency Disaster Donations
- Events
- Fraud & Corruption Prevention Policy
- Freedom of Information
- Informal Gatherings
- Internal Control
- Library Collection
- Live Music
- Local Area Traffic Management

Local Government Elections Caretaker	Credit
Mobile Food Vendor Guidelines	Credit Card
Norwood Oval Football Passes	Expenditure
Order Making	Fringe Benefits Tax
Permits and Authorisations for Private Use of Local Government Land	Funding
Petitions	Payments
Private Laneways	Petty Cash
Procurement	Salaries & Wages Administration
Public Art	Treasury Management
Public Liability Insurance for Community Groups when Hiring Council Owned Facilities	Service
Rate Rebate Policy 2017–2018	Cat Control
Rating Policy 2017–2018	Charges – Reinstatement of Public Utilities
Reconciliation	Community Care Services
Removal and Impounding of Vehicles	Directional Signage
Review of Decisions	Footway Construction – At Request of Residents
Risk Management	Footway Construction – Notification of Work
Safe Environment	Footway Paving
Telephone	Footway Widths
Temporary Road Closures for Non-Council	Integrated Waste Service
Initiated Road Events	Irrigation
Volunteer	Mobile Garbage Bins
Whistleblower Protection	On-Street Parking Permit
Finance	Outdoor Dining
Bad Debt Write-Off	Public Buildings
Bank Accounts	Residential Crossovers
Budget Policy & Guidelines	Tennis Facilities
Budget Review Policy and Guidelines	Traffic Management
	Trees

Codes

The Council has developed a Code of Practice – Access to Meetings and Documents in accordance with Section 92 of the *Local Government Act 1999*.

Registers

The *Local Government Act 1999* and the *Local Government (Elections Act) 1999* require Councils to establish various Registers.

The City of Norwood Payneham & St Peters has established the following registers in accordance with the provisions of the relevant legislation:

- Campaign Donations Returns
(Section 81 of the *Local Government (Elections) Act 1999*)
- Members Register of Interest
(Section 68 of the *Local Government Act 1999*)
- Members Register of Allowances and Benefits
(Section 79 of the *Local Government Act 1999*)
- Officers Register of Remuneration Etc.
(Section 105 of the *Local Government Act 1999*)
- Officers Register of Interests
(Section 116 of the *Local Government Act 1999*)
- Register of Community Land
(Section 207 of the *Local Government Act 1999*)
- Register of Public Roads
(Section 231 of the *Local Government Act 1999*)
- Register of By-laws
(Section 252 of the *Local Government Act 1999*)
- Review of Decisions Register
(Section 270 of the *Local Government Act 1999*)

All registers, with the exception of the Officers Register of Interests, are available to the public upon request.

Council Business

By-Laws

The Council has the ability to make by-laws under the Local Government Act 1999 (the Act). Each by-law must be contemplated by that Act or another Act, or relate to a matter authorised by the *Local Government (General) Regulations 2013* or another Act.

In particular, by-laws can be made for the following:

- access to and use of Local Government land (Section 238 of the Act);
- use of Roads, including obstruction of any road, footway, water-channel or watercourse in a road (Section 239 of the Act, Regulation 28);
- moveable signs (Section 239, subject to Section 226 of the Act);
- control or management of dogs and cats (Dog and Cat Management Act 1995); and
- ports, harbors and other coastal land (Harbors and Navigation Act 1993).

The Council also has a general power under Section 246 of the Act to make by-laws for the good rule and government of its area and for the convenience, comfort and safety of its community.

The Council previously had five by-laws:

1. Permits and Penalties;
2. Moveable Signs;
3. Roads;
4. Local Government Land; and
5. Dogs.

The Council's previous by-laws were adopted by the Council on 5 May 2008 and expired on 1 January 2016.

A review of the Council's previous by-laws commenced in 2018 in accordance with the provisions of the *Local Government Act 1999*, to ensure that the by-laws remain relevant in the current environment and to reflect legislative changes - for example, to the Dog and Cat Management Act 1995 and the introduction of the Local Nuisance and Litter Control Act 2016.

As part of the review process, an additional by-law for Waste Management has been drafted to assist the Council with the regulation of domestic waste and associated issues, including correct placement of rubbish bins by residents. A provision has also been included in the draft Local Government Land and Roads by-laws, to assist the Council in regulating the operation and use of dockless share bike schemes within the City of Norwood Payneham & St Peters. Inclusion of the share bike provision in the Council's draft by-laws, remains a useful tool to regulate potential operators and users of dockless share bike schemes in the City in the future.

In April 2018, the Council endorsed the following six draft by-laws for community consultation:

1. Permits and Penalties;
2. Moveable Signs;
3. Roads;
4. Local Government Land;
5. Dogs; and
6. Waste Management.

Community consultation for the draft by-laws commenced in May 2018, in accordance with Section 249 of the *Local Government Act 1999* and the Council's Community Consultation Policy. No submissions were received.

The draft By-laws will be presented to the Council in August 2018, for formal adoption. Upon formal adoption by the Council, the Chief Executive Officer must sign the by-laws which will then be considered by the Legislative Review Committee of the South Australian Parliament.

It is anticipated that the new By-laws will come into operation at the end of 2018 and will expire on 1 January 2026.

Freedom of Information Applications

The *Freedom of Information Act 1991* came into effect on 1 January 1992. It extends to every person the right to access information held by state and local government agencies and to ensure that records held by those agencies concerning the personal affairs of members of the public are not incorrect, incomplete, out of date or misleading.

To access information in accordance with the *Freedom of Information Act 1991*, a person must submit an application clearly specifying the nature of the information required.

The City of Norwood Payneham & St Peters received five Freedom of Information applications during the 2017-2018 financial year.

Access was granted in full for four applications. Partial access was granted for one application due to exemptions under Clause 6 of Schedule 1 of the *Freedom of Information Act 1991*.

A full copy of the Council's Freedom of Information Statement can be obtained from the Council's website.

Contracts and Purchasing

The Council is committed to fair, transparent and accountable processes in the provision of services and purchasing of goods and services.

It undertakes an annual capital works program and delivers the majority of these works through outsourcing design, management, supervision and construction. Such outsourcing is undertaken in accordance with the Council's Contracts

and Tenders Policy which applies the principle of value for money, by taking into account a number of factors including price, quality, timing, purpose, longevity, lifecycle costing and environmental sustainability principles.

In cases where the Council provides a service it is committed through its Contracts and Tenders 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 regard to supporting local businesses, the Council ensures that:

- where possible, opportunity is provided to local area suppliers from the general Norwood Payneham & St Peters area
- Australian made products are purchased wherever possible and opportunities are provided for competitive products and services that offer environmentally sustainable solutions to be offered
- the costs of bidding for our business opportunities do not deter competent suppliers and contractors
- costs incurred in promoting competition are at least commensurate with the benefits received.

The Council has a broad base of service, industry and retail businesses, many of which benefit from the local purchasing approach employed by Council from catering through to crash repairers.

The Council, where possible, also considers joint purchasing opportunities with neighbouring councils to achieve best value through larger economies of scale.

National Competition Policy - Community Land Clause 7 Statement Reporting Management

The National Competition Policy applies to local government in South Australia. 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
- 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 in regard to National Competition Policy.

The *Local Government Act 1999* provides the legislative framework for the care, control and management of the Council reserves and other public land that falls within the jurisdiction of the City of Norwood Payneham & St Peters. Council reserves and other public land are referred to as Community Land.

The *Local Government Act 1999* requires councils to prepare Community Land Management Plans. These Plans provide greater clarity and certainty to the community about the development and management of Community Land.

The Council has adopted 113 Community Land Management Plans.

Community Land Register

Section 207 of the *Local Government Act 1999* requires that the Council must keep a register of all community land within its area. In accordance with these provisions, the City of Norwood Payneham & St Peters Register of Community Land is maintained as an electronic record and is available for public inspection at the Norwood Town Hall.

Revocation of Community Land Classification

No parcels of community land had their classification revoked during 2017–2018.

Council Collaboration and Subsidiaries

Regional Collaboration

Regional collaboration is a key area of focus, with the Council continually seeking opportunities to work with other councils and to establish networks with community organisations and groups as it strives to fulfil its role as a responsible leader.

Regional collaboration not only creates efficiencies in terms of resource management but provides greater bargaining power when it comes to applying for funding and resource allocation.

The Council's major regional collaborative activities during the 2017–2018 period included:

- Membership of the Eastern Region Alliance (ERA)
- Eastern Adelaide Emergency Management Zone

Regional Subsidiaries

Eastern Region Alliance

The Eastern Region Alliance (ERA) is a group of seven eastern metropolitan councils which 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. The membership base comprises the Cities of Burnside, Campbelltown, Norwood Payneham & St Peters, Prospect and Unley and the Town of Walkerville.

ERA Water

The ERA Water Authority (ERA Water) is a regional subsidiary established under Section 43 of the *Local Government Act 1999* which, through the charter, is responsible for construction and operation of a stormwater and reuse scheme on behalf of its Constituent Councils; the Cities of Burnside and Norwood Payneham & St Peters, and the Town of Walkerville. ERA Water was legally constituted on 21 July 2015.

ERA Water is responsible for implementing the Waterproofing Eastern Adelaide project. The councils have been working together to plan and now implement Waterproofing Eastern Adelaide. This project is expected to reduce future operational expenditure on local reserve irrigation as well as green our suburbs and enhance the quality of water that is discharged to our gulf.

The Waterproofing Eastern Adelaide scheme is supported through funding for the Australian Government's National Urban Water and Desalination Plan and also the Adelaide and Mount Lofty Ranges Natural Resources Management Board, which assisted the councils in the initial stages and continues to be an integral contributor.

Eastern Health Authority

The Eastern Health Authority (EHA), located at 101 Payneham Road, St Peters, provides public and environmental health services on behalf of its constituent councils which include the City of Norwood Payneham & St Peters, City of Burnside, Campbelltown City Council, the City of Prospect and the Corporation of the Town of Walkerville.

The Authority ensures that its constituent councils are meeting 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
- providing advice and information to the general public.

The Authority has a single focus on environmental health and its size and structure allows staff specialisation and proficiency in all the required disciplines of environmental health. With the renewed commitment and demand for local government to adopt a more regional focus in the structure of their organisations and the delivery of their services, the Authority serves as an outstanding example of shared service delivery – local councils working together to protect the health of their communities.

The Eastern Health Authority is managed by a Board comprised of Elected Members from each of the constituent councils. The Elected Members representing the City of Norwood Payneham & St Peters are Councillors Sue Whittington and Garry Knoblauch.

The Urban Planning & Environment Department has responsibility for liaising with the Authority on behalf of the Council. During the year, the EHA focused on, among other things, building strong relationships with staff from all constituent councils. In addition the EHA dealt with complex licensing issues for a number of supported residential facilities and reviewed its Charter.



East Waste

The Eastern Waste Management Authority Incorporated (East Waste) is a 'Regional Subsidiary' providing at-cost kerbside waste collection services to its member councils and client councils. The membership base of East Waste comprises the Corporation of the Town of Walkerville, the City of Burnside, the City of Norwood Payneham & St Peters, the Campbelltown City Council, the City of Mitcham and the Adelaide Hills Council.

The Highbury Landfill Authority

The Highbury Landfill Authority (HLA) is a Regional Subsidiary of the Town of Walkerville and the Cities of Burnside and Norwood Payneham & St Peters.

It is responsible for the post-closure management of the Highbury Landfill. Significant ongoing activities carried out 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.

Currently there is sufficient gas being produced to drive a small generator, resulting in the HLA installing a Lo Cal flare, purchased from the United States, to run 24 hours per day to control the gas emissions.

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 Emergency Management Zone Committee. The Committee, along with the City of Norwood Payneham and St Peters, incorporates the Cities of Adelaide, Burnside, Campbelltown, Prospect, Unley and the Town of Walkerville. The Council's CEO is the chair at the Eastern Adelaide Emergency Management Zone.

All Local Governments have an important role in disaster risk reduction and mitigation strategies and measures as they are best placed to determine local risks and needs. While our Council is not the lead agency when responding to any emergency, it has a key support role for a range of emergencies such as floods, severe storms 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 council's, the Department of Environment, Water and Natural Resources, South Australian Fire and Emergency Services Commission (SAFECOM) and 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.



Annual Financial Statements

...

The Financial Statements provide information on the financial performance of the Council. The Council's financial goal is to be a City which delivers on its strategic outcomes by managing financial resources in a sustainable and equitable manner.

Financials

CERTIFICATION OF FINANCIAL STATEMENTS

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

- the accompanying financial statements comply with the *Local Government Act 1999, Local Government (Financial Management) Regulations 2011* and Australian Accounting Standards.
- the financial statements present a true and fair view of the Council's financial position at 30 June 2018 and the results of its operations and cash flows for the financial year.
- internal controls implemented by the Council provide a reasonable assurance that the Council's financial records are complete, accurate and reliable and were effective throughout the financial year.
- the financial statements accurately reflect the Council's accounting and other records.



Robert Bria
MAYOR



Mario Berone PSM
CHIEF EXECUTIVE OFFICER

Dated 5 November 2018

Statement of Comprehensive Income for the year ended 30 June 2018	Notes	2018	2017
		\$	\$
Income			
Rates	2	33,946,929	33,184,698
Statutory charges	2	1,818,906	1,711,822
User charges	2	3,443,269	3,539,894
Grants, subsidies and contributions	2	3,197,533	3,469,850
Investment income	2	251,439	147,514
Reimbursements	2	762,050	580,715
Other income	2	309,455	487,233
Net Gain – Equity Accounted Council Businesses	19	42,208	237,626
Total Income		43,771,789	43,359,352
Expenses			
Employee costs	3	13,074,241	12,460,680
Materials, contracts & other expenses	3	17,527,047	17,638,633
Depreciation, amortisation & impairment	3	8,285,295	8,111,045
Finance costs	3	600,416	723,597
Net loss - Equity Accounted Council Businesses	19	193,013	203,285
Total Expenses		39,680,012	39,137,240
Operating Surplus (Deficit)		4,091,777	4,222,112
Asset disposal & fair value adjustments	4	(910,387)	(486,257)
Amounts received specifically for new or upgraded assets	2	1,741,279	164,734
Non-Operating items - joint venture and associates	19	-	2,498,437
Net Surplus transferred to Equity Statement		4,922,669	6,399,026
Other Comprehensive Income			
Changes in revaluation surplus - infrastructure, property, plant & equipment	9	(150,420,808)	12,806,415
Share of other comprehensive income - joint ventures and associates	19	(11,973)	2,314
Total Other Comprehensive Income		(150,432,781)	12,808,729
Total Comprehensive Income		(145,510,112)	19,207,755

This Statement is to be read in conjunction with the attached Notes contained in pages 195–224.

Statement of Financial Position as at 30 June 2018

	Notes	2018 \$	2017 \$
Assets			
Current Assets			
Cash and cash equivalents	5	15,812,393	9,952,737
Trade & other receivables	5	2,474,526	3,074,010
Total Current Assets		18,286,919	13,026,747
Non-current Assets			
Financial Assets	6	158,946	105,273
Equity accounted investments in Council businesses	6	3,195,881	3,259,370
Infrastructure, Property, Plant & Equipment	7	437,408,667	590,999,687
Other Non-current Assets	6	3,714,514	1,270,839
Total Non-current Assets		444,478,008	595,635,169
Total Assets		462,764,927	608,661,916
Liabilities			
Current Liabilities			
Trade & Other Payables	8	5,462,154	3,743,315
Borrowings	8	1,857,875	2,045,342
Provisions	8	2,760,662	2,768,661
Total Current Liabilities		10,080,691	8,557,318
Non-current Liabilities			
Borrowings	8	6,513,279	8,371,154
Provisions	8	1,129,106	1,148,316
Liability - Equity accounted Council businesses	8	1,528,888	1,562,053
Total Non-current Liabilities		9,171,273	11,081,523
Total Liabilities		19,251,964	19,638,841
Net Assets		443,512,963	589,023,075
Equity			
Accumulated Surplus		52,886,101	47,975,405
Asset Revaluation Reserves	9	390,626,862	541,047,670
Total Equity		443,512,963	589,023,075

This Statement is to be read in conjunction with the attached Notes contained in pages 195–224.

Statement of Changes in Equity for the year ended 30 June 2018	Notes	Accumulated Surplus \$	Asset Revaluation Reserve \$	Total Equity \$
2018				
Balance at end of previous reporting period		47,975,405	541,047,670	589,023,075
Net Surplus for Year		4,922,669	-	4,922,669
Other Comprehensive Income				
Changes in revaluation of infrastructure, property, plant & equipment	9	-	(150,420,808)	(150,420,808)
Share of other comprehensive income – joint ventures and associates	19	(11,973)	-	(11,973)
Balance at end of period		52,886,101	390,626,862	443,512,963
2017				
Balance at end of previous reporting period		41,574,066	528,241,255	569,815,321
Net Surplus / (Deficit) for Year		6,399,025	-	6,399,025
Other Comprehensive Income				
Changes in revaluation of infrastructure, property, plant & equipment	9	-	12,806,415	12,806,415
Impairment (expense) / recoupments offset to asset revaluation reserve	9	2,314	-	2,314
Balance at end of period		47,975,405	541,047,670	589,023,075

This Statement is to be read in conjunction with the attached Notes contained in pages 195–224.

Statement of Cash Flow for the year ended 30 June 2018	Notes	2018 \$	2017 \$
Cash Flows from Operating Activities			
Receipts			
Rates - General & Other		33,669,676	32,945,675
Fees & Other Charges		1,785,761	1,677,893
User Charges		4,541,789	2,402,850
Investment Receipts		252,464	152,027
Grants Utilised for Operating Purposes		2,834,833	3,425,324
Reimbursements		1,015,041	580,715
Other Revenues		309,455	488,883
Payments			
Employee Costs		(13,667,632)	(13,110,899)
Materials, Contracts & Other Expenses		(15,380,780)	(18,122,818)
Finance Payments		(614,732)	(737,198)
Net Cash provided by (or used in) Operating Activities	11b	14,745,875	9,702,452
Cash Flows from Investing Activities			
Receipts			
Amounts specifically for new or upgraded assets		1,741,885	1,164,734
Sale of replaced assets		4,229	23,084
Sale of surplus assets		786,093	6,935
Repayments of loans by community groups		21,179	7,538
Payments			
Expenditure on renewal/replacement of assets		(6,589,220)	(3,317,570)
Expenditure on new/upgraded assets		(2,672,589)	(883,975)
Capital contributed to associated entities	19	(132,454)	(118,733)
Net Cash provided by (or used in) Investing Activities		(6,840,877)	(3,117,987)
Cash Flow from Financing Activities			
Payments			
Repayments of Borrowings		(2,045,342)	(1,922,875)
Net Cash provided by (or used in) Financing Activities		(2,045,342)	(1,922,875)
Net Increase (Decrease) in cash held		5,859,656	4,661,590
Cash & cash equivalents at beginning of period	11	9,952,738	5,291,147
Cash & cash equivalents at end of period	11a	15,812,393	9,952,737

This Statement is to be read in conjunction with the attached Notes contained in pages 195–224.

Notes to and Forming Part of the Financial Statements for the year ended 30 June 2018

Note 1 - Significant Accounting Policies

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

1. Basis of Preparation

1.1 Compliance with Australian Accounting Standards

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

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

1.2 Historical Cost Convention

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

1.3 Critical Accounting Estimates

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates, and requires management to exercise its judgment in applying the Council's accounting policies. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of these Notes.

2. The Local Government Reporting Entity

The City of Norwood Payneham & St Peters is incorporated under the *South Australian Local Government Act 1999* and has its principal place of business at 175 The Parade, Norwood. These financial statements include the consolidated fund and all entities through which the Council controls resources to carry on its functions.

Trust monies and property held by the Council but subject to the control of other persons have been excluded from these reports.

3. Income Recognition

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

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

In recent years, the payment of untied Financial Assistance Grants has varied from the annual allocation. In the 2016–2017 financial year, an advance payment of \$565,527 from 2017–2018 allocation was received. In the 2017–2018 financial year, an advance payment of \$613,744 from 2018–2019 allocation was received resulting in a net increase of \$48,217. The effects of these advance payments are detailed in Table 1 below:

Table 1: Untied Financial Assistance Grants

	Cash Payment Received	Annual Allocation	Difference
2017–2018	\$1,177,569	\$1,129,352	\$48,217
2016–2017	\$1,663,286	\$1,097,759	\$565,527

As 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 the 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. A detailed statement of the accounting policies applied to financial instruments forms part of Note 13.

5. Infrastructure, Property, Plant & Equipment

5.1 Initial Recognition

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

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

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

5.2 Materiality

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

Materiality thresholds have been reviewed and remain as follows:

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

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

5.3 Subsequent Recognition

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

5.4 Depreciation of Non-Current Assets

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

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

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

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

5.5 Land under Roads

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

5.6 Impairment

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

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

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

5.7 Borrowing Costs

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

6. Payables

6.1 Goods & Services

Creditors are amounts due to external parties for the supply of goods and services and are recognised as liabilities when the goods and services are received. Creditors are normally paid in line with payment terms of the invoice.

6.2 Payments Received in Advance & Deposits

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

7. Borrowings

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

8. Employee Benefits

8.1 Salaries, Wages & Compensated Absences

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

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

Weighted average discount rate

2.78% (2017: 2.47%)

Weighted average settlement period

1.41 years (2017: 1.42 years)

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

8.2 Superannuation

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

9. Construction Contracts

Construction works undertaken by the Council for third parties are generally on an agency basis where the third party reimburses Council for actual costs incurred, and usually do not extend beyond the reporting period. As there is no profit component, such works are treated as 100 percent completed.

Reimbursements not received are recognised as receivables and reimbursements received in advance are recognised as “payments received in advance”.

10. Joint Ventures and Associated Entities

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

11. Leases

Lease arrangements have been accounted for in accordance with AASB 117 Leases.

In respect of operating leases, where the lessor substantially retains all of the risks and benefits incident to ownership of the leased items, lease payments are charged to expense over the lease term.

12. GST Implications

In accordance with Urgent Issues Group Abstract 1031 “Accounting for the Goods & Services Tax”.

- Receivables and Creditors include GST receivable and payable.
- Except in relation to input taxed activities, revenues and operating expenditures exclude GST receivable and payable.

- Non-current assets and capital expenditures include GST net of any recoupment.
- Amounts included in the Statement of Cash Flows are disclosed on a gross basis.

13. Pending Accounting Standards

Certain new accounting standards and UIG interpretations have been published that are not mandatory for the 30 June 2018 reporting period have not been applied in preparing these reports.

AASB 16 – Leases

When effective, this Standard will replace the current accounting requirements applicable to leases in AASB 117 Leases and related Interpretations. AASB 16 Leases introduces a single lessee accounting model that eliminates the requirement for leases to be classified as operating or finance leases and introduces a corresponding lease asset in the financial records of the lessee.

Although it is anticipated that the adoption of AASB 16 Leases may have a material impact on the financial statements, it is impracticable at this stage to provide a reasonable estimate of such impact. This Standard will be applicable to annual reporting periods beginning on or after 1 January 2019.

Note 2 – Income	Notes	2018 \$	2017 \$
Rates Revenue			
General Rates		33,296,353	32,532,188
Less: Mandatory rebates		(854,132)	(764,949)
Less: Discretionary rebates, remissions & write offs		(24,182)	(20,254)
		32,418,039	31,746,985
Other Rates (including service charges)			
Natural Resource Management levy		1,215,475	1,139,963
Parade Rate		202,466	204,857
		1,417,941	1,344,820
Other Charges			
Penalties for late payment		139,106	117,695
Less: Discretionary rebates, remissions & write offs		(28,157)	(24,802)
		33,946,929	33,184,698

Note 2 – Income	Notes	2018 \$	2017 \$
Statutory Charges			
Development Act fees		340,641	276,818
Town planning fees		17,689	28,734
Animal registration fees & fines		123,969	123,868
Parking fines / expiation fees		997,762	941,749
Other registration fees		241,667	246,360
Sundry		97,178	94,293
		1,818,906	1,711,822
User Charges			
Admission Charges – Pools		377,311	362,928
Activity Program Revenues		22,188	21,869
Child Care Centre Fees		1,218,778	1,250,176
Subsidies received on behalf of users		935,089	947,683
Hall & Equipment hire		633,659	713,423
Sales – general		58,408	74,235
Sundry		197,836	169,580
		3,443,269	3,539,894
Investment Income			
Interest on investments			
Local Government Finance Authority		237,716	133,995
Banks & Other		11,380	10,794
Loans to community groups		2,343	2,725
		251,439	147,514
Reimbursements			
For private works		11,518	5,166
Other		750,532	575,549
		762,050	580,715
Other Income			
Insurance & other recoupments – infrastructure, property, plant & equipment		161,053	344,236
Sundry		148,402	142,997
		309,455	487,233

Note 2 continued – Income

Notes

2018

2017

\$

\$

Grant Subsidies, Contributions

Amounts received specifically for new or upgraded assets	1,741,279	164,734
Other grants, subsidies and contributions	3,197,533	3,469,850
	4,938,812	3,634,584

The functions to which these grants relate are shown in Note 12.

Sources of grants

Commonwealth government	1,594,704	3,279,862
State government	3,344,108	354,722
	4,938,812	3,634,584

Conditions over grants & contributions

Grants and contributions which were obtained on the condition that they be expended for specified purposes or in a future period, but which are not yet expended in accordance with those conditions, are as follows:

Unexpended at the close of the previous reporting period	-	-
--	---	---

Plus: amounts recognised as revenue in this reporting period but not yet expired in accordance with the conditions.

Other Assets	74,317	-
Subtotal	74,317	-
Unexpended at the close of this reporting period	74,317	-

Note 3 – Expenses

	Notes	2018 \$	2017 \$
Employee Costs			
Salaries and Wages		10,622,546	9,975,920
Employee leave expense		1,295,819	1,316,158
Superannuation – defined contribution plan contributions	18	865,768	844,405
Superannuation – defined benefit plan contributions	18	214,412	214,412
Workers' Compensation Insurance		591,258	569,834
Income Protection Insurance		183,623	178,219
Less: Capitalised and distributed costs		(699,185)	(638,268)
Total Operating Employee Costs		13,074,241	12,460,680
Total Number of Employees <i>(Full time equivalent at end of reporting period)</i>		140	134

Materials Contracts & Other Expenses**Prescribed Expenses**

Auditor's Remuneration – Auditing the financial reports		23,475	26,000
Bad and Doubtful Debts		-	6,186
Elected members' expenses		278,047	274,515
Operating Lease Rentals – cancellable leases		266,413	240,234
Subtotal		567,935	546,935

Other Materials, Contracts & Expenses

Contractors		9,672,758	10,461,149
Energy		779,978	690,391
Materials		643,589	739,196
Water		496,556	348,173
Advertising		253,981	210,154
Contributions and Donations		162,978	126,081
Rates and Taxes		101,929	99,639
Insurance		672,512	549,256
Postage and Freight		188,205	176,870
Printing & Stationery		211,947	207,636
Subscriptions and Licences		425,406	424,144
Telephone Charges		107,210	115,255
Bank Charges		145,864	137,493
Legal Expenses		249,099	248,938

Note 3 – Expenses Continued

	Notes	2018 \$	2017 \$
Levies paid to government			
NRM levy		1,184,194	1,111,232
Other Levies		75,151	74,546
Parts, accessories & consumables		271,318	243,672
Professional services		784,355	694,822
Sundry		532,082	433,051
Subtotal		16,959,112	17,091,698
Total Other Materials, Contracts & Expenses		17,527,047	17,638,633

Finance Costs

Interest on Loans		600,416	723,597
		600,416	723,597

Depreciation, Amortisation & Impairment

Depreciation

Buildings		1,178,579	1,178,814
Open Space Infrastructure		1,161,235	1,073,477
Roads Infrastructure		1,599,705	1,596,685
Kerbing		1,153,391	1,087,522
Footpaths		967,151	936,918
Linear Parks		31,570	31,282
Stormwater Drainage		1,240,635	1,215,760
Off Street Car parks		37,657	37,185
Traffic Control		110,021	105,519
Plant & Equipment		469,651	536,657
Furniture & Fittings		104,811	102,219
Other Assets		230,889	209,007
		8,285,295	8,111,045

Note 4 – Asset Disposals & Fair Value Adjustments**Notes****2018****2017**

\$

\$

Infrastructure, Property, Plant & Equipment**Assets renewed or directly replaced**

Proceeds from disposal		4,229	23,084
Less: Carrying amount of assets sold	7	909,034	516,276
Gain (Loss) on disposal		(904,805)	(493,192)

Assets surplus to requirements

Proceeds from disposal		828,858	6,935
Less: Carrying amount of assets sold	7	834,440	-
Gain (Loss) on disposal		(5,582)	6,935

Net Gain (Loss) on disposal or revaluation of Assets**(910,387)****(486,257)****Note 5 - Current Assets****Notes****2018****2017**

\$

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Cash & Equivalent Assets

Cash on Hand and at Bank		993,590	136,456
Deposits at Call		14,818,803	9,816,281
		15,812,393	9,952,737

Trade & Other Receivables

Rates - General & Other		1,269,938	1,060,088
Debtors - General		802,131	1,853,165
GST Recoupment		209,276	18,973
Prepayments		182,815	119,063
Loans to community organisations		23,406	27,420
Sundry		77,263	85,518
		2,564,829	3,164,227

Less: Allowance for Doubtful Debts

90,303

90,304

Total**2,474,526****3,073,923**

Note 6 - Non Current Assets

Notes

2018

2017

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Financial Assets

Council Rates Postponement Scheme		105,616	37,122
Loans to community organisations		53,330	68,151
		158,946	105,273

Equity Accounted Investment in Council Businesses

Eastern Health Authority Inc.	19	141,391	102,250
Eastern Waste Management Authority Inc.	19	67,602	101,818
ERA Water Inc	19	2,986,887	3,055,302
		3,195,881	3,259,370

Other Non-Current Assets

Capital Works-in-Progress		3,714,514	1,270,839
		3,714,514	1,270,839

Note 7 – Infrastructure, Property, Plant & Equipment

2018 \$	Fair Value Level	At Fair Value	At Cost	Accum Dep'n	Carrying Amount
Land	2	-	-	-	-
Land	3	164,854,779	-	-	164,854,779
Buildings & Other Structures	2	-	-	-	-
Buildings & Other Structures	3	121,820,606		(63,838,287)	57,982,319
Infrastructure					
Open Space Infrastructure	3	25,523,037	1,044,189	(11,474,823)	15,092,403
Roads	3	106,701,755	1,199,820	(45,774,223)	62,127,352
Kerbing	3	79,803,253	972,128	(35,187,112)	45,588,269
Footpaths	3	46,939,016	960,062	(21,974,257)	25,924,821
Linear Parks	3	1,365,899	-	(569,001)	796,898
Stormwater Drainage	3	111,513,585	1,105,168	(55,903,875)	56,714,877
Off Roads Car parks	3	2,297,397	-	(632,289)	1,665,107
Traffic Control	3	5,041,525	474,032	(2,708,709)	2,806,849
Plant & Equipment		-	8,860,001	(6,507,547)	2,352,453
Furniture and Fittings		-	2,488,135	(1,726,801)	761,334
Other assets		658,209	656,255	(573,257)	741,208
Total Infrastructure, Property, Plant & Equipment		666,519,059	17,759,788	(246,870,181)	437,408,667
Comparatives		797,315,249	13,898,524	(220,214,085)	590,999,687
2017 \$	Fair Value Level	At Fair Value	At Cost	Accum Dep'n	Carrying Amount
Land	2	340,646,689	-	-	340,646,689
Land	3	-	-	-	-
Buildings & Other Structures	2	26,781,952	16,573	(14,894,670)	11,903,855
Buildings & Other Structures	3	60,275,577	17,203	(32,137,446)	28,155,334
Infrastructure					
Open Space Infrastructure	3	22,940,700	186,297	(9,391,765)	13,735,232
Roads	3	104,459,764	945,988	(43,764,297)	61,641,455
Kerbing	3	75,657,488	617,945	(32,542,643)	43,732,790
Footpaths	3	45,294,612	882,083	(20,928,075)	25,248,620
Linear Parks	3	1,350,081	-	(531,991)	818,090
Stormwater Drainage	3	109,695,035	14,064	(53,789,283)	55,919,816
Off Roads Car parks	3	2,221,180	-	(570,053)	1,651,127
Traffic Control	3	4,881,148	-	(2,506,587)	2,374,561
Plant & Equipment		-	8,506,930	(6,049,310)	2,457,620
Furniture and Fittings		-	2,392,166	(1,621,989)	770,177
Other assets		3,111,023	319,275	(1,485,977)	1,944,321
Total Infrastructure, Property, Plant & Equipment		797,315,249	13,898,524	(220,214,085)	590,999,687
Comparatives		774,714,444	17,722,655	(209,317,775)	583,119,323

Note 7 continued – Infrastructure, Property, Plant & Equipment

	Fair Value Level	Carrying amount movements during the year										2018 \$
		2017 \$	Carrying Amount	Additions	Renewals	Disposals	Depreciation	Transfer	Revaluation	Net	Carrying Amount	
			New/Upgrade									
Land	2	340,646,689	-	-	-	-	(340,646,689)	-	-	-	-	-
Land	3	-	-	(810,052)	-	-	340,646,689	-	(174,981,858)	-	164,854,779	
Buildings & Other Structures	2	11,903,856	-	-	-	-	(11,903,856)	-	-	-	-	
Buildings & Other Structures	3	28,155,334	186,005	(10,806)	(1,178,578)	12,062,262	-	18,546,747	-	57,982,319		
Infrastructure												
Open Space Infrastructure	3	13,735,232	-	1,044,189	(60,560)	(1,161,235)	(158,406)	1,693,183	-	15,092,403		
Roads	3	61,641,455	-	1,199,820	(55,565)	(1,599,705)	-	941,347	-	62,127,351		
Kerbing	3	43,732,790	-	972,128	(445,830)	(1,153,391)	-	2,482,572	-	45,588,269		
Footpaths	3	25,248,620	-	960,062	(173,820)	(967,151)	-	857,110	-	25,924,821		
Linear Parks	3	818,090	-	-	-	(31,570)	-	10,378	-	796,898		
Stormwater Drainage	3	55,919,816	-	1,105,168	(62,891)	(1,240,635)	-	993,419	-	56,714,877		
Off Roads Car parks	3	1,651,127	-	-	-	(37,657)	-	51,637	-	1,665,107		
Traffic Control	3	2,374,561	-	474,032	(29,795)	(110,021)	-	98,072	-	2,806,848		
Plant & Equipment		2,457,620	50,142	314,887	(545)	(469,651)	-	-	-	2,352,453		
Furniture and Fittings		770,177	12,384	83,584	-	(104,811)	-	-	-	761,334		
Other assets	3	1,944,320	39,751	171,208	(69,767)	(230,889)	-	(1,113,416)	-	741,207		
Total Infrastructure, Property, Plant & Equipment		590,999,687	288,282	6,546,432	(1,719,631)	(8,285,295)	-	(150,420,808)	-	437,408,667		
Comparatives		583,119,322	490,247	3,211,023	(516,276)	(8,111,045)	-	12,806,414.6	-	590,999,687		

Note 7 continued - Infrastructure, Property, Plant & Equipment

Valuation of Assets

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

- Level 1: Measurements are based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.
- Level 2: Measurements are based on inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: Measurements are based on unobservable inputs for the asset or liability.

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

Valuation Techniques

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

- Market Approach: uses prices and other relevant information generated by market transactions for similar or substitute assets or liabilities.
- Income Approach: converts estimated future cash flows or income and expenses into a single current (i.e. discounted) value.
- Cost approach: reflects that current replacement cost of an asset at its current service capacity.

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

At 1 July 2004 upon the transition to AIFRS, Council elected pursuant to AASB 1.19 to retain a previously established cost under GAAP as its deemed cost. With subsequent additions at cost, this remains as the basis of recognition of non-material asset classes.

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

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

Land and Buildings

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

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

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

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

- The determination of the cost to construct the asset (or its modern engineering equivalent) using current prices for materials and labour, the quantities of each being estimated based on recent experience of this or similar Councils, or on industry construction guides where these are more appropriate.
- 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.

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

Open Space Assets

The Councils open space assets were independently condition assessed by Tonkin Consulting as at 1 July 2016. The basis of valuation adopted was written down replacement cost. All acquisitions made after the respective dates of valuation are recorded at cost. Accordingly, total replacement value, total economic working life and residual economic working life were reliably established for each asset. The last review of the unit costs was undertaken as at 1 July 2017.

Road Infrastructure (Roads, Kerbing & Footpaths)

Road Infrastructure assets are independently condition assessed every five (5) years. An independent condition assessment was undertaken as at 1 July 2013 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 2017.

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

Linear Park

Linear Park assets are independently condition assessed every five (5) years. An independent condition assessment was undertaken as at 1 July 2013 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 2017.

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

Stormwater Drainage

Stormwater Drainage assets are independently condition assessed every five (5) years. An independent condition assessment was undertaken as at 1 July 2014 by Tonkin Consulting. In the interim years, the Council annually assesses and where appropriate revises unit costs based on the independent assessment of those rates. The last review of the unit costs was undertaken as at 1 July 2017.

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

Off Roads Carparks

Off Roads Carparks assets are independently condition assessed every five (5) years. An independent condition assessment was undertaken as at 1 July 2013 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 2017.

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 1 July 2013 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 2017.

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

Plant, Furniture & Equipment

These assets are recognised on the cost less subsequent accumulated depreciation and impairment costs.

Library Books & Materials

These assets are recognised on the cost less subsequent accumulated depreciation.

Note 9 – Reserves	Notes	1 July 2017 \$	Net Increments (Decrements) \$	Transfers, Impairment \$	30 June 2018 \$
Asset Revaluation Reserves					
Land		322,499,518	(174,981,858)	-	322,499,518
Buildings & Other Structures		50,961,571	18,546,747	(14,158)	50,961,571
Infrastructure					
Open Space Infrastructure		5,643,759	1,693,183	(96,930)	5,643,758
Roads		49,168,592	941,347	-	49,168,592
Kerbing		48,246,167	2,482,572	-	48,246,167
Footpaths		25,376,995	857,110	(40,223)	25,376,995
Linear Parks		348,344	10,378	(16,504)	348,344
Stormwater Drainage		33,826,383	993,419	(48,223)	33,826,383
Off Road Car Park		1,494,060	51,637	-	1,494,060
Traffic Control Devices		2,849,703	98,072	(897,378)	2,849,703
Other assets		632,578	(1,113,415)	1,113,416	632,578
2018 Total		541,047,670	(150,420,808)	-	541,047,670
2017 Totals		528,241,255	12,806,415	-	528,241,255

Purpose of Reserve

Asset Revaluation Reserve

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

Note 10 – Assets Subject to Restriction

Notes	2018 \$	2017 \$
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The uses of the following assets are restricted, wholly or partially, by legislation or other externally imposed requirements. The assets are required to be utilised for the purposes for which control was transferred to Council, or for which the revenues were originally obtained.

Cash & Financial Assets

Deposits at Call	5	433,537	379,967
Total Assets subject to Externally Imposed Restrictions		433,537	379,967

The following liabilities, included in Note 8, may be discharged from restricted assets in the first instance.

Future Open Space Trust Fund	8	239,870	236,508
Deposits and Bonds held by Council	8	118,843	110,265
St Peter RSL Trust Funds	8	61,468	60,307
New Tree Legislation Fund	8	13,357	9,988
		433,537	417,068

Note 11 – Reconciliation to Statement of Cash Flow**Notes****2018****2017**

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(a) Reconciliation of Cash

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

Total cash & equivalent assets	5	15,812,393	9,952,737
Balances per Statement of Cash Flow		15,812,393	9,952,737

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

Net Surplus (Deficit)		4,922,670	6,399,025
Non-cash items in Income Statement			
Depreciation, amortisation & impairment		8,285,295	8,111,045
Equity movements in equity accounted investment (increase) decrease		150,805	(2,532,778)
Net (increase) decrease in Non-Current Council Rates Postponement Scheme		(68,494)	(7,280)
Net increase (decrease) in unpaid employee benefits		92,623	93,062
Net (Gain) Loss on Disposals		910,387	486,257
Grants for capital acquisitions (treated as Investing Activity Receipts)		(1,741,885)	(1,164,734)
		12,551,401	11,384,596
Add (Less): Changes in Net Current Assets			
Net (increase) decrease in receivables		595,470	(1,384,692)
Net increase (decrease) in trade & other payables		1,599,007	(297,453)
Net Cash provided by (or used in) operations		14,745,876	9,702,451

(d) Financing Arrangements**Unrestricted access was available at balance date to the following lines of credit:**

Cash Advance Facilities		6,000,000	6,000,000
Corporate Credit Cards		35,000	35,000

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

Note 12 – Functions

Income, Expenses & Assets have been directly attributed to the following functions & activities

	Income		Expenses		Operating Surplus (Deficit)		Grants Included in Income		Total Assets Held	
	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Community Services	3,759,870	3,824,724	4,829,371	4,660,162	(1,069,502)	(835,438)	1,100,414	1,064,325	22,468,566	36,456,012
Culture	501,828	546,282	2,446,835	2,368,018	(1,945,007)	(1,821,737)	119,672	121,853	4,993,015	8,101,336
Economic Development	255,081	214,800	687,402	642,449	(432,321)	(427,650)	45,000	-	-	-
Environment	846,681	1,044,230	6,408,136	6,618,331	(5,561,455)	(5,574,101)	562,091	608,413	3,307,872	5,367,135
Recreation	570,472	524,890	3,235,299	3,341,249	(2,664,827)	(2,816,359)	-	-	199,346,110	323,445,840
Regulatory Services	1,769,842	1,652,459	2,499,151	2,474,974	(729,309)	(822,516)	-	-	2,496,507	4,050,668
Transport & Communication	2,564	19,999	1,141,777	953,245	(1,139,213)	(933,246)	-	11,973	195,825,877	192,188,636
Plant Hire/Depot Indirect	3,106	672	906,030	934,395	(902,924)	(933,723)	-	-	-	-
Council Administration	36,020,138	35,293,670	17,332,998	16,941,133	18,687,140	18,352,537	1,370,356	1,663,286	34,326,978	39,052,289
TOTALS	43,729,581	43,121,725	39,487,000	38,933,956	4,242,581	4,187,769	3,197,533	3,469,850	462,764,925	608,661,916

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

Note 12 continued – Components of Functions

The activities relating to Council functions are as follows:

Business Undertakings

Private Works

Community Services

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

Culture

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

Economic Development

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

Environment

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

Recreation

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

Regulatory Services

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

Transport

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

Council Administration

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

Note 13 – Financial Instruments

Recognised Financial Instruments

<p>Bank, Deposits at Call, Short Term Deposits</p>	<p>Accounting Policy: Carried at lower of cost and net realisable value; Interest is recognised when earned.</p> <hr/> <p>Terms & conditions: Deposits are returning fixed interest rates between 1.50% and 2.15% (2017: 1.5% and 2.00%).</p> <hr/> <p>Carrying amount: approximates fair value due to the short term to maturity.</p>
<p>Receivables – Rates & Associated Charges (including legal & penalties for late payment)</p>	<p>Accounting Policy: Carried at nominal values less any allowance for doubtful debts. An allowance for doubtful debts is recognised (and re-assessed annually) when collection in full is no longer probable.</p> <hr/> <p>Terms & conditions: Secured over the subject land, arrears attract interest of 2% (2017: 2%) Although the Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries in the State.</p> <hr/> <p>Carrying amount: approximates fair value (after deduction of any allowance).</p>
<p>Receivables – Fees & other charges</p>	<p>Accounting Policy: Carried at nominal values less any allowance for doubtful debts. An allowance for doubtful debts is recognised (and re-assessed annually) when collection in full is no longer probable.</p> <hr/> <p>Terms & conditions: Unsecured, and do not bear interest. Although the Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries.</p> <hr/> <p>Carrying amount: approximates fair value (after deduction of any allowance).</p>
<p>Receivables – other levels of government</p>	<p>Accounting Policy: Carried at nominal value.</p> <hr/> <p>Terms & conditions: Amounts due have been calculated in accordance with the terms and conditions of the respective programs following advice of approvals, and do not bear interest. All amounts are due by Departments and Agencies of the Governments of the Commonwealth & State.</p> <hr/> <p>Carrying amount: approximates fair value.</p>
<p>Liabilities – Creditors and Accruals</p>	<p>Accounting Policy: Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Council.</p> <hr/> <p>Terms & conditions: Liabilities are normally settled on 30 day terms.</p> <hr/> <p>Carrying amount: approximates fair value.</p>
<p>Liabilities – Interest Bearing Borrowings</p>	<p>Accounting Policy: Carried at the principal amounts. Interest is charged as an expense as it accrues.</p> <hr/> <p>Terms & conditions: secured over future revenues, borrowings are for a fixed term ranging from between 7 years to 10 years; interest is charged at fixed (or variable - describe) rates between 5.00% and 6.8% (2017: 5.00% and 6.77%).</p> <hr/> <p>Carrying amount: approximates fair value.</p>
<p>Liabilities – Finance Leases</p>	<p>Accounting Policy: accounted for in accordance with AASB 117 Leases.</p>

Note 13 continued – Financial Instruments

Liquidity Analysis	Due < 1 year \$	Due > 1 year; < 5 years \$	Due > 5 years \$	Total Contractual Cash Flows \$	Carrying Values \$
2018					
Financial Assets					
Cash & Equivalents	15,812,393	-	-	15,812,393	15,812,393
Receivables	879,394	-	-	879,394	789,090
Other Financial Assets	16,764	56,668	-	73,432	76,736
	16,708,551	56,668	-	16,765,219	16,678,218
2018					
Financial Liabilities					
Payables	8,222,815	781,978	347,128	9,351,921	9,351,922
Current Borrowings	2,346,701	-	-	2,346,701	1,857,875
Non-Current Borrowings	-	5,028,200	2,849,218	7,877,418	6,513,279
	10,569,516	5,810,178	3,196,346	19,576,040	17,723,076
2017					
Financial Assets					
Cash & Equivalents	9,952,737	-	-	9,952,737	9,952,737
Receivables	1,938,770	-	-	1,938,770	1,848,466
Other Financial Assets	23,264	73,554	6,378	103,196	95,571
	11,914,771	73,554	6,378	11,994,703	11,896,774
2017					
Financial Liabilities					
Payables	6,511,976	840,515	307,802	7,660,293	7,660,293
Current Borrowings	2,660,074	-	-	2,660,074	2,045,342
Non-Current Borrowings	-	6,657,465	3,566,654	10,224,119	8,371,154
	9,172,050	7,497,980	3,874,456	20,544,486	18,076,789

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

	30 June 2018		30 June 2017	
	Weighted Average Interest Rate %	Carrying Value \$	Weighted Average Interest Rate %	Carrying Value \$
Fixed Interest Rates	6.34	8,371,154	6.47	10,416,496
		8,371,154		10,416,496

Note 13 continued – Financial Instruments

Net Fair Value

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

Risk Exposures

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

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

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

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

Note 14 – Commitments

Capital Commitments

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

	Notes	2018 \$	2017 \$
Infrastructure		4,427,577	105,605
		4,427,577	105,605

These expenditures are payable:

Not later than one year		4,427,577	105,605
		4,427,577	105,605

Other Expenditure Commitments

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

Audit Services		97,000	-
Employee Remuneration Contracts		1,750,977	1,146,964
		1,847,977	1,146,964

Note 15 – Financial Indicators

	2018 Amounts	2018 Indicator	2017 Indicator	2016 Indicator
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These Financial Indicators have been calculated in accordance with Information Paper 9 – Local Government Financial Indicators prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia.

Operating Surplus Ratio

Operating Surplus	4,091,777	9.3%	9.7%	7.6%
Total Operating Revenue	43,771,789			

This ratio expresses the operating surplus as a percentage of total operating revenue.

Adjusted Operating Surplus Ratio	4,043,560	9.2%	8.4%	9%
Total Operating Revenue	43,771,789			

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

Net Financial Liabilities Ratio

Net Financial Liabilities	806,100	15%	1.8%	36.5%
Total Operating Revenue	43,771,789			

Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses). These are expressed as a percentage of total operating revenue.

Asset Sustainability Ratio

Net Asset Renewals	6,584,993	62%	75%	130%
Infrastructure & Asset Management Plan required expenditure	10,648,647			

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

Note 16 – Uniform Presentation of Finances

2018

2017

\$

\$

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

All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.

The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances.

Income	43,771,789	43,359,351
Expenses	(39,680,012)	(39,137,240)
	4,091,777	4,222,111
Net Outlays on Existing Assets		
Capital Expenditure on renewal and replacement of Existing Assets	(6,589,222)	(3,317,570)
Add back Depreciation, Amortisation and Impairment	8,285,295	8,111,045
Add back Proceeds from Sale of Replaced Assets	4,229	23,084
	1,700,302	(4,816,560)
Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets <i>(including investment property & real estate developments)</i>	(2,672,589)	(883,975)
Amounts received specifically for New and Upgraded Assets	1,741,885	1,164,734
Proceeds from Sale of Surplus Assets	786,093	6,935
	(144,610)	(287,693)
Net Lending / (Borrowing) for Financial Year	5,647,469	9,326,364

Note 17 - Operating Leases

Lease payment commitments of Council

The Council has entered into non-cancellable operating leases for various items of computer and other plant and equipment.

No lease imposes any additional restrictions on Council in relation to additional debt or further leasing.

Leases in relation to computer and office equipment permit the Council, at expiry of the lease, to elect to re-lease, return or acquire the equipment leased.

No lease contains any escalation clause.

Commitments under non-cancellable operating leases that have not been recognised in the financial statements are as follows:

	2018 \$	2017 \$
Not later than one year	131,087	160,577
Later than one year and not later than 5 years	133,795	74,603
	264,882	235,180

Note 18 - Superannuation

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

Marketlink (Accumulation Fund) Members

Marketlink receives both employer and employee contributions on a progressive basis. Employer contributions are based on a fixed percentage of employee earnings in accordance with superannuation guarantee legislation (9.5% in 2017–2018; 9.5% in 2016–2017).

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

Salarylink (Defined Benefit Fund) Members

Salarylink is a defined benefit scheme where the benefit payable is based on a formula determined by the member's contribution rate, number of years of contribution and final average salary. The Council makes employer contributions to Salarylink as determined by the Scheme's Trustee based on advice from the Scheme's Actuary. The rate is currently 6.3% (6.3% in 2016–2017) of "superannuation" salary.

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

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

As required by law, an actuarial valuation is conducted for the Local Super Scheme every three years. The most recent review was conducted for the three years ending 30 June 2017. The Trustee has determined that the current funding arrangements are adequate for the expected Salarylink liabilities. However, future financial and economic circumstances may require changes to the Council's contribution rates at some future time.

Contributions to Other Superannuation Schemes

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

Note 19 – Joint Ventures and Associated Entities

2018

2017

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

Highbury Landfill Authority Inc.

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

The Highbury Landfill Authority was established on 5 August 2004 by the member Councils. The purpose of the Highbury Landfill Authority includes facilitation of the closure and post closure of the Highbury Landfill site as well as managing the joint venture interests and liabilities of the Councils in relation to the site.

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

Council's respective interests are:

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

Movements in Investment in Joint Operation

	\$	\$
Opening Balance	(1,562,053)	(1,841,254)
New Capital Contributions	111,789	98,068
Share in Operating Result	(78,624)	181,133
Share in Equity of Joint Operation	(1,528,888)	(1,562,053)

Contingent Liabilities

Each member of the operation is jointly and severally liable for the debts of the operation	25,000	25,000
– arising from Council's share of the joint operation		
– arising from joint and several liability of all members		

The Council's equity in the Highbury Landfill Authority is based on the Audited Financial Statements of the Authority for the financial year 30 June 2018. It is possible that in a future financial year additional funding maybe required from the Constituent Councils for the rehabilitation of the Highbury Landfill site. As at 30 June 2018, the liability for the projected cost of rehabilitation included in the 2018 Audited Financial Statements is the best estimate based on all available information at that time.

Note 19 continued – Joint Ventures and Associated Entities**2018****2017****Eastern Waste Management Authority Inc.**

The City of Norwood Payneham & St Peters is a member Council of the Eastern Waste Management Authority.

The other member Councils are The City of Burnside, The Corporation of the Town of Walkerville, The City of Mitcham, The City of Campbelltown The City of Prospect and Adelaide Hills Council.

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

Council's respective interests are:

- interest in outputs of the joint operation	14.3%	16.9%
- ownership interest in the joint operation	14.3%	16.9%
- the proportion of voting power in the joint operation	14.3%	16.9%

Movements in Investment in Joint Operation

	\$	\$
Opening Balance	101,817	25,430
New Capital Contributions	20,665	20,665
Share in Operating Result	(45,974)	56,493
Adjustment to Equity Share	(8,906)	(771)
Share in Equity of Joint Operation	67,602	101,817

Expenditure Commitments

Expenditure committed for (excluding inventories) at the reporting date but not recognised in the financial statements as liabilities.

Operating Expenditures payable

Not later than one year	252,000	252,476
Later than one year and not later than 5 years	834,000	807,329
Later than 5 years	603,000	889,406
	1,689,000	1,949,211

Note 19 continued – Joint Ventures and Associated Entities

2018

2017

Eastern Health Authority Inc.

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

The Authority provides health services to member Councils.

Council's respective interests are:

- interest in outputs of the joint operation	30.46%	31.40%
- ownership interest in the joint operation	30.46%	31.40%
- the proportion of voting power in the joint operation	30.46%	31.40%

Movements in Investment in Joint Operation

	\$	\$
Opening Balance	102,250	102,938
Share in Operating Result	42,208	(3,773)
Adjustment to Equity Share	(3,067)	3,085
Share in Equity of Joint Operation	141,391	102,250

Expenditure Commitments

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

Operating Expenditures payable

Not later than one year	46,717	45,093
Later than one year and not later than 5 years	47,393	46,784
	94,110	91,877

Note 19 continued – Joint Ventures and Associated Entities**2018****2017****ERA Water**

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

The Waterproofing Eastern Adelaide project involves the establishment of wetland bio filters, aquifer recharge and recovery, pipeline installations and water storage facilities. The Councils will work with the community to ensure that the Project also provides amenity improvements and educational opportunities, whilst at the same time providing irrigation to our schools and reserves.

Council's respective interests are:

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

Movements in Investment in Joint Operation	\$	\$
Opening Balance	3,055,302	756,377
Share in Operating Result	(68,415)	(199,512)
Share in Operating items	-	2,498,437
Share in Equity of Joint Operation	2,986,886	3,055,302

Note 20 – Assets and Liabilities not recognised

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

Land under Roads

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

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

Potential Insurance Losses

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

Legal Expenses

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

Note 21 – Events Occurring After Reporting Date

Consistent with disclosures under AASB 110 – Events after Balance Date, there were no events subsequent to 30 June 2018 that need to be disclosed in the financial statement.

Note 22 – Related Party Disclosures

AASB124 Related Party Disclosures commenced applying to local governments from 1 January 2016, the first disclosure being made in the financial statements for the 2016–2017 Financial Year. The purpose of the standard is to require "disclosure of related party relationships, transactions and outstanding balances, including commitments, in the consolidated and separate financial statements of a parent or investors with joint control of, or significant influence over, an investee presented in accordance with AASB 10 Consolidated Financial Statements or AASB 127 Separate Financial Statements." AASB2015-6 Amendments to Australian Accounting Standards - Extending Related Party Disclosures to Not-for-Profit Public Sector Entities contains guidance for Not-for-Profit Sector Entities in relation to this standard, and states the amendments shall be applied prospectively, meaning no information relating to prior years is required.

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

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

	2018 \$	2017 \$
Salaries, allowances & other short term benefits	1,164,077	1,220,863
Post-employment benefits	81,183	83,400
Long term benefits	12,204	-
Total Compensation Paid	1,338,647	1,304,263

Amounts paid as direct reimbursement of expenses incurred on behalf of Council have not been included above.

Other than amounts paid as ratepayers or residents (e.g. rates, swimming pool entry fees, etc.), Council received Planning & Building Application fees totalling \$292 from two elected members.

Related Party Transactions

Eastside Business Enterprise Centre Inc.

Eastside Business Enterprise Centre (EBEC) is a not-for-profit organisation established to assist small business in the eastern regions of Adelaide. A member of The City of Norwood, Payneham & St Peters Key Management Personnel is a Board member. The City of Norwood, Payneham & St Peters gave a contribution of \$22,036 during the 2017–2018 financial year (2016–2017: \$22,036).

Financials

STATEMENT OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of the City of Norwood Payneham and St Peters for the year ended 30 June 2018 the Council's Auditor, BDO, has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

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



Marko Barone PEM
CHIEF EXECUTIVE OFFICER

Dated 22 October 2018



John Minney
PRESIDING MEMBER
AUDIT COMMITTEE

Auditor Profile

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BDO, established in Australia in 1975 as an association of firms, provides audit, tax and advisory services to individuals, businesses, corporate firms and government enterprises across a broad range of industry sectors.

BDO has more than 160 Partners and staff in South Australia who are located in offices in the Adelaide CBD and McLaren Vale.

Geoff Edwards is currently assigned to Council's External Audit contract.

Geoff is an Audit Partner with BDO in South Australia specialising in audit and corporate services. He has experience with financial modelling, particularly in large and complex financing proposals, and providing technical financial reporting advice to clients. Geoff has more than 20 years of experience in both England and Australia working with both large and mid-tier firms.

Geoff's professional and academic qualifications:

- Chartered Accountant (Australia, England & Wales)
- Registered Company Auditor
- Diploma, Accounting Studies

Geoff's professional affiliations:

- Member, Chartered Accountants Australia & New Zealand
- Member of the South Australian Local Government Finance Managers Group (SALGFMG)

Independent Auditor's Report

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420 King William Street
Adelaide SA 5000
GPO Box 2018, Adelaide SA 5001
AUSTRALIA

CERTIFICATION OF AUDITOR INDEPENDENCE

I confirm that, for the audit of the financial statements of the City of Norwood Payneham & St Peters for the year ended 30 June 2018, I have maintained my independence in accordance with the requirements of APES 110 - Code of Ethics for Professional Accountants, Section 290, published by the Accounting Professional and Ethical Standards Board, in accordance with the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22 (5) Local Government (Financial Management) Regulations 2011.

A handwritten signature in blue ink, appearing to read 'G K Edwards', is written over a light blue rectangular background.

G K Edwards
Director

BDO Audit (SA) Pty Ltd

Adelaide, 21 November 2018



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INDEPENDENT AUDITOR'S REPORT TO THE PRINCIPAL MEMBER OF THE CITY OF NORWOOD PAYNEHAM & ST PETERS

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of the City of Norwood Payneham & St Peters ("the Council"), which comprises the statement of financial position as at 30 June 2018, the statement of profit and loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial report, including a summary of significant accounting policies, and the certification of the financial statements.

In our opinion the financial report of the Norwood Payneham & St Peters, presents fairly, in all material respects, the Council's financial position as at 30 June 2018 and its financial performance for the year ended on that date in accordance with Australian Accounting Standards, the *Local Government Act 1999*, and the *Local Government (Financial Council's officers) Regulations 2011*.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Council in accordance with the *Local Government Act 1999* and the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the *Local Government Act 1999*, which has been given to the Council, would be in the same terms if given to the Council as at the time of this auditor's report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Information Other than the Financial Report and Auditor's Report Thereon

Management is responsible for the other information. The other information obtained are the general purpose financial reports of the regional subsidiaries, which we obtained prior to the date of this auditor's report, and the Annual Report, which is expected to be made available to us after that date.

Our opinion on the financial report does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.



When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the directors and will request that it is corrected. If it is not corrected, we will seek to have the matter appropriately brought to the attention of users for whom our report is prepared.

Council’s responsibility for the Financial Report

The Council’s officers are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the *Local Government Act 1999* and the *Local Government (Financial Council’s officers) Regulations 2011* and for such internal control as the Council’s officers determine is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Council’s officers are responsible for assessing the Council’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Council’s officers either intend to liquidate the Council or to cease operations, or has no realistic alternative but to do so.

Auditor’s responsibilities for the audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website (<http://www.auasb.gov.au/Home.aspx>) at: http://www.auasb.gov.au/auditors_files/ar3.pdf.

This description forms part of our auditor’s report.

A handwritten signature in blue ink that reads 'G K Edwards'.

BDO Audit (SA) Pty Ltd

A handwritten signature in blue ink that reads 'G K Edwards'.

G K Edwards
Director

Adelaide, 21 November 2018



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INDEPENDENT ASSURANCE REPORT ON THE INTERNAL CONTROLS OF THE CITY OF NORWOOD PAYNEHAM & ST PETERS

Opinion

We have undertaken a reasonable assurance engagement on the design and the operating effectiveness of controls established by City of Norwood Payneham & St Peters ("the Council") in relation to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities, throughout the period 1 July 2017 to 30 June 2018 relevant to ensuring such transactions have been conducted properly and in accordance with law.

In our opinion, in all material respects:

- (a) The controls established by the Council in relation to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities were suitably designed to ensure such transactions have been conducted properly and in accordance with law; and
- (b) The controls operated effectively as designed throughout the period from 1 July 2017 to 30 June 2018.

Basis for opinion

We conducted our engagement in accordance with Standard on Assurance Engagements ASAE 3150 *Assurance Engagements on Controls* issued by the Auditing and Assurance Standards Board.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

The Council's responsibilities for the internal controls

The Council is responsible for:

- a) The receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities;
- b) Identifying the control objectives
- c) Identifying the risks that threaten achievement of the control objectives
- d) Designing controls to mitigate those risks, so that those risks will not prevent achievement of the identified control objectives; and
- e) Operating effectively the controls as designed throughout the period.

Our independence and quality control

We have complied with the independence and other relevant ethical requirements relating to assurance engagements, and apply Auditing Standard ASQC 1 *Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, and Other Assurance Engagements* in undertaking this assurance engagement.



Assurance practitioner's responsibilities

Our responsibility is to express an opinion, in all material respects, on the suitability of the design to achieve the control objectives and the operating effectiveness of controls established by the Council in relation to financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities. ASAE 3150 requires that we plan and perform our procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the control objectives and the controls operated effectively throughout the period.

An assurance engagement to report on the design and operating effectiveness of controls involves performing procedures to obtain evidence about the suitability of the design of controls to achieve the control objectives and the operating effectiveness of controls throughout the period. The procedures selected depend on our judgement, including the assessment of the risks that the controls are not suitably designed or the controls did not operate effectively. Our procedures included testing the operating effectiveness of those controls that we consider necessary to achieve the control objectives identified. An assurance engagement of this type also includes evaluating the suitability of the control objectives.

Limitations of controls

Because of the inherent limitations of an assurance engagement, together with any internal control structure it is possible that, even if the controls are suitably designed and operating effectively, the control objectives may not be achieved and so fraud, error, or non-compliance with laws and regulations may occur and not be detected.

An assurance engagement on operating effectiveness of controls is not designed to detect all instances of controls operating ineffectively as it is not performed continuously throughout the period and the tests performed are on a sample basis. Any projection of the outcome of the evaluation of controls to future periods is subject to the risk that the controls may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.

A handwritten signature in blue ink, appearing to read 'G K Edwards'.

BDO Audit (SA) Pty Ltd

A handwritten signature in blue ink, appearing to read 'G K Edwards'.

G K Edwards
Director

Adelaide, 21 November 2018



Glossary

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Terms and Acronyms

Glossary

Terms and Acronyms

AASB	Australian Accounting Standards Board
Accrued Revenue/Expense	Accrued revenue relates to items of revenue in which the Council has the right to receive but has yet to receive the payment. Conversely, accrued expenditure relates to expenses the Council has an obligation to pay, but is yet to make the payment.
Asset	A facility or part of a facility that is owned and controlled by the Council.
Asset Sustainability Ratio	Measures the extent to which the Council is renewing or replacing its existing physical assets.
Budget	Council's planned allocation of monetary resources for a financial year.
Business Precinct	The City of Norwood Payneham & St Peters is characterised by a number of mainstreet precincts including The Parade, Norwood; Magill Road; Payneham Road; and Glynde Corner.
By-Law	Regulations established by the Council pursuant to the <i>Local Government Act 1999</i> .
CAP	Council Assessment Panel
Capital Expenditure	Expenditure made by the Council which results in the creation or improvement of an asset.
Capital Works	Any work undertaken to establish, renew, expand and upgrade Council assets.
CEO	Chief Executive Officer
CityPlan 2030: Shaping Our Future	The Council's Strategic Management Plan which sets out the Vision and future strategic directions for the Council over a four year period.
Civil Infrastructure Works Program	The planned resealing of roads, replacement of footpaths, kerbing and watertable as described and scheduled in the Council's Asset Management Plan for Civil Infrastructure.
Councillors	The elected representatives of the Council.
CPA	Certified Practising Accountant
DDA	Disability Discrimination Act 2005
Depreciation	Reduction in the value of an asset over time.
East Waste	Eastern Waste Management Authority Incorporated is a regional subsidiary providing kerbside waste collection services to six member councils.

EDM	Electronic direct mail
EHA	Eastern Health Authority
Elected Members	The elected representatives of the Council.
Engagements	Measures the public shares, likes, comments and interactions of content posted on social media.
Environmental Sustainability	The management of resources (anything obtained from the natural environment to meet our needs, such as water, air, fossil fuels etc.) in our natural system to ensure that these are available in the long-term.
Equity	The residual interest in the assets of the Council after deductions of its liabilities. Total equity is also equal to net assets.
ERA	Eastern Region Alliance
E-waste	Electronic waste including televisions, computers and mobile phones.
Expense	An outgoing payment made by the Council.
FOI	Freedom of Information
Governance	The systems established by the Council to ensure compliance with legislative requirements.
GST	Goods and Services Tax
Infrastructure	The basic facilities required for the functioning of the community such as parks, roads, footpaths, drainage and waste systems.
Infrastructure & Asset Management Plans	Developed in accordance with the <i>Local Government Act 1999</i> , strategies to guide management, inspection, maintenance and replacement of the Council's key assets.
LGA	Local Government Association of South Australia
LGAWCS	Local Government Association Workers Compensation Scheme
Liabilities	A financial debt or obligations owed by the Council.
Link clicks	The number of clicks on links to select destinations or experiences on the Council's website.
Long-Term Financial Plan	Sets out the financial projections for the Council's planned activities over a ten year timeframe.

Net Assets	The difference between total assets and total liabilities, which represents Council's net worth. Net assets are also equal to total equity.
Net Financial Liabilities	Total borrowings owed by the Council less cash held, loans made or other assets able to be readily collected.
Net Financial Liabilities Ratio	Measures the extent to which the net financial liabilities of the Council are met by its operating revenue.
NRM Levy	Natural Resources Management Levy
Open Space	Land or areas which have been reserved for the purposes of providing formal and informal sport and recreation activities, preserving natural environments, and providing green space. Essentially, this refers to parks, reserves and the River Torrens Linear Park.
Operating Surplus/Deficit	The difference between income earned and expenditure to provide ongoing services and programs.
Operating Surplus Ratio	Measures the Council's Operating Surplus/Deficit as a percentage of rates revenue.
Organic Waste	Unwanted household organic materials such as food scraps, lawn clippings, prunings, animal droppings, paper towels and tissues, which can be disposed through the Council's kerbside collection service (green lidded bin).
Page impression	Number of times a specific website or page has been viewed by users.
Parade Separate Rate	A separate rate charged to commercial property owners on The Parade, Norwood. The revenue collected may only be used for the purpose of promotion and enhancing business viability along The Parade precinct.
Presiding Member	A member of a panel or committee responsible for chairing meetings in accordance with Terms of Reference and legislative requirements. The Presiding Member has a deliberative vote on all matters considered by a committee or panel, and a casting vote in the event of a tied decision.
Rate Cap	The Council, subject to certain conditions, will grant a rebate of rates to the principal ratepayer of a residential assessment where there is a significant increase in the rates payable as a result of a rapid change in the property value.
Rates	Council rates are a property tax and the Council's primary source of income, which enables the delivery of services and facilities for the community.

Regional Subsidiary	Formed by two or more councils to provide specified service/s or to perform a function of the councils under the <i>Local Government Act 1999</i> (or another Act).
Regulatory Services	A business unit of the Council responsible primarily for the enforcement of Council By-Laws, parking and animal management.
Representation Quota	A ratio of the number of electors per Elected Member.
Representation Review	A representation review is a requirement of Section 12 of the <i>Local Government Act 1999</i> , and must be undertaken every eight years. The review examines the appropriate number of councillors for the Council; whether Council has wards or no wards; and if so, the appropriate ward boundary size, number of wards and appropriate number of councillors per ward; and whether the Mayor continues to be elected by the community or is appointed from within the elected members.
Revenue	The amount of money the Council receives from its activities, including from rates and services provided to the community.
Service Centre	The Council's customer service centre that handles requests, enquiries and payment from ratepayers and the general public.
Supplementary Election	A supplementary or bi-election is held whenever there is a vacancy in the Council.
Sustainability	Sustainability for our City is based on achieving economic, environmental, social and cultural growth without irreversibly exhausting the environmental systems which support that growth. In practice, this means integrated decision-making which generates mutually beneficial economic, social, cultural and environmental outcomes, wherever possible.
Vision	A Vision statement describes what we would like to be or what we intend to do, in broad terms. It provides a unifying statement of intent and an overarching framework, which guides strategic and operational planning and program implementation.
Ward	An area that provides a fair and equitable division of a municipal district. The City of Norwood Payneham & St Peters is comprised of six wards each represented by two Elected Members, with the exception of the Maylands/Trinity Ward which is represented by three.
WHS	Work Health and Safety
Your NPSP	The Council's bi-monthly eNewsletter which provides subscribers with updates about important Council projects, services, initiatives and events.

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 2017-2018 Annual Report can be viewed online at www.npsp.sa.gov.au

Additional copies may also be obtained by:

- visiting any of the Council's Libraries
- emailing townhall@npsp.sa.gov.au
- contacting the Council on (08) 8366 4555
- writing to the Council at PO Box 204, Kent Town SA 5074

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

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Website www.npsp.sa.gov.au



City of
**Norwood
Payneham
& St Peters**