Council Meeting Agenda & Reports

4 March 2024

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.



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

Telephone	8366 4555
Facsimile	8332 6338
Email	townhall@npsp.sa.gov.au
Website	www.npsp.sa.gov.au

29 February 2024

To all Members of the Council

NOTICE OF MEETING

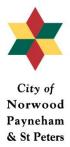
I wish to advise that pursuant to Sections 83 and 87 of the *Local Government Act 1999*, the next Ordinary Meeting of the Norwood Payneham & St Peters Council, will be held in the Council Chambers, Norwood Town Hall, 175 The Parade, Norwood, on:

Monday 4 March 2024, commencing at 7.00pm.

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

Yours faithfully

Mario Barone CHIEF EXECUTIVE OFFICER



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

Telephone	8366 4555
Facsimile	8332 6338
Email	townhall@npsp.sa.gov.au
Website	www.npsp.sa.gov.au

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VENUE Council Chambers, Norwood Town Hall

HOUR

PRESENT

Council Members

Staff

APOLOGIES

ABSENT

- 1. KAURNA ACKNOWLEDGEMENT
- 2. OPENING PRAYER
- 3. CONFIRMATION OF THE MINUTES OF THE COUNCIL MEETING HELD ON 5 FEBRUARY 2024
- 4. MAYOR'S COMMUNICATION
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7.1 QUESTIONS WITH NOTICE – WEEKLY KERBSIDE FOOD AND GARDEN ORGANICS WASTE COLLECTION AND BUNNINGS DEVELOPMENT, GLYNBURN ROAD, GLYNDE - SUBMITTED BY CR JOSH ROBINSON

QUESTION WITH NOTICE:	Weekly Kerbside Food and Garden Organics Waste Collection and Bunnings Development, Glynburn Road, Glynde
SUBMITTED BY:	Cr Josh Robinson
FILE REFERENCE:	qA1040
ATTACHMENTS:	A

BACKGROUND

Cr Robinson has submitted the following Questions with Notice:

- 1. Cr Moorhouse previously raised the opportunity to increase green bin collection to a weekly occurrence, can the Council please provide an update on when this will come into effect?
- 2. Can the Council please provide an update, if any, on the proposed Bunnings on Glynburn Road in Glynde?

REASONS IN SUPPORT OF QUESTION

Nil

RESPONSE TO QUESTION NO. 1 PREPARED BY GENERAL MANAGER, INFRASTRUCTURE & MAJOR PROJECTS

Cr Moorhouse previously raised the opportunity to increase green bin collection to a weekly occurrence, can the Council please provide an update on when this will come into effect?

Council staff have met with representatives of East Waste to discuss the potential to participate in a trial of a fortnightly general waste collection and weekly green bin collection. In summary, the conclusion that was reached following this discussion, is that as East Waste is currently undertaking similar trials for a number of its Member Councils, there would be no additional benefits gained in terms of the data that has been obtained through the trials that are currently being conducted.

In addition, given the number of trials that East Waste are currently undertaking, it is not feasible for East Waste to implement another trial, given the resources that are required to do so.

East Waste is currently in discussions with the Member Councils who have commenced and/or have undertaken a trial regarding the results.

In addition, given the recent announcement by the Minister for Climate, Environment & Water, regarding waste management (copy contained in **Attachment A**), East Waste has advised that the proposed legislation will most likely curtail a number of innovative waste related projects and mitigate against the overall environmental performance of kerbside collections.

A report regarding this matter will be presented to the Council at its meeting to be held on 2 April 2024.

RESPONSE TO QUESTION NO. 2 PREPARED BY SENIOR URBAN PLANNER

Can the Council please provide an update, if any, on the proposed Bunnings on Glynburn Road in Glynde?

On 25 May 2021, Development Application 21008794 was lodged with the Council for a Bulky Goods Outlet at 37-43 Glynburn Road, 3-5 Penna Avenue, 37 Provident Avenue and 35 Barnett Avenue, Glynde (the Bunnings Application).

On 9 November 2021, the Development Application was refused by the Council Assessment Panel.

In December 2021, the Applicant filed an Appeal against the Refusal with the Environment, Resources and Development Court.

On 6 May 2022, whilst the Appeal was before the Court with a status of pending, a second Development Application (ID: 22014444), was lodged with the Council for a slightly amended proposal.

On 26 July 2022, the second Development Application (ID: 22014444), was granted Planning Consent by the Council Assessment Panel.

However, to date, the second Development Application (ID: 22014444), has not progressed further (ie Building Consent has not been applied for by the Applicant).

On 2 February 2024, the ERD Court issued Consent Orders in respect to the first Development Application 21008794, subject to the following Reserved Matters:

Reserved Matters

The following detailed information shall be submitted for further assessment and approval by the Assessment Manager (as delegate of the Council Assessment Panel) as reserved matters pursuant to Section 102(3) of the Planning, Development & Infrastructure Act 2016 (**Act**):

- 1. A Stormwater Management Plan shall be provided to the Council for approval prior to the grant of Development Approval which meets the Council's minimum requirements including that:
 - 1.1 the site detain the post development 1 in 100 year ARI storm event, with discharge being at the pre development 1 in 5 year ARI rate;
 - 1.2 the design take account of any preventative measures needed to avoid the risk of the site being subject to inundation;
 - 1.3 the Stormwater Management Plan reflects the principles in the document called Water Sensitive Urban Design produced by the Department for Environment and Water (formerly Department of Environment, Water and Natural Resources).
- 2. A final Pedestrian Movement / Public Realm Plan be supplied showing the pedestrian areas (ie. all footpaths) in the public realm and providing the detail concerning the reconstruction of such infrastructure following the road widening works.

Essentially, Bunnings now have two (2) Development Applications which have been granted planning consent.

At this stage, the Council has not been formally advised (ie. via an Application for Building Consent) in respect to which application Bunnings will be progressing.

Attachment A

Questions with Notice

Weekly Kerbside Food and Garden Organics Waste Collection and Bunnings Development, Glynburn Road, Glynde

Submitted by Cr Josh Robinson

City of Norwood Payneham & St Peters

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

Telephone8366 4555Facsimile8332 6338Emailtownhall@npsp.sa.gov.auWebsitewww.npsp.sa.gov.au

Media Release



Α1

Susan Close MP Deputy Premier Minister for Climate, Environment and Water

Wednesday 21 February 2024

South Australia's kerbside collection rules to be updated

The Malinauskas Government will prohibit councils imposing kerbside rubbish collection fees based on weight and from charging households in metropolitan Adelaide additional fees for weekly general waste collection.

The proposed reforms, which will undergo consultation, are part of a suite of changes aimed at ensuring households receive affordable, effective and convenient waste management services without additional costs.

Other measures within the Bill include mandating that metropolitan councils continue to provide a three-bin (general waste / comingled recycling / and food and garden organics or FOGO) kerbside collection regime to maximise resource recovery.

The Bill will also prohibit the recombining of waste from kerbside collection bins so that South Australian households can be confident their efforts to recycle in the home are continuing to support the circular economy.

It will also ensure that all new and replacement kerbside rubbish bins comply with Australian Standards such as ensuring all residual rubbish bins have red lids.

Reporting requirements for councils which currently report on kerbside collection performance to Green Industries SA (GISA) will be enhanced and mandated.

Under the new rules, councils will be required to report to the State Government (GISA) on diversion and recycling performance to improve resource recovery outcomes.

The State Government will soon be seeking public input on the draft legislation via <u>www.epa.sa.gov.au</u>

Quotes attributable to Susan Close

It is critical that we continue to find ways to reduce the amount of household waste that goes into landfill.

These new laws will assist the State Government to support improved kerbside resource recovery and diversion outcomes while ensuring residents are not adversely affected by the changes.

I encourage South Australians to have their say on this new legislation.

8. DEPUTATIONS Nil

9. PETITIONS Nil

10. WRITTEN NOTICES OF MOTION

10.1 WRITTEN NOTICE OF MOTION – REDUCTION OF SPEED LIMIT (STEPHEN TERRACE AND NELSON STREET) AND ROAD CORRIDOR PLANNING STUDIES FOR PORTRUSH ROAD AND PAYNEHAM ROAD – SUBMITTED BY CR KESTER MOORHOUSE

NOTICE OF MOTION:	Reduction of Speed Limit (Stephen Terrace and Nelson Street) and Road Corridor Planning Studies for Portrush Road and Payneham Road
SUBMITTED BY:	Cr Kester Moorhouse
FILE REFERENCE:	qA1039
ATTACHMENTS:	Nil

Pursuant to Regulation 12(1) of the *Local Government (Procedures at Meetings) Regulations 2013*, the following Notice of Motion has been submitted by Cr Kester Moorhouse.

NOTICE OF MOTION

That the Council writes a letter to the Hon Tom Koutsantonis MP, Minister for Infrastructure and Transport, requesting:

- 1. the reduction of the speed limit along Stephen Terrace and Nelson Street from 60km/h to 50km/h, as well as the introduction of additional safe crossing points for pedestrians and cyclists; and
- 2. the public release of the Road Corridor Planning Studies for Portrush Road and Payneham Road and for Council to be consulted on implementation of any recommendations to improve pedestrian crossings from those reports.

REASONS IN SUPPORT OF MOTION

There have been 90 (ninety) crashes in the last five years at the Payneham/Portrush Roads intersection. Payneham Road has no median strip at which pedestrians can safely wait for a pause in traffic and there are some significant distances between pedestrian activated crossings. It is therefore in the public interest for the Department for Infrastructure and Transport to finally release the Road Corridor Planning Study results commenced in 2020 and engage with the community on implementing any road safety improvement recommendations contained therein.

The present traffic speeds and volumes along the predominantly residential Stephen Terrace sever the two sides of St Peters. Pedestrians are often seen hovering by the road, waiting for their chance to make the perilous crossing. In the last five (5) years there have been casualty crashes at nine (9) out of the ten (10) four-way junctions along the Norwood Payneham & St Peters' section of Stephen Terrace. The First Avenue junction has had thirteen (13) crashes alone. Reducing the speed limit would also make it easier for the Adelaide Metro bus to cross Sixth Avenue during peak hours. Council recently signed off on 40km/h for nearby streets and as such, this would be an opportune time to change Stephen Terrace's speed limit as well.

As there is understandable public concern regarding both of these issues, the Council should use its influence to advocate for our community's safety.

STAFF COMMENT PREPARED BY GENERAL MANAGER, URBAN PLANNING & ENVIRONMENT

A letter, as requested, can be prepared for Minister's consideration. With respect to speeding and safety concerns on Stephen Terrace, is should be noted that the Council has previously advocated for improved safety and reduced speed limits along Stephen Terrace and other Arterial Roads through its submission on the draft *South Australia's Road Safety Strategy* in October 2020. The following text is an extract from the Council's submission:

The key safety concerns are speeding and vulnerable road users as discussed below.

Stephen Terrace is a sub-arterial road maintained by DIT and runs through the historic-residential and residential areas of St Peters. It carries 22,000 vehicles per day, consists of one lane in each direction, auxiliary right turn lanes and bicycle lanes and is signed at 60km/h. There are sixteen 4-way intersections on this 1.3 kilometre stretch of road that lies within this Council, all controlled by either Give Way or Stop signs in the local streets. Traffic signals are located 2.6 kilometres apart (Payneham Road and Walkerville Terrace), and there is one pedestrian actuated crossing between these. The long distance between signalised crossings means that there is a lack of vehicle platooning. This, together with high volumes, a 60km/h speed limit and 4-way intersections combines to create safety hazards for all road users and an environment that is contrary to its residential surroundings. The Council has discussed the possibility of improving safety by reducing the speed limit of Stephen Terrace to 50km/h, but this request was refused by DIT.

What the Council sees as the goals for improving road safety over the next ten years

- Reduce speed to 40km/h or less in urban areas;
- Reduce speed to 50km/h or less on arterial roads through residential areas and activity precincts;
- Increase frequency of safe pedestrian and cyclist crossings along arterial roads;
- Significantly reduce hoon driver behaviour in local streets;
- Improve protection for cyclists and pedestrians; and
- Implement traffic calming measures in the local road network that is used by through traffic to avoid delays on arterial roads.

Where the Council sees the priority issues to be addressed in the road safety strategy

- Introduce a default Urban Speed Limit of 40km/h;
- Introduce a default arterial road speed limit of 50km/h (or less) through residential and activity areas;
- Install additional pedestrian and cyclist crossings on arterial roads to connect destinations and cycle routes;
- Partner with Councils to implement traffic calming on local streets that carry through traffic;
- Resource SAPOL to address hoon driver behaviour in local streets;
- Ensure separation of cyclists from traffic on busy roads that do not have sufficient space for a Safe Systems Approach (invest in alternative routes/ infrastructure and wayfinding); and
- Provide ongoing advertising campaigns to:
 - o Inform the community of the benefits of lower traffic speeds in urban areas; and
 - o Increase mode shift to walking, cycling and public transport.

11. STAFF REPORTS

Section 1 – Strategy & Policy

Reports

11.1 DRAFT VOLUNTEER STRATEGY 2024-2028

REPORT AUTHOR:	Coordinator, Volunteer Services
GENERAL MANAGER:	Chief Executive Officer
CONTACT NUMBER:	8366 4631
FILE REFERENCE:	A796143
ATTACHMENTS:	A - B

PURPOSE OF REPORT

The purpose of this report is to present the draft 2024-2028 Volunteer Strategy for the Council's consideration and endorsement prior to the release of the draft document for community consultation.

BACKGROUND

The draft 2024-2028 Volunteer Strategy has been developed with the aim of setting the Councils strategic direction for volunteering activities and the development of the Council's Volunteer Service over the next four years.

The draft 2024-2028 Volunteer Strategy is contained in Attachment A.

The Strategy is an expression of the Council's commitment to supporting Volunteering within the organisation and the community. Through translating the Social Equity objectives and strategies that are contained in the Council's Strategic Management Plan *CityPlan 2030: Shaping Our Future* into achievable short to medium term actions, progress is being made in respect to achieving the 2030 goal of *'an inclusive, connected, accessible and friendly community'*.

To inform the development of the draft Strategy, Council Volunteers, Staff and Program Coordinators, were invited to complete an online survey, to share their ideas for short to medium term action's to improve Council's Volunteer Programs and Service. 72 Volunteers (approximately 35%) of Volunteers completed the 34-question survey, as contained in **Attachment B**.

Subsequently, Elected Members, at the workshop held on 09 October 2023, were apprised and provided feedback on the *Volunteer Strategy* project and draft plan.

The purpose of this report is therefore to present the draft 2024-2028 Volunteer Strategy to the Council for its endorsement to proceed to community consultation, whereby, our community will be invited to provide comments on the draft Strategy to inform the development of the final version.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

City Plan 2030: Shaping Our Future

The relevant Strategic Outcomes and Objectives as set out in the Council's Strategic Management Plan *City Plan 2030: Shaping Our Future* are as follows;

Outcome 1: Social Equity

- Objective 1.1: Convenient and accessible services, information, and facilities.
- Strategy 1.1.2 Maximise access to services, facilities, information, and activities.
- Objective 1.2: A people-friendly, integrated, and sustainable transport network
- Strategy 1.2.2 Provide safe and accessible movement for all people.
- Objective 1.3: An engaged and participating community.
- Strategy 1.3.1 Promote and facilitate volunteering opportunities in the community and within the Council.
- Strategy 1.3.2 Provide opportunities for community input in decision making and program development.

- Strategy 1.3.3 Recognise and use the skills, knowledge, and resources of the community.
- Strategy 1.3.4 Facilitate community support networks and partnerships for the sharing of resources and skills in order to build community capacity.
- Strategy 1.3.5 Inform and connect new residents to the community and its resources.
- Objective 1.4 A strong, healthy, resilient, and inclusive community.
- Strategy 1.4.1 Encourage physical activity and support mental health to achieve healthier lifestyles and well-being.
- Strategy 1.4.2 Encourage and provide opportunities for lifelong learning.
- Strategy 1.4.3 Encourage the use of spaces and facilities for people to meet, share knowledge and connect with each other.

FINANCIAL AND BUDGET IMPLICATIONS

There are no financial and budget implications associated with the development of the Strategy. Consultation as well as the development of the draft document, have been prepared and delivered internally by the Councils Volunteer Service.

The final hard copy and digital version of the Strategy will be designed by the Council's Creative Digital Designer.

EXTERNAL ECONOMIC IMPLICATIONS

There are no external economic implications associated with the development of the Strategy.

SOCIAL ISSUES

The Council has an active role to play in facilitating volunteering opportunities to increase community participation and connection. The development and implementation of the *2024-2029 Volunteer Strategy* recognises the vital importance of volunteering, social impact within our community and the wellbeing benefits that volunteering provides for our Citizens.

CULTURAL ISSUES

Volunteering is important to our community values and the Council is committed to providing the best possible structure and leadership for our community. The Strategy will provide the enabling environment required for Volunteers to continue engaging in activities that provide invaluable support and services both to our organisation and the community.

ENVIRONMENTAL ISSUES

The Council's desire to be a leader in environmental sustainability requires assistance from Citizens and community groups to achieve its goal. Any growth in environmental volunteering requires a planned approach that aligns with community needs and implemented to a high standard. To this end, it is the Councils responsibility to foster community involvement and initiatives in environmental volunteering.

RESOURCE ISSUES

The Strategy has been prepared using existing staff resources.

RISK MANAGEMENT

A Project team was established to oversee the Project and mitigate risks. The Project Team (Stage 1) consisted of the Council's Manager, Organisational Development & Performance and Coordinator, Volunteer Services. Following the Volunteer Service being transferred to the Arts, Culture & Community Connections Unit, the Council's Manager, Arts, Culture & Community Connections, along with the Coordinator, Volunteer Services, will oversee the community consultation and the development of the final version of the Strategy.

The Project team have consulted with staff from across the organisation to ensure that actions contained within the draft Strategy are achievable within the current staff resources and capacity and embedded within future Departmental annual business plans.

The risk ratings for the top four (4) risks associated with this stage of the draft 2024-2028 Volunteer Strategy are summarised in **Table 1** below.

Risk #	Risk Event	Impact Category	Risk Rating	Primary Mitigation	Impact Category	Residual Rating
1	Council not endorsing the draft Strategy for consultation	Service/ Programs	Substantial 13	Council Information briefing and opportunity to ask questions and provide feedback on draft Strategy.	Service/ Programs	Medium 17
		Reputation	Medium 19	Provision of detailed Council report.	Reputation	Low 21
2	Broader community not supporting the proposed Strategy	Service/ Programs	Substantial 13	Develop a community engagement approach. Evaluate community feedback to ensure a common understanding of community views,	Service/ Programs	Medium 17
		Reputation	Medium 19	concerns, and aspirations and that these are reflected in the development of the Strategy.	Reputation	Low 21
3	Council policies and procedures prevent implementing actions contained within the Strategy.	Service/ Programs	Substantial 13	Review policies and procedures during preliminary project stage and include identified policy and procedure action recommendations within the Strategy.	Service/ Programs	Low 21
4	Volunteering rates could decrease across the life of the Strategy, impacting the number of programs and services provided for our community.	Service/ Programs	Medium 19	Invest in supporting a positive culture of volunteering. Adopt best practice recruitment, induction, training and development; reward, and recognition; communication and continuous improvement practices, policies, and procedures.	Service/ Programs	Low 21

TABLE 1: KEY RISKS ASSOCIATED WITH THE DRAFT VOLUNTEERING STRATEGY

The potential risks to the successful development and delivery of the Strategy, highlight that the community engagement approach, ongoing updates, and communication regarding the outcomes of the Strategy, will need to be well executed. Therefore, it is essential that staff continue to work directly with our Volunteers throughout the development and implementation stages to ensure that any concerns and aspirations are understood and taken into consideration.

CONSULTATION

• Elected Members

Elected Members have been apprised and consulted on the development of the 2024-2028 Draft Volunteer Strategy at the Elected Members workshop held on 9 October 2023.

• Community

All Council Volunteers were invited to complete a comprehensive online survey from 30 May to 16 June 2023. The survey focused on the Volunteer experience, program development and Volunteer recognition and support. A summary of the engagement findings can be found within the draft Strategy, **Attachment A**.

Staff

All staff were invited to complete a comprehensive online survey from 30 May to 16 June 2023. The survey focused on the Volunteer experience, program development and Volunteer recognition and support.

Focus group feedback sessions was conducted with the following functional areas:

- Urban Planning & Sustainability
- Community Care Services
- Libraries (Lifelong Learning, Children's & Youth Services & Coordinator Norwood Library & Community Facilities).
- City Services

• Other Agencies

The Local Government Volunteer Managers Network was consulted via an in-person open forum and online request for feedback.

DISCUSSION

The draft 2024-2028 Volunteer Strategy provides the enabling environment to support Volunteering activity across the organisation and the City. The Strategy articulates both short to medium term priorities and initiatives to realise the Social Equity objectives contained within the Council's Strategic Management Plan *CityPlan:2030: Shaping Our Future* and will assist the Council in fostering an engaged, committed, diverse and connected Volunteer Service and lift the profile of Volunteering across the City.

Given the significance of this project in respect to contributing to the Outcomes and Objectives as set out in the Council's Strategic Management Plan *City Plan 2030: Shaping Our Future*, a two-stage community engagement approach was adopted to meaningfully engage with the community and Councils Volunteer stakeholders.

Stage 1: Developing the Volunteer Strategy

The key objective of Stage 1 was to research current Volunteer initiatives that are delivered by the Council, relevant State and Federal peak bodies and to understand volunteering ideas and aspirations of our Volunteers.

In accordance with the Council's *Consultation Policy*, Stage 1 stakeholder engagement commenced on 30 May 2023 and concluded on 16 June 2023, (a period of 18 days), as summarised in the consultation section above.

A review of Local, State and Federal strategies and plans during Stage 1 of the Project identified the following recurring volunteering trends:

- The Volunteer experience is key to Volunteer attraction and retention.
- There is an increasing focus on more inclusive and accessible forms or volunteering opportunities.
- Young Volunteers are looking for cause based volunteering opportunities.
- Volunteers are seeking episodic volunteering opportunities that are flexible and have low barriers to entry.
- Formal Volunteering in Australia has been steadily declining nationwide.
- The City of Norwood Payneham & St Peters has an ageing population that presents both opportunities and threats to volunteering.
- Our City's ageing population is higher than greater Adelaide.

Guiding Principles

To assist the Council to operationalise its shared vision of volunteering, as well as shape and prioritise decisions and actions, the Strategy is guided by the following principles:

• Access & Participation

We believe everyone has the right to access volunteering participation opportunities. We will seek to engage people of all abilities and ages in meaningful experiences and will support equitable access, active participation, and contribution to our community.

Collaboration

We appreciate that the work of many organisations, clubs, local government, and peak bodies, can overlap or help to inform volunteering programs and initiatives. Taking a broad view of these interconnections we will identify partnership opportunities to work as a coherent system to achieve our shared goals.

• Continuous Improvement

We recognise that volunteering requires innovative initiatives to meet the challenges Volunteer Involving Organisations face. With Volunteer needs and wants continually evolving, the Volunteer management must also change and adapt to keep Volunteers engaged through experiences that match their expectations.

• Recognition & Support

We understand and appreciate the value Volunteers contribute to our organisation and the community. It is our responsibility to ensure Volunteers are provided adequate support to perform their role and the impact of our volunteers' efforts is celebrated.

Stage 2: Public Consultation on draft Strategy

Stage 2 will make publicly available the draft Strategy. It is proposed that community consultation on the draft Strategy will commence on 5 March 2024 and will be open for a period of 21 days.

Final 2024–2028 Volunteer Strategy

The development of the final version of the 2024-2028 Volunteer Strategy will take into consideration the comments that are received from the community during the public consultation.

OPTIONS

Taking into consideration Social Equity is one of the Pillars of the *CityPlan 2030*, the Council has two (2) options available in relation to the draft *Volunteer Strategy 2024-2028*:

1. Endorse the *draft 2024-2028 Volunteer Strategy* for Community Consultation With this option, the Council can resolve to endorse the draft 2024-2029 Volunteer Strategy contained in

Attachment A, for community consultation as described in the Discussion Section of this report.

2. Amend and endorse the draft 2024-2028 Volunteer Strategy for Community Consultation With this option, the Council would make amendments to the draft Volunteer Strategy prior to releasing it for community consultation. Noting that the development of the draft Strategy has been informed by

Volunteer engagement, robust research, consideration of resource priorities and achievable actions within a four-year timeframe to support the delivery of Social Equity Objectives contained within the *City Plan 2030: Shaping Our Future.*

CONCLUSION

Whilst the Council has a strong history of Volunteer involvement that support outcomes contained in the *CityPlan 2030: Shaping Our Future*, the draft *2024-2028 Volunteer Strategy* will consolidate and continue to build upon these efforts to create a clear shared path forward. Providing a roadmap for sequential actions to ensure maximisation of resources, increased efficiency, collaboration, transparency, and accountability.

Community engagement is an essential component for the Council to collectively plan and develop a strategic foundation for achieving the Council's Volunteering and Social Equity vison and objectives. Seeking community feedback on the draft Strategy in a timely manner and continuing the dialogue with our Citizens on how we have translated their input into the *what, when and how* of the Strategy can foster deeper levels of community understanding, engagement and ownership.

COMMENTS

The 2024-2028 Volunteer Strategy will guide the direction and priorities of Councils Volunteer Services and assist Council in realising its Social Equity Objectives.

RECOMMENDATION

- 1. That the draft 2024-2028 Volunteer Strategy, as contained in Attachment A, be endorsed for release for community consultation for a period of twenty-one (21) days.
- 2. That the Chief Executive Officer be authorised to make any minor amendments to the draft 2024-2028 Volunteer Strategy resulting from consideration of this report and as necessary to finalise the document in a form suitable for release for community consultation.
- 3. That the Council notes that the results of the community consultation and engagement together with the final draft 2024-2028 Volunteer Strategy will be presented to the Council for consideration at its May or June 2024 meeting.

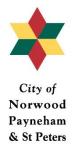
Attachments – Item 11.1

Attachment A

Draft Volunteer Strategy 2024-2028

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

Telephone8366 4555Facsimile8332 6338Emailtownhall@npsp.sa.gov.auWebsitewww.npsp.sa.gov.au



VOLUNTEER STRATEGY 2024-2028

Insert cover image

Inside cover grab statement

The purpose of this Strategy is to guide the development and growth of the Council's Volunteer Service, identify the priority areas of action for the next four (4) years and inform on the Council's role in supporting people involved in Volunteering activities across the City.

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STRATEGIC FRAMEWORK

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IMPLEMENTATION & MONITORING

REFERENCES

ACKNOWLEDGMENTS

VOLUNTEER VISION

An inclusive community service that enables everyone to participate and contribute to the Community and environment in a meaningful way.

Insert image of active Volunteering.

A4

MAYOR'S MESSAGE (Suggested Content TBC)

The City of Norwood Payneham & St Peters has a positive reputation for supporting and facilitating a Volunteer Service that delivers excellence and positive engagement, which enables our Volunteers and the recipients of their service to engage, contribute, develop, and thrive.

The Council and its Volunteers work together with a strong sense of community spirit to deliver social inclusion, events, environmental sustainability, legal support, play, learning and development, cultural heritage and city pride across our City. Our Volunteers do this with enthusiasm, commitment, pride, and generosity for the greater good of our community.

The Council has a long and fruitful history in providing excellence in Volunteer Services and the Council's Volunteer programming has remained steady and productive, successfully supporting an average of 220 Volunteers annually.

Notwithstanding this, research provided from Volunteering Australia shows that due to a variety of challenges, participation rates in Volunteering have been declining overall. Through this Strategy the Council has identified ways to address this challenge and support members of our community to participate in this rewarding experience. I am pleased to say that this Strategy sets the foundation to ensure the success of the service and program into the future and aims to provide a clear roadmap to future-proof Volunteering across the City of Norwood Payneham & St Peters.

For me, Volunteers are people who do things today for people they thought about yesterday and think today about the things they will do for people tomorrow. Volunteers recognise that while some things can be do alone, other things can only happen when people work together, each of us sewing our own patch to what the Reverend Jesse Jackson Jr. referred to as the "great quilt of unity."ⁱ

On behalf of my fellow Elected Members, I thank everyone who has contributed to the development of this Strategy I wish to provide a special thanks to the Volunteers that responded to the consultation survey and to those that will contribute to delivering the actions set out in the Strategy. I encourage you all to support the objectives and actions set out in this Strategy, knowing that your support and contribution assists the Council in building a better, brighter, and more engaged community.

Robert Bria

MAYOR

Grab statement:

The Council and its Volunteers work together with a strong sense of community spirit to deliver social inclusion, events, environmental sustainability, legal support, play, learning and development, cultural heritage and city pride across our City.

INTRODUCTION

The Volunteer Strategy 2024-2028 sets out the Council's Strategic Direction for Volunteering activities and the development of the Council's Volunteer Service over the next five years. It aims to grow, develop, and promote the Council's Volunteer Service and Volunteer programs and enhance the profile of Volunteering across the City.

This Strategy is the Council's framework for achieving an inclusive community service that enables everyone to participate and contribute into their community and environment in a meaningful way.

The Strategy seeks to realise three key aims:

- A thriving, active, satisfied, and participating Volunteer-Force.
- A City known for excellence in Volunteering services.
- A supportive City that attracts Volunteers and delivers a diverse Volunteer program.

In establishing the strategic framework for the *Volunteer Strategy 2024-2028*, the Council has considered the views of our current Volunteers, the demographic profile of the City, and recent Volunteering research and trends that may impact Volunteering participation and outcomes. In doing so, the Strategy appropriately addresses emerging opportunities and challenges facing Volunteering in the City of Norwood Payneham & St Peters.

The Volunteer Strategy 2024-2028 reflects the Council's commitment to the development and growth the Council's Volunteering Service, identification of the priority areas of action for the next four (4) years and in supporting people involved in Volunteering activities across the City. Whilst the strategic direction has been set for the next five years, this document will maintain flexibility and agility in response to emerging opportunities and Volunteering needs.

CITY SNAPSHOT

The City of Norwood Payneham & St Peters is located just five minutes east of the Adelaide Central Business District (CBD) and has a reputation of being one of Adelaide's most desirable places to live, work study and visit. It is a great place to Volunteer.

The City of Norwood Payneham & St Peters is a diverse and thriving community. The estimated Resident Population is 38,000 living in approximately 15 square kilometres, with a population density of 2,516 persons per square km.

25% of households earn an income of \$3,000 or more per week and employment rates are considered high with 63% of resident participating in the labour workforce.

Approximately 30% of residents were born overseas and 3% of residents speak a language other than English as their primary language.

5.8% of the population report as needing assistance in their daily lives due to living with a disability and 13% of the population were providing unpaid assistance to a person living with a disability.

19% Of our Community Volunteer

Approximately 19% of the population report as undertaking some form of voluntary work, compared with 15.5% in Greater Adelaide. Most people who Volunteer choose to do so in sports and recreation organisations (39%), religious groups (23%), education and training organisations (22%), and welfare/health providers (12%).

COUNCIL VOLUNTEERS

220 People Volunteer with Council

The Council currently employees 226 staff, who delivery a myriad of services to the community. The Council also hosts and supports an average of 220 Volunteers each year, who contribute their time and expertise to deliver 11 different community support programs, in an unpaid capacity. The current areas include social inclusion, environmental programs, elderly support programs, cultural heritage, city pride, events, library programs and Justice of the Peace. The diversity of the community, their needs, and Volunteer's preferences in the areas they wish to contribute to, all result in the diverse and comprehensive Volunteer program hosted and supported by the City of Norwood Payneham & St Peters.

49% of Council Volunteers are Male and 51% of Volunteers are Female.

66% of Council Volunteers live within the City of Norwood Payneham & St Peters (where do others live?)

The Council recognises the valuable role Volunteers play, alongside paid staff, in contributing to the Council's purpose, goals and objectives. In doing so, our Volunteers have played an integral role and significant contribution to the wellbeing of our community.

Age Profile

The Councils youngest Volunteer is six (6) years old and the Council's oldest Volunteers is eighty-six (86) years old

Age	Number of Volunteers	% All Volunteers
between 6 – 24 years	19.8	9%
between 25 – 39 years	33	15%
between 40- 54 years	24.2	11 %
between	63.8	29 %
Over 70 years	79.2	36 %

Volunteer Tenure

0-5 Years	6-10 Years	11-15 Years	16-20 Years	21-25 years	26+ Years
145	46	11	8	4	6

Volunteer Contribution

Program	Number of	Number of hours per	Value of hours per program
	Volunteers	program	
Environmental Conservation	89	816	\$36,801
Graffiti Removal	9	827	\$37,297

Justice of the Peace Services	21	1554	\$70,085
Library Services	17	783	\$35,313
Special Events	27	215	\$9,696
Community Care and Active	57	2076	\$93,627
Ageing			
Total per annum	220	7593	\$282,819

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STRATEGIC ALIGNMENT

The *Volunteer Strategy 2024–2028* will operate alongside other relevant strategies, plans and legislation. The key strategies that have been used to inform this document are summarised below.

National Strategy for Volunteering 2023-2033

The National Strategy for Volunteering 2023-2033, led by Volunteering Australia and funded by the Department of Social Services, vision is "Volunteering is the heart of Australian communities." To achieve this vision, the National Strategy identified three (3) focus areas and aims:

- 1. Individual Potential and the Volunteer Experience.
- 2. Community and Social Impact.
- 3. Conditions for Volunteering to Thrive.

To ensure alignment with and to underpin this National Strategy, The *Volunteer Strategy 2024–2028* maps localised priorities and objectives under each of these three (3) interconnected National focus areas and aims.

The National Standards for Volunteering

The National Standards for Volunteering were implemented in 2015 and were revised in 2023. These provide guidelines for Volunteer organisations to develop effective Volunteer involvement strategies and practices. The Volunteer Strategy 2024-2028, recognises The National Standards for Volunteering as a nationally acknowledged best practice tool that will help guide, implement, and audit the strategies actions. This recognition will play an important role in ensuring a quality outcome when implementing the Council's Volunteer Strategy 2024-2028.

CityPlan 2030: Shaping Our Future

CityPlan 2030 is the Council's long-term Strategic Management Plan, which outlines the long-term Vision and Outcomes for the City. The City of Norwood Payneham & St Peters is committed to its Vision of creating 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.

Volunteering contributes to all four (4) Outcomes of the Strategic Plan due to the cross-Council nature of Volunteering however *The Volunteer Strategy 2024-2028* aligns most closely with Social Equity – An inclusive, connected, accessible and friendly community. The four Objectives that support this Outcome are:

- Convenient and accessible services, information, and facilities.
- An engaged and participating community
- A people-friendly, integrated, and sustainable transport network.
- A strong, healthy, resilient, and inclusive community.

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VOUNTEER TRENDS AND CONSIDERATIONS

VOLUNTEER PARTICIPATION

Volunteering levels across Australia remain lower than the pre-COVID-19 pandemic levels and are at a similar level to that recorded during the Great Recession. While participation rates are lower than in the past, monetary donations to charities appear to be increasing, indicating that many people are still happy to '*give*', however the experience during the pandemic, and needing to reduce human contact as a preventative measure during this time, has made people more cautious or set new habits in the ways that people contribute.

During the 2019-2020 financial year, the Council experienced a decrease of 13% of Volunteers in its Volunteer program and 32 Volunteers resigned as a direct result of the COVID-19 pandemic. Between 2016 and 2021 the number of Volunteers in the City of Norwood Payneham & St Peters Council area decreased by 854.

Cost of Living

As cost-of-living increases, it is predicted that organisations will face increasing difficulties in attracting and retaining Volunteers. Requiring some people to increase hours of paid work, remain in the workforce longer or take on second jobs, reducing the time available for Volunteering in their lives.

Why do People Volunteer

Research shows that Volunteering is becoming more episodic, and more self-orientated. The main reason why people commence Volunteering is because someone they know is already volunteering and asks them to join. This indicates that word of mouth and Volunteer to person promotion are some of the most effective ways to increase the number of Volunteers.

Young Volunteers

Young people are highly motivated to Volunteer, however because of their transient living conditions, due to work and lifestyle choices, their volunteering preferences are generally flexible, short-term, one-off, and non-committal, which makes it much harder to attract younger Volunteers into ongoing Volunteer programs.

Ageing Population

The City of Norwood Payneham & St Peters' population is ageing and the proportion (12%) of the older population is higher than greater Adelaide (10.7%). This has implications on the number of people available to Volunteer and on the growing need for Volunteers to support programs for older citizens. Attracting Volunteers into the Council program and attracting younger Volunteers will become increasingly more difficult.

VOLUNTEER EXPERIENCE

The Volunteer experience refers to the way in which the Volunteer programming is designed and the Volunteers' perceptions about their interaction with the service, such as the ease in which they were onboarded, the way they were treated and the opportunities which were available. The Volunteer experience is integral to the attraction, recruitment, and retention of Volunteers.

The National Strategy for Volunteering 2023 identifies the 'Volunteer Experience' as a key area of change and Volunteer agencies, such as the Council, are encouraged to develop the Volunteer Experience within their services. Research indicates that Volunteers seek a Volunteer experience that is meaningful and enriching, that makes them feel valued and that shows them their contribution makes a difference.

Accessibility & Use of Technology

Making Volunteering more accessible, '*beyond the retiree role*', is becoming an increasing focus in the Volunteer Sector and the use of technology and online Volunteering roles is rapidly increasing. In 2020 the number of people that Volunteered through an online medium increased from 8.5% in 2019 to 17.3% in 2020 and it is reported that when an organisation or group provides online Volunteering options, their existing Volunteers participate at a rate of up to 76%.

LISTENING TO OUR VOLUNTEERS

In 2023, the Council undertook a comprehensive survey of Council Volunteers, to seek their feedback as relevant stakeholders and provide essential information to inform this Strategy. The survey comprised of thirty-four (34) questions that focussed on:

- the Volunteer experience;
- program development;
- value, recognition and support;
- participation rates; and
- reporting and evaluation.

72 Volunteers, (approximately 35%) Volunteers responded to the Survey, which is a valid and high response rate.

Highlights of What Volunteers Told Us

- 27% of Volunteers are actively in engaged work while Volunteering.
- Volunteers felt strongly that the Council should ensure that resources were available to effectively manage the Volunteer Service
- The Council needs to consider ageing in its Volunteer workforce and strategically plan to assist ageing Volunteers to transition out of roles and replace ageing Volunteers.
- The top three rated program for importance were:
 - Elderly Support Programs;
 - Social Inclusion Programs; and
 - Environment Programs.
- 60% of respondents thought that programs that taught life skills to the community should be developed by the Council
- Volunteers felt appreciated by:
 - attending the Mayor's Christmas Dinner for Volunteers;
 - receiving free tickets to events, such as the Local Football;
 - attending events for Volunteer Week; and
 - receiving certificates and lapel pins for length of service (37%).
- The big idea Volunteers had to improve the Volunteer Service was to create social experiences and mentor programs with intergenerational participants to increase interaction, decrease loneliness and provide practical life and work skills in the community.

GUIDING PRINCIPLES

To assist the Council to operationalise its shared vision of volunteering, as well as shape and prioritise decisions and actions, the Strategy is guided by the following principles:

Access & Participation

We believe everyone has the right to access volunteering participation opportunities. We will seek to engage people of all abilities and ages in meaningful experiences and will support equitable access, active participation, and contribution to our community.

Collaboration

We appreciate that the work of many organisations, clubs, local government, and peak bodies, can overlap or help to inform volunteering programs and initiatives. Taking a broad view of these interconnections we will identify partnership opportunities to work as a coherent system to achieve our shared goals.

Continuous Improvement

We recognise that volunteering requires innovative initiatives to meet the challenges Volunteer Involving Organisations face. With Volunteer needs and wants continually evolving, the Volunteer management must also change to keep Volunteers engaged through experiences that match their expectations.

Recognition & Support

We understand and appreciate the value Volunteers contribute to our organisation and the community. It is our responsibility to ensure Volunteers are provided adequate support to perform their role and the impact of our volunteers' efforts is celebrated.

STRATEGIC FRAMEWORK

Vision

An inclusive community service that enables everyone to participate and contribute to their community and environment in a meaningful way.

The Volunteer Strategy 2024-2028 has been informed by the following five (5) key inputs:

- Listening to our Volunteers and staff;
- The demographic profile of the City;
- Volunteer Sector research into key influences, challenges, and trends.
- The Council's current state of Volunteering.
- An understanding of Local Government Volunteer Service best practice models.

Our Commitment

Volunteers can expect the City of Norwood, Payneham & St Peters to:

- create and support Volunteering opportunities for younger people;
- create and support programs that provide social inclusion and meaningful activities for the Councils ageing population;
- promote Volunteering and the importance Volunteering plays in the community;
- improve the awareness of the role of Volunteering and reshaping the community's perception and understanding of Volunteering.
- increase its understanding of the value of Volunteers;
- improve the experience Volunteers have when Volunteering with the Council; and
- support the well-being of the Council Volunteers

Focus Areas

The strategic objectives of the Volunteer Strategy are mapped under the three interconnected focus areas identified in the *National Strategy for Volunteering 2023-2033*:

- 1. Individual Potential and the Volunteer Experience
- 2. Community and Social Impact
- 3. Conditions for Volunteering to Thrive

Using these focus areas as a guide, the Council has developed strategic objectives that are relevant to our local context. Aligning these objectives with the National framework re-affirms and advances the shared agenda of enhancing community well-being, ensuring volunteering continues to be sustainable and an integral part of our social and cultural fabric.

STRATEGIC PLAN 2024-2028

The objectives outlined below inform and guide the Council actions over the coming three-year period to achieve the vision, focus areas and outcomes of the Council's Volunteer Service.

Focus Area 1	Individual Potential and the Volunteer Experience
Outcome	A City known for excellence in volunteering services.

Objective 1.1 Create an accessible, inclusive, interactive, and easy to navigate Volunteer Lifecycle.

Strategy

- 1.1.1 Include Volunteers within the Council's Healthy Lifestyle, Professional Development and Employee Assistance Programs.
- 1.1.2 Review the Council's Volunteer Program procedures and where possible create an online alternative and/or more effective process.
- 1.1.3 Understand and document the intended tenure and *'retirement'* timeframes of Volunteers and identify the *'at risk'* roles of Volunteers which may be facing higher vacancy rates.
- 1.1.4 Tailor Volunteer roles to facilitate flexibility based on Volunteer availability, skills, and interests.

Objective 1.2 Raise community awareness of the value of Volunteering.

Strategy

- 1.2.1 Seek new opportunities to promote Volunteering and continue to utilise Council's social and print media to celebrate the valuable role and value of Volunteering.
- 1.2.2 Develop a share your story initiative on the Council's website where Volunteers can share real life stories about their Volunteering experience.
- 1.2.3 Develop Volunteer social media guidelines to support Volunteers to actively utilise social media to share their stories and experiences.
- 1.2.4 Research corporate Volunteering options to provide Council staff the opportunity to develop skills, build teams and experience the benefits of Volunteering.

Objective 1.3 Support and encourage broad demographic representation across Council Volunteers

Strategy

- 1.3.1 Convene informal in-person sessions to explore barriers to Volunteering and generate ideas to improve the Volunteer experience.
- 1.3.2 Develop and implement targeted initiatives and conditions to remove potential barriers to Volunteering.
- 1.3.3 Research and design a Volunteer structure that offers a range of Volunteer engagement opportunities, including one off, episodic, short term and long-term opportunities.

- 1.3.4 Identify collaborative partnerships to increase sustainability of the Volunteer Program, increase Volunteer participation and develop new Volunteer initiatives where both parties contribute and receive mutual benefit.
- 1.3.5 Support the development of community led and co-design Volunteer initiatives that collectively utilise local resources, skills, and expertise to foster local solutions to address local needs and aspirations.

Objective 1.4 Recognise, communicate, and celebrate Volunteer's positive contribution to our community.

Strategy

1.4. 1 Develop a Volunteer Recognition Plan to publicly recognise and celebrate Volunteers' contribution.

Focus Area 2	Community and Social Impact
Outcome	A supportive City that delivers a diverse Volunteer Program aligned with community needs and implemented to a high standard.

Objective 2.1 Regularly review the Council's Volunteer Program to identify program gaps, ensure the program aligns with the Council's vision, and is continuing to deliver outcomes for our community.

Strategy

- 2.3.1 Undertake a biennial (every two (2) years) satisfaction survey of participants of Volunteer services & programs.
- 2.3.2 Conduct a community needs assessment to analyse current programs' progress and to inform the development of new initiatives to better fulfill community needs.
- 2.3.3 Continue to research Volunteer Sector emerging trends in program development and delivery and consider their application to the Council's Volunteering Program.
- 2.3.4 Develop a 'New Volunteer Program Procedure', ensuring allocation of appropriate resources to support program success.

Objective 2.2 Advocate to key stakeholders to support growth in Volunteer programs for our aging community.

Strategy

2.2.1 Engage in ongoing consultation, communication and collaboration with relevant stakeholders and aged care services to provide a direct voice on Volunteering trends, challenges and opportunities from our community and the Volunteer sector to government.

Focus Area 3	Conditions for Volunteering to Thrive
Outcome	A thriving, active, satisfied, and participating Volunteer-Force.

Objective 3.1 Invest in Volunteer training to improve capacity and capability of Volunteers.

Strategy

3.1.1 Conduct a Training Needs analysis to inform the development of an annual Volunteer Training Program.

Objective 3.2 Establish Volunteer feedback and record management processes.

Strategy

- 3.2.1 Continue to train Volunteers in Volunteer management software to assist Volunteers to easily maintain accurate record keeping and provide critical information and updates whenever needed.
- 3.2.2 Establish a Volunteer feedback and review process to gather, analyse and implement feedback to improve the Volunteer service.
- 3.2.3 Host Volunteer focus groups and forums to inform Volunteer service planning and development.

IMPLEMENTATION & MONITORING

Turning Strategy into Action

Each year throughout the lifecycle of the Strategy an annual *Implementation and Management Plan* will be developed. The *Implementation and Management Plan* will identify strategies from the *Volunteer Strategy 2024-2028* the Council will focus on during that year and map actions, projects, resources, budget, stakeholders, collaborative partners, project team members and timelines against each strategy to ensure efficient and effective delivery.

Monitoring and Reporting

The Strategy has been developed, and will be delivered through, close working relationships with our Volunteering community and program participants. To continue this two-way dialogue, key outcomes, and progress updates with be reported annually and shared via the Council's website and the Council's Annual Report.

Metrics and measurements that will be reported include:

- new program development and the number of Volunteer programs;
- the number of active and participating Volunteers;
- attendance rates at Volunteer events;
- feedback received from Volunteers and program participants; and
- other relevant and timely information produced as part of the Strategy deliverables.

The success of this Strategy will also be influenced by external factors and changes in the external environment, legislation, and the Volunteer Sector.

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ACKNOWLEDGEMENTS

Participants of the Norwood Payneham & St Peters, 2023, Volunteer and Staff Survey.

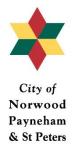
ⁱ Reverend Jesse Jackson, 1988 Democratic Convention, Atlanta, USA

Attachment B

Draft Volunteer Strategy 2024-2028

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

Telephone8366 4555Facsimile8332 6338Emailtownhall@npsp.sa.gov.auWebsitewww.npsp.sa.gov.au





City of Norwood Payneham & St Peters

City of Norwood Payneham & St Peters Volunteer Services Program Consultation Survey 2023

Background

Over the past decade, the Council has been successful in sustaining the number of Volunteer programs and the number of Volunteers contributing to the Council Volunteer Services Program.

However, during the same time period, the Volunteer participation rate across Australia has been experiencing a steady decline and in particular, more recently, Volunteering across Australia experienced an estimated 40% decline, as a result of the impacts of the COVID-19 Pandemic.

To be on the forefront of Volunteering and provide excellence in Volunteering Services, a Volunteer Strategy is being prepared. Your responses below will help guide Councils design of the strategy. Thank you !

1. Demographics

This section asks for your demographics. Providing some demographics in this survey assists us to collate meaningful data. While your information will not be used to report individual answers or to reveal your identity, we recognise that some people like to answer surveys anonymously and so this section has purposefully been designed to be optional. Please provide your name, if you wish to do so below

- 2. Please mark if you are answering this survey as a:
 - 🔿 Volunteer
 - Program Coordinator
 - Staff member of the Council

3. Do you live in the City of Norwood Payneham & St Peters?

- O Yes
- 🔿 No

Prefer not to answer

4. What age are you:

- 🔵 Under 25
- 26 -35
- 36-45
- 46-55
- 56-65
- Older than 66
- O Prefer not to respond

5. What Gender do you identify as?

- O Prefer not to say
- Female
- O Male
- Other (please specify)

6. Are you actively engaged in paid work?

- O Yes
- 🔿 No
- O Prefer not to say

7. Do you speak more than one language?

- O Yes
- 🔿 No
- O Prefer not to say

8. Is English your first language?

- O Yes
- 🔿 No

O Prefer not to say

9. The Council currently maintains on average, 210 Volunteers each year. What do you think is the ideal number of Volunteers that the Council should manage?

>50

50-100

) 101-150

) 151-200

0 201-250

251-300

) 301+

10. If you think we should increase or decrease the number of Volunteers, please tell us why:

11. The Council currently hosts eleven (11) community-based Volunteer Programs. What do you think is the ideal number of Volunteer programs that the Council should host?

>5

5-10

11-15

16-20

21-25

26-30

31+

Other

12. If you think we should increase or decrease the number of Volunteer Programs, please tell us why:

13. The Council's Volunteer programs are operated under the following categories. Please rate these categories from those most important to the least important, in your view			
	9		
≡	Social Inclusion – programs that support others to engage in social activities;		
	Environmental – programs that improve the natural environment;		
≣ (♠	Elderly Support – programs that provide support services (which are not care or medical support) to elderly people;		
≣	Culture Heritage- programs that provide services in the culture heritage for the city;		
	City Pride - programs that promote the City's businesses and maintain infrastructure;		
	Events – programs that support community events;		
	Justice of the Peace; and		
	Library Programs.		

14. What other categories of programs should the Council consider introducing into the Volunteer Service Program?

Programs that deliver services to Young People

] Programs that teach Life skills for the community (i.e. skills & expertise development/transfer of knowledge to others)

Programs focussed on climate change and biodiversity

Programs that include elements of animal rescue and animal care

Sports & Leisure programs

Family orientated programs (where all members of a family can Volunteer together)

Food & Charity support programs (ie Meal delivery, Food banks, etc.)

Other (please specify)

15. Many Volunteers provide feedback that they do not expect any monetary value or gifts to recognise their volunteering activities. As such, currently the Council recognises Volunteers in a number of ways. Of the options below, please select those which you think, if any, add value to the Volunteer experience at the Council?

providing certificates and lapel pins for length of service;
hosting the Mayor's Christmas dinner for Volunteers;
hosting a Volunteer Week event for Volunteers;
sending birthday cards, Christmas cards;
sending thank you letters for significant contributions;
providing free tickets to events, such as the Football, to Volunteers; and
nominating a number of Volunteers for a Premier's Award each year.

16. Thinking about your	role as a	Volunteer	so far,	what	activities	or ac	ctions	make	you :	feel
valued and recognised.										

If you are not a Volunteer, please type 'not applicable'?

17. What support should the Council provide to Volunteers, to improve their Vo	olunteering
experience with the Council?	

an Induction

WHS Support and/or Personal Protective Equipment

 $\ \$ reimbursements for costs, such as travel

alternative methods of travel to and from volunteering

Training opportunities

forums and networking opportunities with other volunteers

newsletters and social updates

Other (please specify)

18. The next series of questions focusses on the population demographics in the City of Norwood Payneham & St Peters, which have been taken from the ABS data. This information will help us assess how sub groups might be considered in our Volunteering Services.

26% of the population of the City of Norwood Payneham & St Peters is under 25. I think Volunteer Services could support this group by:

19. 47% of the population of the City of Norwood Payneham & St Peters is between 26 years old and 59 years old. I think Volunteer Services could support this group by:

20. 26% of the population of the City of Norwood Payneham & St Peters is over 60.I think Volunteer Services could support this group by:

21. 9% of the population of the City of Norwood Payneham & St Peters ar	rrived to live	e in
Australia within the last five (5) years. I think Volunteer Services could su	upport this	group by

22. 52% of the population of the City of Norwood Payneham & St Peters is female. I think Volunteer Services could support this group by:

23. 48% of the population of the City of Norwood Payneham & St Peters is male. I think Volunteer Services could support this group by:

24. ABS data is silent with respect to people who do not identify as Male or Female. I think Volunteer Services could support this group by:

25. In what ways do you think the Council's Volunteers Programs could support environmental sustainability more?

Providing Volunteer programs that focus on biodiversity, the environment and conservation;

Providing Volunteer programs that focus on monitoring local flora, fauna and environmental conditions;

Providing Volunteer programs that focus on upskilling and educating the community in biodiversity, the environment and conservation;

Providing Volunteer programs that focus on cleaning up local areas and rubbish & litter collection;

By reducing the environmental impact of the Council's program (i.e Using less paper, providing online forms, using environmentally sound products, buying locally made products etc)

Other (please specify)

26. This series of questions asks you about Council and non-Council Volunteers and Programs.

19% of the population of the City of Norwood Payneham & St Peters undertakes some form of Volunteer work, which is not necessarily within the Council's Volunteers Programs (i.e. with other agencies).

Should the Council provide support to Volunteers who are living in the City and Volunteering in other organisations besides the Council? (i.e. Volunteers that are not Council Volunteers)

\bigcirc	Yes
\bigcirc	No
\bigcirc	Unsure
\bigcirc	Other (please specify)

27. Should the Council provide support to Non-Council Volunteer Organisations and community groups in the City of Norwood Payneham & St Peters?

🔵 Yes

O No

🔵 Unsure

Other (please specify)

28. In what ways do you think the Council could support non-Council Volunteers who are living in the and other volunteering organisations?

I do not think the Volunteer Services program should support non-Council Volunteers

Host open events for all Volunteers residing in the City of Norwood Payneham & St Peters;

Feature non-Council Volunteers in Council publications;

Partner with other Volunteer organisations and host programs together;

Promote all volunteering opportunities and organisations within the City;

Advertise and market all Volunteering within the city

Provide recognition of volunteering, which is not undertaken in the Council's program, in public forums and at Council events

Other (please specify)

	29. In 2022, the Council received 117 registrations of interest from people wanting to volunteer. Of these registrations of interest, only 58% of people actually commenced Volunteering with the Council.
	Reflecting on your own experience in joining the Council's Volunteer Services Program, from
	the options listed below, which, if any, do think present as a barrier to Volunteering with
	Council?
	I do not think there are any barriers to Volunteering with the Council
	the Volunteering Experience (i.e friendliness, approachability, ease to join) not fulfilling expectations;
	the paperwork and procedures being too arduous;
	the options and roles for Volunteers not matching expectations;
	the time commitments to Volunteer being too arduous;
	none of the above; and
	unsure.
	Other (please specify)
3	. In your opinion, what more could the Council do to transition more of the people who
h	ve registered interest in Volunteering into commencing Volunteering with the Council?

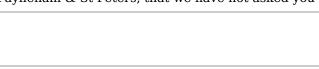
B8

31. Are there any services or products that Council could provide to encourage people to Volunteer more?

(examples may be milestone awards, allowance to cover expenses associated with volunteering, uniforms, access to Healthy Lifestyle Program sessions, etc)

 32. In respect to the Volunteer Service Program, the Council currently reports on: the number of hours contributed by Volunteers;
• the number of Volunteers; and
• the number of active Volunteer programs.
What other measures do you think would benefit the Council or the Volunteers, in reporting on the impact and success of Volunteering?
'units' processed by Volunteers (i.e the number of trees planted, number of books delivered or number of clients helped by a Justice of the Peace);
economic impact;
Volunteer retention/length of service;
the monetary value of the Volunteer hours contributed;
Client satisfaction levels;
Volunteer satisfaction levels;
the Volunteer Services Program 'reach' ie the increase in the number of people involved in or recipients of the services proved through Volunteering;
none of the above; and
unsure
Other (please specify)
33. What is your one <i>BIG AUDACIOUS IDEA</i> that could improve the Council's Volunteer Services Program?

34. Is there anything else you would like to tell us about Volunteering at the City of Norwood Payneham & St Peters, that we have not asked you about in this survey?



11.2 FELIXSTOW RESERVE BASKETBALL COURT

REPORT AUTHOR:General Manager, Infrastructure & Major ProjectsGENERAL MANAGER:Chief Executive OfficerCONTACT NUMBER:83664523FILE REFERENCE:qA59925ATTACHMENTS:Nil

PURPOSE OF REPORT

The purpose of this report is to provide information to the Council regarding the status of the basketball ring at Felixstow Reserve for the Council's consideration.

BACKGROUND

The Council's Open Space Strategy designates Felixstow Reserve as a *Regional Level Reserve*, principally due to its size and proximity to the River Torrens / Karrawirra Pari Linear Park. This means that there is an expectation that visitors from outside the City will visit Felixstow Reserve to use the facilities.

The need to prepare a Masterplan for Felixstow Reserve was recognised by the Council as part of the Eastern Region Alliance (ERA) Waterproofing Eastern Adelaide Stormwater Harvesting and Re-Use Project (ERA Water). To this end, at its meeting held on 2 December 2013, the Council resolved, amongst other things, to undertake the preparation of a Masterplan for Felixstow Reserve.

Prior to the redevelopment, Felixstow Reserve was an un-irrigated, featureless and underutilised site.

The redevelopment of Felixstow Reserve was completed and officially opened in February 2019.

As a result of the redevelopment, Felixstow Reserve now provides a variety of active and passive recreation opportunities including walking, running, cycling, basketball, table tennis, bocce, birdwatching and nature play. The large, grassed open space is ideal for picnicking, throwing a Frisbee, or an informal game of cricket, football or soccer. A large number of people of all ages and abilities and differing cultural backgrounds have been using the park on a daily basis for physical activity and social interaction.

In March 2019, less than one (1) month following the opening of Felixstow Reserve, one of the adjacent property owners wrote to the Council expressing concerns regarding the level of noise associated with the use of the basketball early in the morning and late at night and proposed that the Council relocate the basketball court.

Since that time, the Council has received numerous complaints from the same resident, together with two (2) neighbouring residents, regarding the noise associated with the use of the basketball ring.

In order to address these concerns, a number of measures have been undertaken, including the installation of signage to promote the rules associated with the use of the basketball ring (ie times of operation, etc), and the lighting has been adjusted via a timer in line with the hours of operation.

Noise testing has also been undertaken by the Council to determine the levels of noise at various locations within the vicinity of the basketball court. Following the noise testing, the determination was that the level of noise (ie the level of decibels), is not considered to be a nuisance.

Notwithstanding the above, the Council has continued to receive complaints from the three (3) local residents.

Following a number of Deputations to the Council and the receipt of a petition in respect to the matter, the Council, at its meeting held on 6 December 2021, considered a report regarding the use of the basketball ring at Felixstow Reserve.

Following consideration of the matter, the Council resolved the following:

- 1. That the Council undertake consultation with the residents of Felixstow and users of the basketball court, to enable the Council to understand the issues and determine the best outcome in respect to the basketball court.
- 2. That CCTV be installed around the basketball court at Felixstow Reserve to monitor the activity at the basketball court, particularly during the hours of 8:00pm to 8:00am.
- 3. The Council notes that a report on the outcome of the consultation together with the results of the surveillance will be prepared for the Council's consideration.
- 4. That staff investigate the installation of a mass loaded acoustic barrier.

In accordance with the Council's decision as set out above, a report was presented to the Council at its meeting held on 1 August 2022.

Following consideration of the report, the Council resolved the following:

- 1. That the results of the CCTV monitoring and community consultation in respect to the use of the basketball court at Felixstow Reserve, as contained in Attachments A, B and C, be received and noted.
- 2. That the CCTV monitoring of the basketball court at Felixstow Reserve, be discontinued.
- 3. That the basketball court at Felixstow Reserve be retained in its current location.
- 4. That additional measures be implemented by the Council to further discourage the late evening and early morning use of the basketball court at Felixstow Reserve, including, but not limited to:
 - a. the installation of improved signage and a motion activated warning light, which flashes as a visual signal to persons using the court after dark; and
 - b. the installation of an automatic device to block the basketball ring, such as the one currently being developed by Monash University students, as soon as it becomes available to trial or purchase, and that the automatic device is programmed to block the ring from 8:00pm to 8:00am.
- 5. That affected residents and other community consultation participants be advised in writing of the Council's decision regarding this matter.

In accordance with the Council's decision as set out above, the installation of improved signage, a motion activated warning light and the automatic device to block the basketball ring has been undertaken.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The relevant Outcomes and Objectives of the Council's *City Plan 2030, Shaping Our Future: Mid Term Review 2020* are provided below.

Outcome 1: Social Equity - An inclusive, connected, accessible and friendly community.

Objective 1.1: Convenient and accessible services, information and facilities.

Strategy 1.1.1: Design and provide safe, high-quality facilities and spaces for all people.

Outcome 2: Cultural Vitality - A culturally rich and diverse City, with a strong identity, history and sense of place.

Objective 2.5: Dynamic community life in public spaces and precincts.

Strategy 2.5.2: Create and provide interesting and vibrant public spaces to encourage interaction and gatherings.

The Council's *Parks & Reserves Community Land Management Plan* (updated May 2022), states that the purposes of Felixstow Reserve are to:

- provide public open space for the use, enjoyment and benefit of the community;
- provide opportunities for informal recreational, community and sporting activities;
- provide opportunities for social interaction and connection, relaxation and physical activity;
- protect and enhance the lifestyle, amenity and sense of place in the City;
- protect and enhance the natural environment, including areas of remnant vegetation, biodiversity, waterways, wetlands and riparian zones;
- facilitate the harvesting, treatment, storage and re-use of stormwater;
- protect, enhance and promote areas of cultural heritage and Aboriginal heritage and history within the City; and

• provide regional open space as part of the River Torrens Linear Park for the use, enjoyment and benefit of the community as a recreational and educational resource and a tourism asset.

FINANCIAL AND BUDGET IMPLICATIONS

To date, in addition to considerable staff time, the Council has spent considerable funds in response to the complaints, including:

- \$4,560 for CCTV hire;
- \$14,250 on the various community consultation processes;
- \$4,468 in relation to the basketball ring signage and decals etc;
- \$2,000 for the installation of timed lighting;
- \$400 for the installation of the motion activated warning light; and
- \$3,000 for the installation of the blocking device.

EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

SOCIAL ISSUES

The basketball court at Felixstow Reserve is very well used by the community. Key aspects that people like about the basketball court include its accessibility to the local residential area, visibility and the perceptions of safety (particularly for use by children and young people), the quality of the basketball court and its integration with other facilities at the Reserve such as the pavilion and toilets, picnic shelters and barbeques, bocce court and table tennis table. Finally, it promotes physical and social activity which are important components of community life.

However, the use of the basketball court has continued to be a source of complaint for some residents and has, in their view, impacted on their quality of life. Differing opinions regarding the proper use of the basketball court as well as the frequency and magnitude of the noise impacts has also caused some tension, negative feelings and verbal conflict amongst some neighbours towards basketball court users.

Significant investigations have occurred regarding this issue, including installation of CCTV and noise monitoring which has shown the impacts outside of 8.00am and 8.00pm are minimal and that noise is not an issue based on noise meter readings.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

This matter has consumed considerable resources both from a financial and staff perspective. The Council has undertaken numerous investigations to address the concerns which have been raised and all options have been considered. It is important from a resource management perspective that this matter is resolved.

RISK MANAGEMENT

This matter has been ongoing for some time. Essentially the Council has considered every option, including the relocation of the basketball court within Felixstow Reserve.

The evidence has highlighted that the level of noise as a result of the use of the basketball, whilst acknowledging that it may be excessive for noise sensitive people, is within the recommended noise limits for a residential area.

In addition, the majority of adjacent property owners support the retention of the basketball ring.

Whilst this issue does not present a physical risk to the Council, the situation presents a reputational risk for the Council on the basis that this matter has been ongoing for some time.

CONSULTATION

• Elected Members

The Council has considered the matter of the use of the basketball ring on numerous occasions since March 2019.

Elected Members have been updated in relation to the status of the automatic blocking device through memorandums dated 16 December 2022, 24 February 2023 and 3 November 2023, via the Elected Member Communique.

• Community

In May-June 2022, community consultation was undertaken to obtain information to enable the Council to understand the issues and determine the best outcome in respect to the basketball court at Felixstow Reserve. The community consultation was designed to foster participation from local residents and users of the Felixstow Reserve basketball court through a variety of methods, which included a survey and conducting two (2) group and three (3) one-to-one discussions.

The results of the consultation survey identify that:

- 63.3% or 38 of the 60 respondents wanted the basketball court to remain in the current location;
- 18.3% or 11 of the 60 respondents wanted the basketball court to remain in the current location and additional efforts undertaken to manage impacts on nearby residents;
- 13.3% or eight (8) of the 60 respondents wanted the basketball court relocated elsewhere in Felixstow Reserve;
- 1.6% or one (1) of the 60 respondent wanted the basketball court relocated elsewhere in the Council area; and
- 3.3% or two (2) of the 60 respondents wanted it removed completely and not relocated.

Overall, 95% or 57 respondents supported a basketball court in Felixstow Reserve, whether remaining at its current location or relocated elsewhere within the Reserve.

Only 5% or three (3) respondents did not support a basketball court in Felixstow Reserve.

Notwithstanding the above, Participants in the community consultation process identified and suggested several measures to help address the impacts of the basketball court on nearby residents, which included:

- sound attenuation;
- installation of a device that prevents the after-hours use of the basketball ring;
- installation of additional signage;
- installation of timed lighting;
- surveillance and compliance;
- education of users;
- fencing and locking the court;
- change curfew hours to align with daylight saving; and
- pay for the installation of double glazing to windows of residents' dwellings.

These measures were considered by the Council at its meeting held on 1 August 2022.

- Staff Manager, City Projects Manager, City Services
- Other Agencies Not Applicable.

DISCUSSION

As set out above, following consideration of the outcome of the community consultation and the CCTV monitoring which was undertaken in May to June 2022, improved signage, a motion activated warning light and an automatic device to block the basketball ring has been installed to address the concerns regarding the noise associated with the use of the basketball ring.

The improved signage clearly displays the rules associated with the use of the basketball ring and the activated warning light acts on a sensor action which flashes where the use of ring is detected by the sensor.

There have however been a number of issues associated with the automatic device to block the basketball ring (after 8.00pm), in addition to vandalism of the device which has impacted on its performance.

The automatic device was developed as a prototype by Monash University (Victoria) students which at the time, had been trialled with success by the City of Moreland in Victoria. The students were intending to undertake further trials and potentially turn it into a commercial product.

Whilst there are various products on the market that discourage the unauthorised use of a basketball ring by preventing a basketball from being able to pass through the ring, these products require a resource to manually lock and unlock the device each day.

On this basis, the Council resolved to trial or purchase the automatic device produced by the Monash University students and program the device to block the ring from 8:00pm to 8:00am.

The automatic device was installed in December 2022.

Approximately three (3) weeks after the device was installed, the device was vandalised. As a result, a new device was installed in February 2023.

Whilst a new device was installed, unfortunately, there have been a number of design and operational issues associated with the device since the new device was installed, which have included issues associated with the battery, operation and performance.

Staff have worked with the developers of the device over the last 12 months to resolve the issues, however it has been determined that the device cannot be repaired and therefore cannot be relied upon to perform its intended purpose.

During this period, the basketball ring was removed and therefore the basketball ring has not been operational for some time. The decision to remove the basketball ring was made following the failure of the ring blocking device.

It was intended to repair the device and re-install the basketball ring at the same time, however the device could not be repaired.

The playing of basketball at Felixstow Reserve is clearly important to some people as it has been brought to the Council's attention that some citizens have been bringing ladders to the basketball court and installing their own basketball ring so they can play basketball.

In terms of managing the playing of basketball outside the designated usage times, signage has been installed, lighting is controlled via a timer and an activated warning light has been installed.

In other words, the Council has put in place a number of measures in response to the complaints which have been received, noting that the complaints have been raised by three (3) residents.

OPTIONS

A number of options have been considered by the Council in respect to this matter which has included relocating the basketball court to another location within Felixstow Reserve and constructing mass earth barriers.

Essentially, there are only two (2) options remaining. That is either to reinstate the basketball ring or not.

Based on the background information and extensive investigations which have been undertaken, it is recommended that the basketball ring be reinstated at Felixstow Reserve.

CONCLUSION

The Council has installed basketball courts at eight (8) other reserves within the City.

Undesirable noise associated with basketball play does not appear to be an issue at any other of the Council's reserves with basketball courts, even though there are basketball courts located in similar proximity to residences throughout the City as Council staff are not aware of any complaints related to the use of the basketball courts at any of the other eight (8) locations.

Notwithstanding this, based on the data which has been received in terms of the noise levels (which were just above background noises and well below the frequent noise associated with passing vehicles), and CCTV monitoring which confirmed that generally the public utilise the basketball facility in daylight hours, with minor exceptions, there is no reason why the basketball ring cannot be reinstated at Felixstow Reserve.

Noise level monitoring also demonstrated that noise levels on the street due to basketball activity where barely above background noise levels, and well below the frequent noise of passing cars.

COMMENTS

Nil.

RECOMMENDATION

Noting that the actions set out in the Council's resolution made at its meeting held on 1 August 2022, have been implemented, the basketball ring at Felixstow Reserve be reinstated.

Section 2 – Corporate & Finance

Reports

11.3 2024-2025 SCHEDULE OF FEES & CHARGES

REPORT AUTHOR:Finance Business PartnerGENERAL MANAGER:Chief Executive OfficerCONTACT NUMBER:83664549FILE REFERENCE:A

PURPOSE OF REPORT

The purpose of this report is to provide the Council with the d*raft 2024-2025 Schedule of Fees & Charges*, which, following its adoption "in principle", will be used as a basis for calculating the revenue components for the draft 2024-2025 Annual Budget.

BACKGROUND

Section 188 of the Local Government Act 1999 (the Act), states the following in respect to fees and charges:

- (1) A council may impose fees and charges—
 - (a) for the use of any property or facility owned, controlled, managed or maintained by the council;
 - (b) for services supplied to a person at his or her request;
 - (c) for carrying out work at a person's request;
 - (d) for providing information or materials, or copies of, or extracts from, council records;
 - (e) in respect of any application to the council;
 - (f) in respect of any authorisation, licence or permit granted by the council;
 - (g) in respect of any matter for which another Act provides that a fee fixed under this Act is to be payable;
 - (h) in relation to any other prescribed matter.

The majority of fees and charges which are administered by the Council, are levied under various pieces of legislation (ie statutory charges), such as the *Development Act 1993*, the *Dog and Cat Management Act 1995* and the *Local Government Act 1999*. Other fees and charges arise from various policies which have been adopted by the Council. For example, the *Outdoor Dining Policy* and *On-Street Parking Permit Policy*, are based on a user pays principle with respect to the provision of those particular services or on a commercial basis.

Pursuant to Section 188(6) of the Act, the Council must keep a list of the fees and charges on public display at the Principal Office of the Council. The Council publishes the schedule of fees and charges on the Council's website.

As part of the annual budget preparation process, a review is undertaken of the fees and charges which are levied by the Council for the use of facilities and the provision of services. Any increases (or decrease) in fees and charges which are set by legislation are determined by the State Government and will be incorporated upon gazetting.

RELEVANT POLICIES & STRATEGIC DIRECTIONS

In line with the Council's *Fees & Charges Policy*, the Council adopts a *Fees & Charges Schedule* on an annual basis and these are separated into Statutory and User Charges. Where the Council's Fees and Charges are not of a statutory nature (i.e. discretionary fees), the Council applies the principle of "user pays" where possible, in order to recover the full cost of operating or providing the service or goods to ensure that there is reasonable level of "user pays", which in turn reduces the charge on ratepayers for the cost of providing these facilities and services. Where it can be demonstrated that citizens are unable to meet the full cost, concessions may apply.

The Outcomes and Objectives of *City Plan 2030*: *Shaping our Future* do not specifically address fees and charges; however, the general principles of Community Well-Being are taken into account in setting the discretionary fees and charges.

FINANCIAL IMPLICATIONS

Where the Council has the power to set the fees and charges (discretionary fees and charges), as endorsed by the Council at its meeting held on 22 January 2024, it is adopted that discretionary fees and charges are increased by 5% at a minimum, or at market value.

Generally, the recommended increases are in line with the Budget Parameters which have been set by the Council at its meeting held on 22 January 2024. In the cases where the minimum increase has not been met, the reasons for the lower increase are:

- rounding, for ease of cash handling;
- the fee in question is rarely charged but required to be set pursuant to the Local Government Act 1999;
- the proposed increase would result in a minor increase. In these instances, the fee is increased on a cyclical basis of every three (3) to five (5) years; and
- determination that the market could not sustain an increase.

EXTERNAL ECONOMIC IMPLICATIONS

This report provides information on the fees and charges of the Council for the year ended 30 June 2025 and are not expected to have any significant external economic impact.

SOCIAL ISSUES

Nil

CULTURAL ISSUES

Nil

ENVIRONMENTAL ISSUES Nil

RESOURCE ISSUES

Nil

RISK MANAGEMENT

Nil

CONSULTATION

• Elected Members

The Council considered the parameters for the Fees & Charges Schedule at its meeting held on 22 January 2024.

- **Community** Not Applicable.
- Staff Responsible Officers and General Managers.
- Other Agencies Not Applicable.

DISCUSSION

In general, user fees and charges are reviewed taking into consideration the anticipated inflation rate and the cost which is incurred by the Council to provide the service or the facility, market rates for similar services and ease of cash handling, through rounding of any proposed increases or deferring increases.

At its meeting held on 22 January 2024, the Council adopted the general guideline that user fees and charges be increased by 5% at a minimum, or at market value. The proposed general increase of 5% was determined with reference to the anticipated combined impact of the inflation rate associated with goods and services and salaries and wages increase for the 2024-2025 Financial Year.

A copy of the proposed 2024-2025 Fees & Charges is contained in Attachment A.

Fees and Charges incorporate statutory charges which are set by legislation or by Policies which are adopted by the Council and discretionary user fees and charges which are based on user pay principles.

As detailed in Figure 1 below, for the 2023-2024 financial year, discretionary user charges represent 8% of total revenue, which includes user fees which are charged by the St Peters Child Care Centre & Pre-school (5%), Norwood Concert Hall (1%), other Community Facilities Hire (1%) and other User Charges (1%). The major portion of this revenue from the fees and charges are set by the Council.

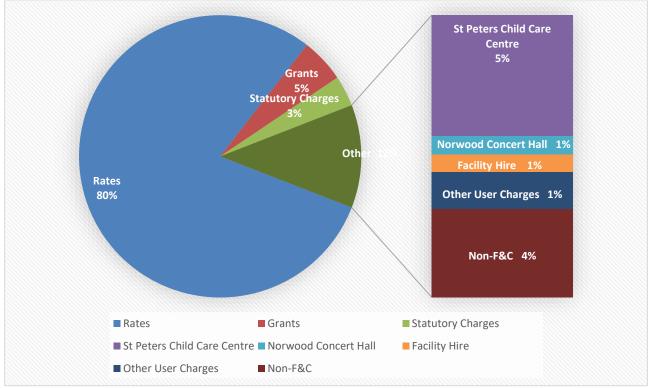


FIGURE 1 – USER CHARGES AS A PERCENTAGE OF REVENUE

As set out above, for the most part, the recommended increases are in line with the Budget Parameters which were endorsed by the Council at its meeting held on 22 January 2024. The proposed changes which are not in line with the Budget parameter of 5% (excluding rounding) and the reasons for not applying the budget parameter are detailed below.

Resident & Visitor Parking Permits

A new fee for the *Visitor Parking Permit Booklet* is proposed for 2024-2025 at a cost of \$10.00 per booklet. Each Booklet contains 25 Visitor Parking Permits. Each Permit allows on-street parking for up to a maximum of four (4) hours. Residents can purchase books of Visitor Permits as required.

The Parking Register Fee is proposed to be removed from the list of Fees & Charges for the 2024-2025 Financial year. The Parking Register was required by the *Local Government (Parking) Regulations 1999*, which has been replaced by the *Australian Road Rules* and is no longer required.

Retrieval of Council Documents

It is proposed to increase the Normal Archived Material Retrieval fee from \$26.50 to \$30 per file and the Urgent Archived Material Retrieval Fee from \$52.50 to \$60 per file. The increase is higher than the recommended 5% due to the increased cost to the Council to retrieve documents from the Council's external storage facility.

Council Documents

The Complete Development Plans charge is proposed to be removed as this charge is replaced by the Archived Material Retrieval fee.

The Printing charge for Council documents is proposed to be removed as this charge is no longer applicable.

A new fee is proposed to manage requests from citizens who require access to information from the Council's Assessment Book Record.

Pursuant to Section 174(2) of the Local Government Act 1999, "A person is entitled, on payment of a fee fixed by the council, to a copy of an entry made in the assessment record."

Following a review of other charges that are applied by other Councils for this purpose, (which vary from \$10 to \$3 per entry), it is recommended that the Council set a fee of \$4 per entry.

Community Facilities Hire

With the introduction of the new hire fee structure in 2023-2024 for the Council's Community Facilities, a number of old hire fee items are no longer applicable and replaced with new fee items. They are listed on the current Council's Schedule of Fees & Charges as "N/A". It is proposed to remove these items from the Council's Schedule of Fees & Charges for the 2024-2025 financial year. These fee items include:

- Private Celebrations and Workshops, Training and Meetings hire fees for the Payneham Community Facilities, St Peters Library and St Peters Youth Centre;
- Weekend and Public Holidays Daily Rate and Hourly Rate for the Payneham Community Centre and St Peters Youth Centre; and
- Daily Rate and Hourly Rate for the Don Pyatt Hall which was set up for community organisations.

St Peters Child Care Centre & Preschool

It is proposed to increase the daily charges from \$114 to \$125, in line with industry fees that are charged by other Centres.

Community Services Charges

Several community services charges are proposed to increase by more than 5%, on the basis that these charges have not been increased for a number of years (noting that the proposed increase in the fee, with the exception of the Specialist Gutter Cleaning fee, equates to an increase of \$1.00). Details of the Community Services charges which are proposed to increase by more than 5% are set out in Table 1.

TABLE 1: COMMUNITY SERVICES

	2023-2024	2024-2025	Charges Increase (%)	
Community Services Charges	Current Fees (\$)	Proposed Fees (\$)		
Donne E Benessere Session – Stretch & Fitness Exercise	6	7	16.7%	
Domestic Assistance (CHSP) Cancellation Fee	6	7	16.7%	
Personal Care (CHSP) Cancellation Fee	6	7	16.7%	
Over 50s Fitness (Gentle Exercise) (CHSP)	6	7	16.7%	
Community Transport Car (CHSP)	7	8	14.3%	
Shopping List (CHSP)	8	9	12.5%	
Specialist Gutter Cleaning	20	22	10.0%	

Library Services

The Replacement Item Processing Fee is proposed to increase from \$4.00 to \$6.50 for the 2024-2025 financial year. This fee has not been increased for the past five (5) years. The State Government currently charges \$6.00 and it has been confirmed by the State Government that the CPI index will apply to the State Government fee in 2024-2025.

It is proposed to increase the fee associated with earphones from \$2.00 to \$5.00 for each pair of earphones. The previous supplier of earphones for libraries is no longer in business. The cost of each pair earphones is increased due to the change of supplier.

It is also proposed to reduce the cost of Library bags from \$5.00 to \$3.00 to encourage more library patrons to purchase the bags.

The Yoga Program which has previously been included as part of the Library's Lifelong Learning Program will not continue in 2024-2025 due to the low attendance. The Council is currently considering the other possible replacement program, therefore this fee has been removed.

OPTIONS

The Council can adopt the proposed fees and charges "in principle" as contained in Attachment A or make amendments to the proposed fees and charges as the Council sees fit.

CONCLUSION

The recommended 2024-2025 Schedule of Fees & Charges have been set at an appropriate level for users and consumers and are not expected to 'price' the hire of facilities or the cost of services out of the market and beyond the reach of citizens.

COMMENTS

This report does not cover statutory fees that are charged under legislation as the Council cannot vary these fees and charges.

In relation to Statutory Fees and Charges, the actual fee increases imposed under various Acts will remain unknown until the State Government has set its 2024-2025 Budget, which is expected to be in May 2024.

RECOMMENDATION

That the Draft 2024-2025 Schedule of Fees & Charges, contained in Attachment A be adopted "in principle".

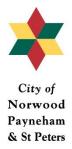
Attachments – Item 11.3

Attachment A

2024-2025 Schedule of Fees & Charges

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

Telephone8366 4555Facsimile8332 6338Emailtownhall@npsp.sa.gov.auWebsitewww.npsp.sa.gov.au



CITY OF NORVOOD PAYNEHAM & ST PETERS

Fees and Charges



City of Norwood Payneham & St Peters

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Council Licenses Permits and Authorisations

Authorisation to Alter and Use a Public Road / Footpath

Temporary and Semi-Permanent Structures	Ν	Nil	
Permanent Structures	Ν	By negotiation	

Mobile Food Vendor Permit Fee

Mobile Food Vendor Permit - 1 Month Permit	Ν	\$210.00	per month
Mobile Food Vendor Permit - Per Week Permit	N	\$55.00	per day

Stallholders Permit Fee

General	Ν	\$69.50	per day
Not-for-profit / Community	N	\$69.50	per day

Permit for Commercial Filming & Photography on Council Land

General	Ν	Nil	

Authorisations – Temporary Public Space Occupancy

Public Space Occupancy	Ν	\$3.90	per square metre
Public Space Occupancy – urgent or after hours processing fee	Ν	\$66.00	per application
Public Space Occupancy – Application Fee (New)	Ν	\$39.00	per application
Public Space Occupancy – Skip Bin Authorisations	Ν	\$71.50	per application
Work Zone Parking Bays Occupancy	Ν	\$3.90	per square metre

Footpath Occupation (Outdoor Dining)

The Parade Core Sydenham to Portrush – Enclosed/Licensed	Ν	\$134.00	per chair per annum
The Parade Core Sydenham to Portrush – Open/Licensed	Ν	\$89.00	per chair per annum
The Parade Core Sydenham to Portrush – Enclosed/Unlicensed	Ν	\$89.00	per chair per annum
The Parade Core Sydenham to Portrush – Open/Unlicensed	Ν	\$45.00	per chair per annum
Other Areas – Enclosed/Licensed	Ν	\$89.00	per chair per annum
Other Areas – Open/Licensed	Ν	\$64.00	per chair per annum
Other Areas – Enclosed/Unlicensed	Ν	\$64.00	per chair per annum
Other Areas – Open/Unlicensed	Ν	\$28.50	per chair per annum
Installation of New Outdoor Dining Areas Bollards	Y	10% of cost	per annum for 10 years
Replacement of Existing Outdoor Dining Areas Bollards	Y	5% of cost	per annum for 10 years
Application Fee	Ν	\$57.50	per application

Parking Permits – Resident & Visitor Permit (New/Renewal)

Resident Only Parking Areas

Residential Parking Permit – First Permit	Ν	\$25.00	per year
Residential Parking Permit – Second Permit	N	\$50.00	per year

Name GS	GST	Year 24/25 Fee (incl. GST)	Unit (if applicable)

A5

Resident Only Parking Areas [continued]

Residential Pensioner and Full time Student Permit – First Permit (50% Rebate)	Ν	50% rebate	per year
Residential Pensioner and Full time Student Permit – Second Permit (50% Rebate)	Ν	50% rebate	per year
Residential Replacement Permit	Ν	\$10.00	per year
Visitor Parking Permit Booklet	Ν	\$10.00	per 25 page permit booklet

Time Limited Parking Areas

Residential Parking Permit – First Permit	Ν	Free	per year
Residential Parking Permit – Second Permit	Ν	\$25.00	per year
Residential Pensioner and Full time student permit – First Permit (50% Rebate)	Ν	Free	per year
Residential Pensioner and Full time student permit – Second Permit (50% Rebate)	Ν	50% rebate	per year
Residential Replacement Permit	Ν	\$10.00	per year
Visitor Parking Permit Booklet	N	\$10.00	per 25 page permit booklet

Council Documents Prescribed to be Made Available – Local Government Act 1999

Printing

Dog & Cat Management Act 1995

Accredited Assistance Dog Registration	Y	Free	per year / per dog
Standard Dog (Desexed & Microchipped)	Ν	\$40.00	per year / per dog
Non Standard Dog Registration	Ν	\$80.00	per year / per dog
Dog Impounding Fee	Ν	Impounding Fee Set by Impounding Facilities	

Rebates Applicable on Dog Registrations Listed Above

Pensioner/Concession Card Holder	Ν	50% rebate	per dog
Dog Registration Late Payment Fee	Ν	\$15.00	per dog
Replacement disc, per disc	N	\$10.00	per dog

Statutory Fees

Freedom of Information Act 1991

Application for Access to document	N	As per statute	per application
Information concerning personal affairs of the applicant – first two hours dealing	Ν	As per statute	per initial two hours
Information concerning personal affairs of the applicant – each 15 minutes spent by agency subsequent to first two hours	N	As per statute	per 15 minute interval
Information not concerning personal affairs of the applicant each 15 minutes spent by agency	N	As per statute	per 15 minute interval

			A6
Name	GST	Year 24/25 Fee (incl. GST)	Unit (if applicable)

Freedom of Information Act 1991 [continued]

Access in form of photocopy	N	As per statute	per page
Access in form of written transcript	N	As per statute	per page
Access in other form	Ν	As per statute	per item

Property Searches

Property Search Fees (Certificate of Title to Land under the Real Property Act 1886)	Ν	As per statute	per property title
Property Search Fees (Certificate of Title to Land under the Real Property Act 1886) within 24 hours	N	Not Applicable	
Full Section 7 Search	Ν	As per statute	per property title
Certificate of Liabilities – Section 187 Search (Rate Search)	Ν	As per statute	per property title

Council Documents (Hard Copy)

Strategic/Corporate Plan, Annual Business Plan	Y	\$25.00	per copy
Annual Report	Y	\$25.00	per copy
Voters Roll, Ward Candidate's first copy free, copies 1+	N	\$16.30	per ward
Assessment Records Copy	N	\$4.00	per entry
Archived Material Retrieval – Normal 48 Hours	Y	\$30.00	per search
Archived Material Retrieval – Urgent 24 hours	Y	\$60.00	per search

Planning Development and Infrastructure Act 2016

Public Notice on Land	Ν	\$224.00	per Plan
Document Lodgement Fees	Ν	\$87.00	per lodgement

Additional Annual Bin Service

Household Bin	Y	\$165.50	per bin
Recycling Bin	Y	\$99.50	per bin
Green Organics Bin	Y	\$99.50	per bin
Additional Green Organics Compostable Bags	Y	\$10.00	per bundle
2nd Hard Waste Additional Collection	Y	\$52.50	per collection

Reinstatements

Corporate Bodies	Y	Cost + 10% admin fee + GST	per job
Ratepayers	Y	Cost + 10% admin fee + GST	per job

Directional Signage (as per Directional Signage Policy)

Cost of Sign	Y	Cost + 10% admin fee + GST	per sign
Installation of Sign	Y	Cost + 10% admin fee + GST	per sign

			A7
Name	GST	Year 24/25 Fee (incl. GST)	Unit (if applicable)

Possum / Cat Trap

Bond	Ν	\$50.00	per trap
Hire Fee in excess of 2 weeks	Y	\$0.00	per week

Hall Hire

Payneham Community Centre

Tier 1: Community Rate (80% of Full Fee) Activities Open To The Community To Attend & Not Affiliated With A Business, Not For Profit Organisation Or Club

Main Hall

Daily Rate	Y	\$34.00	per day
Hourly Rate	Y	\$8.40	per hour
			P
Small Hall			
Daily Rate	Y	\$25.50	per day
Hourly Rate	Y	\$6.30	per hour
Rooms			
Daily Rate	Y	\$21.00	per day
Hourly Rate	Y	\$5.30	per hour
Meeting Room			
Hourly Rate	Y	\$5.30	per hour
Tier 2: Non-Profit Group – Non-Local Community G	roun		
Main Hall	loup		
Main Hall		\$84.00	ner dav
Main Hall Daily Rate	Y	\$84.00	per day
Main Hall Daily Rate Hourly Rate		\$84.00 \$21.00	per day per hour
Main Hall Daily Rate	Y		
Main Hall Daily Rate Hourly Rate	Y		
Main Hall Daily Rate Hourly Rate Small Hall	Y Y	\$21.00	per hour
Main Hall Daily Rate Hourly Rate Small Hall Daily Rate	Y Y Y	\$21.00 \$63.00	per hour per day
Main Hall Daily Rate Hourly Rate Daily Rate Hourly Rate Hourly Rate	Y Y Y	\$21.00 \$63.00	per hour per day
Main Hall Daily Rate Hourly Rate Daily Rate Hourly Rate Hourly Rate Rooms	Y Y Y Y	\$21.00 \$63.00 \$15.80	per hour per day per hour
Main Hall Daily Rate Hourly Rate Daily Rate Hourly Rate Hourly Rate Daily Rate Daily Rate Daily Rate	Y Y Y Y	\$21.00 \$63.00 \$15.80 \$42.00	per hour per day per hour per day
Main Hall Daily Rate Hourly Rate Daily Rate Hourly Rate Hourly Rate Daily Rate Hourly Rate Daily Rate Hourly Rate	Y Y Y Y	\$21.00 \$63.00 \$15.80 \$42.00	per hour per day per hour per day

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Name	GST	Year 24/25 Fee (incl. GST)	Unit (if applicable)

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Tier 3: NPSP Based Commercial & Business Hires and Local Resident Private Functions (20% Of Full Fee)

Main Hall

Daily Rate	Y	\$134.50	per day
Hourly Rate	Y	\$34.00	per hour
Small Hall			
Daily Rate	Y	\$101.00	per day
Hourly Rate	Y	\$25.50	per hour
Rooms			
Daily Rate	Y	\$67.50	per day
Hourly Rate	Y	\$17.00	per hour
Meeting Room			
Hourly Rate	Y	\$8.40	per hour

Tier 4: Full Fee – Commercial & Business Hirers Located Outside Of NPSP; Non-Resident Private Functions & State Government Departments

Main Hall

All Other Hires – Daily (Monday to Friday)	Y	\$168.00	per day
All Other Hires – Hourly (Monday to Friday)	Y	\$42.00	per hour
Small Hall			
All Other Hires – Daily (Monday to Friday)	Y	\$126.00	per day
All Other Hires – Hourly (Monday to Friday)	Y	\$31.50	per hour
Rooms			
All Other Hires – Daily (Monday to Friday)	Y	\$84.00	per day
All Other Hires – Hourly (Monday to Friday)	Y	\$21.00	per hour
Meeting Room			
Hourly Rate	Y	\$10.60	per hour

Payneham Community Facilities – Payneham Library Complex

Tier 1: Community Rate (80% of Full Fee) Activities Open To The Community To Attend & Not Affiliated With A Business, Not For Profit Organisation Or Club

Payneham Hall

Daily Rate	Y	\$134.50	per hour
Hourly Rate	Y	\$34.00	per hour
Torrens & Trinity Room			

			A9
Name	GST	Year 24/25 Fee (incl. GST)	Unit (if applicable)
Torrens & Trinity Room [continued]			
Hourly Rate	Y	\$8.40	per hour
Tier 2: Non-Profit Organisations, Schools and Sport Full Fee) Payneham Hall			
All Other Hires – daily rate	Y	\$336.00	per day
All Other Hires – hourly rate	Y	\$84.00	per hour
Torrens & Trinity Room			
All Other Hires – daily rate	Y	\$84.00	per day
All Other Hires – hourly rate	Y	\$21.00	per hour
Tier 3: NPSP Based Commercial & Business Hires a Functions (20% Of Full Fee)	nd Lo	ocal Resident	Private

Payneham Hall

Daily Rate	Y	\$538.00	per hour
Hourly Rate	Y	\$134.50	per hour

Torrens & Trinity Room

Daily Rate	Y	\$134.50	per day
Hourly Rate	Y	\$34.00	per hour

Tier 4: Full Fee – Commercial & Business Hirers Located Outside Of NPSP; Non-Resident Private Functions & State Government Departments

Payneham Hall

All Other Hires – daily rate	Y	\$672.00	per day
All Other Hires – hourly rate	Y	\$168.00	per hour
Torrens & Trinity Room			
All Other Hires – daily rate	Y	\$168.00	per day

St Peters Library

Tier 1: NPSP Community Groups – Monday to Sunday

Banquet Hall

Daily Rate	Y	\$67.50	per day
Hourly Rate	Y	\$17.00	per hour

Meeting Room 1, 2 & 3

Daily Rate	Y	\$21.00	per day
Hourly Rate	Y	\$5.30	per hour

			A10
Name	GST	Year 24/25 Fee (incl. GST)	Unit (if applicable)

Tier 2: Non-Profit Organisations, Schools and Sporting & Recreation Clubs (50% Of Full Fee)

Banquet Hall

Daily Rate	Y	\$168.00	per day
Hourly Rate	Y	\$42.00	per hour
Meeting Room 1, 2 & 3			
Daily Rate	V	\$31.50	per day
	I	\$31.50	peruay

Tier 3: NPSP Based Commercial & Business Hires and Local Resident Private Functions (20% Of Full Fee)

Banguet Hall

Daily Rate	Y	\$269.00	per day
Hourly Rate	Y	\$67.50	per hour

Meeting Room 1, 2 & 3

Daily Rate	Y	\$50.50	per day
Hourly Rate	Y	\$12.60	per hour

Tier 4: Full Fee – Commercial & Business Hirers Located Outside Of NPSP; Non-Resident Private Functions & State Government Departments

Banquet Hall

All Other Hires – Daily	Y	\$341.00	per day
All Other Hires – Hourly	Y	\$84.00	per hour

Meeting Room 1, 2 & 3

Daily Rate	Y	\$63.00	per day
Hourly Rate	Y	\$15.80	per hour

St Peters Youth Centre

Tier 1: Community Rate (80% Of Full Fee) Activities Open To The Community To Attend & Not Affiliated With A Business, Not For Profit Organisation Or Club

Monday to Friday

Daily Rate	Y	\$55.00	per day
Hourly Rate	Y	\$13.80	per hour

Weekend & Public Holiday

Tier 2: Non-Profit Organisations, Schools and Sporting & Recreation Clubs (50% Of Full Fee)

All Other Hires – Daily Rate (Monday to Friday)	Y	\$136.50	per day
All Other Hires – Hourly Rate (Monday to Friday)	Y	\$34.50	per hour

Tier 3: NPSP Based Commercial & Business Hires And Local Resident Private Functions (20% Of Full Fee)

Daily Rate	Y	\$218.50	per day
Hourly Rate	Y	\$55.00	per hour

Tier 4: Full Fee – Commercial & Business Hirers Located Outside Of NPSP; Non-Resident Private Functions & State Government Departments

All Other Hires – Daily Rate (Monday to Friday)	Y	\$273.00	per day
All Other Hires – Hourly Rate (Monday to Friday)	Y	\$68.50	per hour

Common Fees and Charges

Security Deposit	Ν	\$473.00	per booking
Audiovisual Equipment Security deposit (Payneham Community Facilities – Payneham Library Complex)	Ν	n/a	
Key Deposit	Ν	n/a	per key/card set
Booking Deposit	Ν	n/a	per booking
Bump In (min 2hrs)	Y	Bump in (min 2 hrs)	
Security Guard	Y	\$68.50	per hour

Don Pyatt Community Hall

Community Organisations

Tier 1: Community Rate (80% Of Full Fee) Activities Open to The Community To Attend & Not Affiliated With A Business, Not For Profit Organisation Or Club

Daily Hire	Y	\$55.00	per day
Hire Hourly Rate	Y	\$13.80	per hour

Tier 2: Non-Profit Organisations, Schools And Sporting & Recreation Clubs (50% Of Full Fee)

Daily Hire	Y	\$136.50	per day
Hire Hourly Rate	Y	\$34.50	per hour

Tier 3: NPSP Based Commercial & Business Hires and Local Resident Private Functions (20% Of Full Fee)

Daily Hire	Y	\$218.50	per day
Hire Hourly Rate	Y	\$55.00	per hour

Tier 4: Full Fee – Commercial & Business Hirers Located Outside Of NPSP; Non-Resident Private Functions & State Government Departments

Daily Hire	Y	\$273.00	per day
Hire Hourly Rate	Y	\$68.50	per hour

Common Fees and Charges

Security Deposit	Ν	\$473.00	per day	
		\$110.00	por day	

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Name	GST	Year 24/25 Fee (incl. GST)	Unit (if applicable)

Norwood Concert Hall

Commercial Organisations – Payment Received in Advance

Wedding Receptions	Y	\$3,270.00	per day
Concerts	Y	\$3,060.00	per day
Cabarets & Dinner Dances	Y	\$3,235.00	per day
Meetings – Day Hire	Y	\$2,490.00	per day
Meetings – 9am-2pm	Y	\$1,105.00	per day
Meetings – 5pm-10pm	Y	\$1,470.00	per day
Trade Sales	Y	\$2,730.00	per day
Pre-School Day Time Concerts	Y	\$3,060.00	per day

Non-Profit Organisations

Concerts	Y	\$2,745.00	per event
Cabarets & Dinner Dances	Y	\$2,920.00	per event
Meetings – Day Hire	Y	\$2,250.00	per day
Meetings – 9am-2pm	Y	\$982.00	per day
Meetings – 5pm-10pm	Y	\$1,305.00	per day
Pre-School Day Time Concerts	Y	\$2,595.00	per day

Community Organisations

Concerts	Y	\$2,335.00	per day
Cabarets & Dinner Dances	Y	\$2,435.00	per day
Meetings – Day Hire	Y	\$1,865.00	per day
Meetings – 9am-2pm	Y	\$846.00	per day
Meetings – 5pm-10pm	Y	\$1,135.00	per day
Pre School Day Time Concerts	Y	\$2,195.00	per day

Common Fees and Charges

Security Deposit	Ν	50% of hire rate	per booking
Front House Staff	Y	\$71.50	per hour
Security	Y	\$79.00	per hour
Rehearsal/Bump-in (other then day of hire)	Y	\$168.00	per hour
Technician	Y	\$84.00	per hour
Technician (1am to 7am)	Y	\$168.00	per hour

Park and Reserve Hire

Gatherings and Events

Not-for-profit / Community

Gathering without Hired Equipment	Y	Nil	
Gathering with Hired Equipment	Y	\$69.50	per day
Event	Y	\$262.50	per day

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		Year 24/25	
Name	GST	Fee (incl. GST)	Unit (if applicable)

Private / Commercial

Gathering without Hired Equipment	Y	Nil	
Gathering with Hired Equipment	Y	\$147.00	per day
Event	Y	As negotiated	

Short-Term Hire

Not-for-profit / Community

Sports Group Hire	Y	Nil	
Dog Obedience Hire	Y	Nil	
Fitness Group Hire	Y	Nil	
Other	Y	Nil	

Private / Commercial

Sports Group Hire	Y	\$12.60	per session
Dog Obedience Hire	Y	\$12.60	per week
Fitness Group Hire	Y	\$12.60	per week
Other	Y	As negotiated	
Long-Term Hire	Y	As negotiated	

Common Fees and Charges

Key Bond (refundable)	Ν	\$58.00	per key	
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Tennis Courts Hire

Payneham Oval – Tennis Courts – General Public

The Payneham Oval Tennis Courts are now managed by the East Adelaide Payneham Tennis Club and can be booked online by the general public	Y	n/a	
through BOOK-A-COURT. The Club will retain any revenue.			

Tennis Courts – Joslin Reserve

General Public – casual use	Y	Free
Reserve Hirers	Y	Free
Tennis Clubs or Coaches	Y	Free

Swimming Centres

Adult	Y	\$8.40	per person
Concession	Y	\$6.30	per person
2-4 years	Y	\$3.20	per person
Family Pass	Y	\$25.00	per pass
Schools – 45 minutes	Y	\$3.10	per person
Schools – 60 minutes	Y	\$3.60	per person
Schools – 90 minutes	Y	\$4.20	per person
Schools Recreation Swim	Y	\$4.80	per person
School Recreation Swimming + 120 min	Y	\$6.10	per person
Vac Swim	Y	\$5.10	per person

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Name	GST	Year 24/25 Fee (incl. GST)	Unit (if applicable)
Swimming Centres [continued]			
Season Pass 7 Day	Y	\$375.00	per pass
Season Pass Family	Y	\$819.00	per pass
Season Pass Concession	Y	\$278.50	per pass
20 Visit Pass	Y	\$123.00	per book
10 Visit Pass	Y	\$70.50	per book
Centre Hire (per hour) – Norwood Pool	Y	\$315.00	per hour
Centre Hire (per hour) – Payneham Pool	Y	\$399.00	per hour
Lane Hire (per hour) – School or Other Groups (See also Pool entry with lane/pool hire below)	Y	\$25.00	per hour
Swimming Club Lane Hire (per hour) (See also Pool entry with lane/pool hire below)	Y	\$14.80	per hour
Pool entry with lane/pool hire (See also cost of lane hire by School/ Swimming Clubs & Other Groups above)	Y	\$5.50	per person
Swim Lessons	Ν	\$20.00	per lesson
Water Polo	Y	\$210.00	per hour
Spectators	Y	\$4.80	per person
Cancellation Fee 40% hire cost	Y	40% of hire fee	

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Child Care

St Peters Child Care Centre

Daily	N	\$125.00	per day
Late fee – first 15 minutes	N	\$38.00	per 15 minutes
Late fee – each 10 minutes thereafter	N	\$31.00	per 10 minutes
Place Holding Deposit	Ν	\$100.00	

Community Services

Donne E Benessere

Each Session	Y	\$7.00	per session

Over 50s Fitness (Strength & Balance) (Commonwealth Home Support Programme))

Each Session N \$7.00 per session

Home Maintenance Commonwealth Home Support Programme

Labour	Ν	\$16.00	per hour
Gutter cleans	Ν	\$17.00	per hour
Specialist Gutter Cleaning	Ν	\$22.00	per hour
Window Cleaning	Ν	\$16.00	per hour
Materials	Ν	Cost of materials	per material
Material removal	Ν	\$13.00	per trailer load

Home Modification Commonwealth Home Support Programme

Labour	Ν	\$16.00	per hour	

			A15
Name	GST	Year 24/25 Fee (incl. GST)	Unit (if applicable)

Home Modification Commonwealth Home Support Programme [continued]

Materials	Ν	Cost of materials	per material
Lunch @the Pub (CHSP)	Ν	\$15.00	per session
Domestic Assistance (CHSP)	Ν	\$9.00	per hour
Domestic Assistance (CHSP) Cancellation fee	Ν	\$7.00	per session
Personal Care (CHSP)	Ν	\$9.00	per hour
Personal Care (CHSP) Cancellation fee	Ν	\$7.00	per session
Community Concerts (CHSP)	Ν	Free	per session
Community Transport Car (CHSP)	Ν	\$8.00	per person
Shopping List (CHSP)	Ν	\$9.00	per person
Escorted Shopping (CHSP)	Ν	\$10.00	per person
Excursions – Movies (CHSP)	Ν	\$4.00	per person
Excursions (CHSP)	Ν	\$9.00	per person

Community Bus

Set Fee	Ν	\$2.00	each way
Transport for Community Care Social Programs – Gold coin donation	Ν	\$2.00	each way
Fixed Fee – Full Day Hire	Y	\$114.50	per day
Fixed Fee – Part Day Hire	Y	\$84.00	per part day
Variable Hire fee	Y	\$1.00	per kilometre

All Libraries

Photocopying

A4 black & white copied by client	Y	\$0.10	per page
A3 black & white copied by client	Y	\$0.25	per page
A4 colour	Y	\$1.05	per page
A3 colour	Y	\$2.10	per page

Other Library Fees

Assumed Lost Notice Fee	Ν	\$3.20	per notice
Replacement Item Processing Fee	N	\$6.50	per notice
Printing (not photocopy)	Y	\$0.10	per page
Colour printing	Y	\$2.10	per page
USB Storage Device	Y	\$5.30	per device
Earphones	Y	\$5.00	per item
Library Bags	Y	\$3.00	per bag
Academic / Specialist Library Inter Library Loan Fee (outgoing)	Y	\$17.00	per item
Academic/Specialist Library Inter Library Loan Fee (incoming)	Y	\$11.20	per item

Library Services & Lifelong Learning

Book discussion group annual membership fee	Ν	\$21.00	per year per member
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11.4 CONTINUATION OF THE SEPARATE RATE FOR THE NORWOOD PARADE PRECINCT

REPORT AUTHOR:	Economic Development Officer
GENERAL MANAGER:	Chief Executive Officer
CONTACT NUMBER:	8366 4512
FILE REFERENCE:	qA119911
ATTACHMENTS:	A – C

PURPOSE OF REPORT

The purpose of this report is to seek the Council's endorsement, to undertake consultation to continue to levy a Separate Rate on The Parade Precinct for the 2024-2025 financial year.

BACKGROUND

At its meeting held on Tuesday, 13 February 2024, the Norwood Parade Precinct Committee (NPPC) considered a report regarding the continuation of the Separate Rate for The Parade Precinct and resolved the following:

- 1. That the Committee advises and recommends to the Council that it supports the continuation of the Separate Rate for The Parade for one (1) financial year.
- 2. That the Committee supports the amount of revenue raised by the Separate Rate on The Parade to be set at \$225,000 for the 2024-2025 financial year.

This Separate Rate has been applied by the Council since 2008 and the practice has been to implement the Separate Rate for three (3) terms. At the end of the three (3) year term, the matter is reviewed and a decision made to extend or not extend the Separate Rate. Based upon this practice, it was recommended that the Separate Rate be extended by a further term of three (3) financial years, however the Committee resolved to recommend the extension of the Separate Rate for one (1) financial year.

In making this decision, the Committee acknowledged the importance of continuing the Separate Rate, highlighting the need for coordinated marketing and promotion together with implementing initiatives for The Parade. Prior to making its decision the Committee considered a number of options, including extending the Separate Rate for three (3) years, but decided to recommend to the Council an extension of the rate at \$225,000 for only one (1) year. The reason for this decision was to provide the Committee and the Council the opportunity to assess the progress of the Burnside Village redevelopment and the extent of marketing once the redevelopment is completed and prior to determining an appropriate rate for The Parade beyond 2024-2025.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The relevant Objectives and Strategies contained in *CityPlan2030* are outlined below:

Outcome 3: Economic Prosperity A dynamic and thriving centre for business and services.

- Objective 3.1 A diverse range of businesses and services.
 - o Strategy 3.1.1
 - Support and encourage local small, specialty, independent and family-owned businesses.
 - Objective 3.2 Cosmopolitan business precincts contributing to the prosperity of the City. • Strategy 3.2.1
 - Retain, enhance and promote the unique character of all our City's business precincts.
 - Strategy 3.2.3
 Promote the City as a visitor destination.

- Objective 3.5 A local economy supporting and supported by its community.
 - o Strategy 3.5.1
 - Support opportunities for people to collaborate and interact in business precincts.
 - Strategy 3.5.2
 - Retain accessible local shopping and services.

The relevant Strategies contained in the 2021-2026 Economic Development Strategy are outlined below:

Dynamic & Diverse City

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A City with thriving and resilient business sectors that drive employment and deliver growth.

- Objective: Support the growth and viability of the City's business sectors that drive employment and deliver growth.
 - o Strategy 1.1
 - Focus on the support and growth of the City's priority sectors.
 - o Strategy 1.3
 - Identify emerging trends and support opportunities for economic growth.
 - o Strategy 1.4
 - Promote opportunity and collaboration across the sectors.
 Strategy 1.5
 - Identify and promote local competitive advantage.

Destination City

A destination with dynamic, cultural, vibrant and attractive precincts.

- Objective: Increase the number of people who live, work and visit the City and enhance the community well-being of existing residents, workers and visitors.
 - o Strategy 2.1
 - Showcase and promote the City's attractions and events to facilitate growth and visitation.
 - Strategy 2.2
 - Support the City's vibrant mainstreet precincts.
 - Strategy 2.3
 - Facilitate the activation of key spaces and precinct in the City.
 - o Strategy 2.4
 - Work with local business operators to strengthen the viability of precincts and enhance the customer experience.

Innovative City An innovative City that supports business and attracts investment.

- Objective: Attract and maintain competitive businesses with the capacity for resilience and ongoing sustainability, innovation and growth.
 - Strategy 3.2
 - Recognise businesses and business sectors that make a significant contribution to the City.
 Strategy 3.3
 - Facilitate communication, education and networking programs to support businesses.
 - o Strategy 3.5
 - Encourage sustainable working methods in all aspects of business.

Business Friendly City

A City that understands the needs of business.

- Objective: Remove barriers and make it easy for business owner to start, run and grow a business.
 - o Strategy 4.1
 - Ensure that Council processes are business friendly and contribute to a well-functioning City.

FINANCIAL AND BUDGET IMPLICATIONS

Prior to the most recent three (3) year period, the revenue collected through the Separate Rate was based on raising \$205,000 in its base year, which was then increased in line with the Consumer Price Index (CPI) annually. However, in order to simplify the process and provide The Parade businesses and property owners with a level of certainty the decision was made to apply a fixed rate of \$215,000 for the three (3) financial years of 2021-2022, 2022-2023 and 2023-2024.

To assist the Council, **Table 1** below sets out a comparison of the Separate Rate for similar mainstreet precincts within Metropolitan Adelaide, noting that the amount collected by the City of Holdfast Bay for Jetty Road, includes the payment of employee costs for two (2) Staff Members.

TABLE 1: COMPARISON OF THE SEPARATE RATE COLLECTED FOR SIMILAR MAINSTREET
PRECINCTS IN METROPOLITAN ADELAIDE

Year	Mainstreet / Precinct	Separate Rate Revenue
2023-2024	The Parade Precinct, Norwood	\$215,000
2023-2024	Goodwood Road, Goodwood	\$57,225
2023-2024	Unley Road, Unley	\$122,294
2023-2024	King William Road, Hyde Park	\$150,350
2023-2024	Fullarton Road	\$16,500
2023-2024	Jetty Road, Glenelg	\$660,245
2023-2024	Village Heart-Prospect Road, Prospect	\$19,500

This comparison demonstrates that the quantum of the Separate Rate that is collected from The Parade Precinct, is commensurate for the size of the Precinct and the number of businesses that are located within the Precinct.

Should the Council resolve to extend the Separate Rate, it is recommended that the Separate Rate be increased by \$10,000 and set at \$225,000 for the 2024-2025 financial year. This proposal would ultimately result in an increase of approximately 4.65% from the current amount of revenue collected. In the event that the Council resolves to extend the Separate Rate for a period of two (2) or three (3) years, the Council could maintain the total revenue at \$225,000. Maintaining the revenue at \$225,000 would reflect a zero revenue increase over the subsequent two (2) year period.

The application of a Separate Rate for The Parade has been designed to ensure that the Precinct remains viable in the increasingly competitive mainstreet and indoor shopping centre markets. Despite The Parade Precinct having the reputation of being South Australia's Premier Mainstreet and delivering the best performing occupancy rate across all metropolitan mainstreets, the next 12-24 months will place significant pressure on The Parade and its businesses. The redevelopment of Burnside Village is likely to impact The Parade in the short term. However, it is important for The Parade Precinct and the Council to focus on promoting the uniqueness of The Parade and its diverse offering and identify ways in which to capture the increased number of visitors that are expected to visit and shop at Burnside Village.

A Separate Rate revenue of \$225,000 would ensure that the Council, through the Committee, is able to continue to deliver initiatives for the size and diversity of the businesses, properties and visitors to the Precinct. The reasons for proposing an increase to the amount that is collected is explained in the Discussion section of this report.

EXTERNAL ECONOMIC IMPLICATIONS

The success of the 2024-2025 Norwood Parade Precinct Annual Business Plan may be impacted by external broader economic conditions such as interest rates and inflation. Whilst the Annual Business Plan does not make specific reference to these, it will be considered during the development stage of programs and initiatives as well as marketing and promotional campaigns.

SOCIAL ISSUES

Economic development and social issues are invariably intertwined. Business and economic development impacts on both the business sector and the local community, and the future development of key business precincts such as The Parade also impacts on the broader community. The collection of a Separate Rate that enables a range of incentives to be delivered will not only assist in delivering economic benefits but will also assist in developing social capital and substantially contribute to the ongoing development of a vibrant local community.

The Norwood Parade Precinct Committee is working to maintain and enhance The Parade as the Premier Mainstreet in South Australia, providing a single precinct where residents and visitors can access a variety of services including major banks and credit unions, employment agencies and a Centrelink office, amongst the extensive commercial and retail offerings. One of the greatest challenges for the Precinct in the short to medium term will be the potential closure of retail banks, which will represent a significant gap in the business offering along the street. The need for banking institutions to be retained in the Precinct and for them to re-invent themselves and remain as key anchors within the Precinct will be a critical factor in their survival and in their contribution to Community Well-being.

CULTURAL ISSUES

Many of the initiatives that are delivered as part of the Annual Business Plan aim to enhance the unique character of The Parade and its sense of place, reinforcing its cultural significance.

ENVIRONMENTAL ISSUES

Not applicable.

RESOURCE ISSUES

All of the Separate Rate revenue is used to deliver the various initiatives and programs that are contained in the Annual Business Plan (the details of which are contained in a separate report in this Agenda). The Council provides all of the required staffing to service the Committee and to deliver various initiatives and programs that the Committee has approved within its funding from the Separate Rate levy of The Parade Precinct. The resourcing provided by the Council includes Economic Development Staff, Marketing & Events Staff and Communications Staff.

RISK MANAGEMENT

Prior to implementing a Separate Rate, the Council must comply with the provisions of the *Local Government Act 1999*, in respect to the consultation requirements regarding a Separate Rate. For this reason it is important that the Council undertakes comprehensive consultation with the business and property owners regarding the extension of the Separate Rate and the proposed increase in revenue collected prior to resolving to extend the application of a Separate Rate.

CONSULTATION

• Elected Members

Mayor Robert Bria and Councillors Sue Whitington, John Callisto, Joshua Robinson and Victoria McFarlane are members of the Norwood Parade Precinct Committee and are aware of this matter.

Business Community

If the Council resolves to continue to collect a Separate Rate, consultation is required to be undertaken with the key stakeholders (The Parade businesses and property owners) in accordance with the provisions set out in the *Local Government Act 1999*.

To ensure that all affected stakeholders are informed of the Council's proposal to extend the Separate Rate, a variety of different platforms will be used to communicate with the key stakeholders, including written letters sent to all businesses located within the Precinct and information posted on both The Parade and Council websites. In addition, the monthly eNewsletter, *Business on Parade*, will also be used to inform The Parade businesses of the Council's intentions.

It should be noted that in addition to the consultation regarding the Separate Rate, the business and property owners within The Parade Precinct are consulted annually on the development of the Annual Business Plan for the Precinct. The *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan* will be released for consultation at the same time as the Separate Rate, to demonstrate what the Council proposes to do with the revenue which is collected through the Separate Rate.

• Staff

Manager, Economic Development & Strategy Chief Financial Officer Finance Business Partner

• Other Agencies Not Applicable.

DISCUSSION

In accordance with the *Local Government Act 1999*, the revenue that is collected by the Council as part of the Separate Rate, is required to be used expressly for the benefit of the area from which it is raised and for the business and property owners who pay the Separate Rate. To further assist with understanding the role of the Separate Rate, a fact sheet is contained in **Attachment A**. A copy of the fact sheet will be provided to all business and property owners within The Parade Precinct.

More specifically, the revenue raised through the Separate Rate, is allocated by the Council to the Norwood Parade Precinct Committee, which was established to perform the following functions:

- to develop and recommend to the Council in each financial year, an Annual Business Plan and budget for The Parade Precinct;
- to have oversight of the implementation of the Annual Business Plan as approved by the Council;
- to deliver initiatives as set out in the Annual Business Plan that contribute to the development and promotion of The Parade as a vibrant shopping, leisure and cultural destination for businesses, residents and visitors, and
- to initiate and encourage communication between businesses within the Precinct.

Each financial year, the Norwood Parade Precinct Committee is required to present an Annual Business Plan to the Council for its consideration and approval, outlining how the Committee intends to use the revenue that is generated by the Separate Rate to market and promote The Parade Precinct.

In general, the Norwood Parade Precinct Annual Business Plans contain strategies to promote and market The Parade with the overarching objective of attracting more people to The Parade, which will ultimately enhance the prosperity and sustainability of The Parade. This in turn is likely to attract additional business opportunities, which contributes to the diversity of the businesses and services available and has the spinoff effect of increasing local employment opportunities.

Through the establishment of the Norwood Parade Precinct Committee and the revenue collected through the Separate Rate, the Council is ensuring that The Parade continues to maintain its status as South Australia's Premier Mainstreet. Achieving a dynamic and thriving commercial centre, which in turn creates a community hub and a sense of pride for residents, business owners and employees.

An overview of the key programs and initiatives that were delivered by the Norwood Parade Precinct Committee using the Separate Rate, over the past three (3) financial years is contained in **Attachment B**.

Measuring the success of the marketing and promotion initiatives that have been delivered for The Parade Precinct involves tracking various key performance indicators and assessing both quantitative and qualitative data. While there are a range of indicators that can be used, staff use information which is readily available to determine whether or not the investment in marketing, promotion and deliverables has been working and whether or not, it has delivered a positive outcome. These indicators include:

- 1. Foot Traffic through Sales: By using Spendmapp by Geografia data, staff are able to track the amount of expenditure in the Precinct on any given day, which provides a good indication of whether or not an event or initiative has had any significant impact. For example, using the data available, staff have been able to assess the impact of the most recent 'A Day of Fashion' event and compare that with the expenditure on the day of the event in previous years. Whilst the results indicate a boost in expenditure on that day, compared to a normal Saturday, the results for the 2023 Day of Fashion show a smaller return than in previous years. This together with the lower numbers of foot traffic and the significantly lower participation from the businesses within the Precinct, suggests that the continuation of this event in its current format may no longer be effective.
- 2. Surveys and Feedback: Following the delivery of key events and initiatives, surveys have been used to collect feedback from businesses. In the past there has not been a sufficiently strong emphasis placed on undertaking surveys of the visitors to The Parade to determine their awareness of the promotions, their perceptions, and whether these promotions/initiatives have influenced their visit or purchase. Collecting this data will help to inform the development of future initiatives and will be critical in determining whether or not the promotion/initiatives are hitting the target market.
- 3. Social Media Engagement: This is one area where the Council does have an abundance of information available through the engagement metrics on the social media platforms. Through these platforms the Council is able to use metrics such as likes, shares, comments, and new followers to determine the success or failure of different initiatives. Increased engagement generally indicates a positive response to the marketing efforts.

Over the last 12 months, a significant percentage of the Separate Rate revenue has been allocated to boosting The Parade's social media presence. In the nine (9) month period (March to December 2023), The Parade Facebook followers increased from 17,676 to 18,119, Instagram followers increased from 4,212 to 4,908. However the most significant results have been in relation to the reach of various posts and reels, with the highest organic post reaching an audience of 1.5K and the highest paid post reaching an audience of 110,603. In relation to reels the highest reach of an in- house reel was the Jenny's Bakery Reel - 187 interactions and 4,214 plays. The highest reach of the paid reach was Flower Parade - 1,749 interactions and 32,844 plays.

In comparison, Prospect Road's Instagram has 7,269 followers, Jetty Road's Instagram has 20.8k followers and King William Road's Instagram has 7,285 followers. Therefore The Parade still has some way to go to build a following that competes with other metropolitan Adelaide mainstreets.

- 4. Website Analytics: Tracking website traffic, user behaviour and conversion rates also provides a good understanding of the success or failure of different initiatives. While not as widely used as the social media platforms, which deliver more direct engagement, the directing of customers to the website to enter competitions and to seek specific information has resulted in greater awareness of The Parade website and a significant increase in the number of visitors to the website. On this basis, the investment in the website has proven to be valuable.
- 5. Occupancy Rates and Vacancy Rates: Each year, an occupancy survey is undertaken by staff to assess the utilisation of the available commercial properties within The Parade Precinct. The occupancy level measures the state of the local property market by representing the level of activity and demand for properties within the Precinct.

In an attempt to build on the data that is collected, staff have also commenced monitoring and reporting on the tenancy mix within The Parade Precinct, as it is important to understand the diversity of businesses, as well as any trends that are becoming apparent. Too many of a particular type of business can impact on the Precinct's attractiveness as a destination. In contrast, the establishment of some types of business clusters can also create competition, which is a positive outcome for visitors. **Table 2** below, illustrates the tenancy mix within the Precinct in 2022 and 2023:

Sector	Number (2022)	Percentage (%) (2022)	Number (2023)	Percentage (%) (2023)
Retail	101	29.3	103	28.4
Dining & Entertainment	70	20.3	71	19.6
Professional	65	18.8	76	20.9
Medical, Health & Wellbeing	55	16.2	58	16.0
Hair/Beauty	35	10.1	41	11.3
Training/Employment	9	2.6	8	2.2
Community	5	1.4	5	1.3
N/A (i.e. Leased signage but no business yet)	5	1.4	N/A	N/A
TOTAL	345	100%	362	100%

TABLE 2: TENANCY MIX OF THE PARADE PRECINCT - 2022 AND 2023

The results of the occupancy survey have demonstrated that there is an increase in the number of food and beverage related businesses principally, as a result of the COMO (Norwood Mall) development, however the number of dining/entertainment businesses overall has remained fairly stable.

Given the importance of having a good mix of businesses in the Precinct, it will be critical for the Council fundamentally to continue to monitor the number of businesses in each sector within the Precinct, as an oversupply in any one (1) sector could have a detrimental impact on the longevity of The Parade. This data also helps to identify any obvious trends or significant shifts in the market. It is anticipated that in the future this information will be used to target specific businesses and attract them to The Parade Precinct.

6. Brand Visibility: One of the Council's key objectives for The Parade Precinct has been the establishment of The Parade brand. While there has been significant investment in promoting The Parade, there has been little work done on evaluating the visibility and recognition of The Parade's brand and the overall perception of the Precinct in the community. One way that Brand Visibility can be measured is through the investment of third parties in the Precinct. This includes the attraction of large scale development and investment through other means including the upcoming State Government investment in Gather Round and the Food and Wine Festival. Using these examples and trends as measures, suggests that The Parade brand is performing well and is resulting in positive outcomes. The question is whether the brand itself has helped to attract these investments or whether the investment has been organic and would have occurred regardless of the marketing and promotion delivered over the years through the collection of the Separate Rate. Moving forward, it is recognised that more analysis needs to be undertaken to determine the value of marketing and promotion initiatives that contribute to the brand's visibility.

In considering whether to recommend an extension of the Separate Rate and to increase the revenue that is collected, the Council must consider whether it supports the proposal of a Separate Rate in the first instance. A summary of these reasons along with some of the successful outcomes which have been achieved as a result of charging a Separate Rate, are set out below:

The Parade is constantly facing increased competition from master planned, shopping centres, in particular Burnside Village, which is currently undergoing a multi-million dollar redevelopment. Other centres such as Westfields and Rundle Mall (with the Rundle Mall Management Authority having a budget of more than \$2 million for marketing, promotion and initiatives) are also in competition with The Parade. These centres enjoy coordinated management, which includes a compulsory marketing levy along with maintenance of centre infrastructure and management of tenancy mix. While the charm and unique character of mainstreets like The Parade act as a significant drawcard, they simply cannot continue to compete in this increasingly competitive retail environment without applicable budgeting and strategic approach. It has been determined that a clear 3-Year Strategy for The Parade needs to be developed to help define The Parade's role and determine the priorities for investment. With the redevelopment of Burnside Village currently underway, defining and promoting The Parade's uniqueness will be critical;

- continuous and consistent marketing and the delivery of various initiatives has resulted in expenditure increasing throughout the Precinct as highlighted by *Spendmapp by Geografia* data. In particular, annual expenditure in Norwood in 2019 was recorded as being \$547,353,065, where as the annual expenditure in Norwood in 2023 was recorded as being \$660,173,549, an increase of 17.1%. While it can be argued that there may be a number of factors that have contributed to this increase in expenditure (ie inflation), given the scale of the overall increase in overall expenditure on The Parade it is clear that The Parade Precinct is attracting more customers. Even more importantly is that the average value of each transaction has remained consistent at around \$100 per transaction, which suggests that there are more transactions occurring each year more transactions means more people spending money;
- other Council's in Metropolitan Adelaide are continuing to implement a Separate Rate to ensure they are able to implement new initiatives and strong marketing and promotional campaigns to encourage visitation and expenditure (i.e. Jetty Road, Glenelg – who collect \$660,245 and King William Road, Hyde Park – who collect \$150,350). Without a separate rate, the Precinct will be unable to implement new initiatives and invest in an integrated marketing and promotion strategy;
- each financial year, a shopping competition is conducted within The Parade Precinct to encourage greater visitation and expenditure within the Precinct. An attractive prize is often successful at achieving an increase in visitation and expenditure and is generally the reason why main streets around Australia run an annual shopping competition. Previous Parade Precinct shopping competition prizes have included:
 - Shop The Parade & Cruise Europe (2022-2023);
 - Win a FIAT 500 on The Parade (2021-2022);
 - Book a Holiday Win a Holiday (2020-2021);
 - Rediscover The Parade Shop to Win (2019-2020);
 - Summer in Sorrento (2018-2019);
 - Caroma Bathroom Makeover (2017-2018); and
 - Parade to Paris (2016-2017).

Table 3 below provides a comparison of the last four (4) major competitions:

Competition	Direct Expenditure (from competition entries)	Total Norwood Expenditure (during same time period)	Entries Per Day (Avg.)	Average Value of transaction	Social Media Reach & Impressions per \$50 Spend
Shop The Parade & Cruise Europe	\$482,327.73	\$72,064,875	67.7	\$165.63	6,863 reach 15,713 impressions
Win a FIAT 500	\$514,039.53	\$75,271,666	100.3	\$98.55	17,226 reach 40,412 impressions
Win \$15,000 of Parade Prizes	\$271,283.55	\$66,744,010	62	\$132.40	7,482 reach 14,721 impressions
Summer in Sorrento	\$502,844.33	\$62,983,312	103.5	\$112.95	Analytics Unavailable

TABLE 3: COMPETITION COMPARISONS

Note: Impressions refer to the number of times something is seen and is inclusive of multiple views by the same person.

Through these competitions, staff are able to monitor the number of entries, which provides insights into the effectiveness of specific campaigns. The information collected also enables staff to determine the level of interest, the amount of each transaction, the age group of the entrants, The Parade's main catchment areas (suburbs), as well as people's shopping habits. Interestingly over the last five (5) years the level of interest in the competition has varied significantly based on the prize.

In determining whether the annual competition has been successful, the measures that are used include the number of entries and data from these entries (as listed above) as well as the *Spendmapp by Geografia* data. While the annual competition is a large investment and consumes a large portion of the annual Separate Rate budget, the data collected is extremely valuable and has been used in defining other marketing and promotional investment. For example, the data from the most recent competition outlined that 52.2% of entrants were aged 55 or older and that the average value of a transaction was \$165.63 with majority of the entries coming from transactions at Foodland Norwood and Dillons Bookshop. One of the greatest challenges for staff has been the engagement and promotion from the businesses. While some businesses are very proactive in promoting initiatives, such as the competition, others fail to show any interest and do little to encourage shoppers to enter the competition. This has and continues to be one of the greatest challenges in delivering many of the initiatives;

 the Norwood Parade Precinct Committee has recently endorsed the creation of a Christmas Decoration Strategy to acquire and install assets over a period of time. The purpose of the Strategy is to provide direction on the location, theme and suite of assets that the Committee should look to purchase in order to increase the Christmas display within the Precinct and ultimately attract more visitors. The ability to continue to add to the suite of decorations that are purchased and installed, will require additional budget allocation.

Despite all of the mechanisms available to measure success, the two most reliable and accurate tools that the Council has in measuring the success of implementing a Separate Rate for The Parade Precinct is the positive trend in spending patterns within the Precinct and the strong occupancy level within the Precinct, acknowledged by both the Council and JLL Australia through the various methods of data collection. In 2019 The Parade occupancy rate was 91.3% and in 2023 this was recorded as being 96.5%, resulting in The Parade Precinct being the tightest held tenancies among all Metropolitan Adelaide mainstreets.

OPTIONS

The Council has a number of options available to it, including determining that a Separate Rate no longer be collected. However, given that a Separate Rate has now been collected for five (5) three (3) year periods (i.e. fifteen (15) years in total) each time following consultation with The Parade business community and property owners, the option of no longer collecting the Separate Rate is **not recommended**. Recommending to no longer collect the Separate Rate would be detrimental to the long-term survival and sustainability of The Parade. In the absence of a single owner or single managing entity, the collection of a Separate Rate is the only way to provide a unified brand and consistent marketing.

Currently, each business/property owner pays on average \$576 per annum. This amount varies depending on the size and value of each property. Increasing the value of the Separate Rate to a total of \$225,000, would increase the average payment for each property to \$603, which equates to an increase of approximately \$27 per annum, or 4.65%. A Value Sheet outlining the approximate amount a business/property owner would pay based on their property value, is contained in **Attachment C**.

Alternatively, the Council can endorse to increase the revenue that is collected through the Separate Rate, for example to \$250,000 or \$300,000. Whilst this is an option, it would add an additional cost to the businesses and property owners. Given the current cost of living pressures and the current state of interest rates, a greater increase is **not recommended**.

The Council could also endorse staggering an increase over the three (3) year period. For example, Year 1 - \$225,000, Year 2 - \$235,000, Year 3 - \$245,000. This option would be more palatable and would better align with the reduced cost of living pressures predicted to occur in late 2024. Given that the Committee has recommended the increase of \$225,000 for one (1) financial year with another review in twelve (12) months, this option could once again be reviewed in a year's time when the Council reconsiders this matter.

As such, it is **recommended** that the Council endorses that it supports the proposal to extend the Separate Rate for the 2024-2025 financial year only (as recommended by the Norwood Parade Precinct Committee) at a rate of \$225,000 and that The Parade business community be consulted with regard to again declaring a Separate rate for the Precinct.

CONCLUSION

The Separate Rate enables the Council to raise sufficient revenue to ensure integrated marketing and promotion and the implementation of initiatives for The Parade Precinct can occur. In previous years, a safeguard has been built in with the three (3) year timeframe. This year, with the proposal to only extend the Separate Rate for one (1) financial year, the Council will once again have the opportunity to evaluate the effectiveness of the Separate Rate, and business and property owners will also be given the opportunity to once again determine its value to their business.

The proposal presented by the Norwood Parade Precinct Committee, to only continue with the Separate Rate for one (1) financial year, brings with it the risk of creating uncertainty. Conversely, it may provide a level of comfort for business and property owners, in that the Council will once again review the effectiveness of the Separate Rate in twelve (12) months time, making the Council's decision on this matter more relevant and responsive to external factors.

COMMENTS

The Separate Rate model for The Parade has been designed to ensure that the Precinct remains viable in Metropolitan Adelaide's increasingly competitive market. Nearby centres are undergoing, or have recently undergone, major redevelopments and The Parade's mainstreet peers have all implemented a Separate Rate for many years.

RECOMMENDATION

- 1. That the Council supports the continuation of the Separate Rate for The Parade Precinct for one (1) financial year as recommended by the Norwood Parade Precinct Committee.
- 2. That the revenue raised by the Separate Rate for The Parade Precinct to be set at \$225,000 for the 2024-2025 financial year.
- 3. That consultation with business and commercial property owners located within The Parade Precinct be undertaken on the proposal to extend the application of a Separate Rate for The Parade Precinct into the 2024-2025 financial year, for a period of twenty-one (21) days minimum.

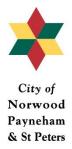
Attachments – Item 11.4

Attachment A

Continuation of the Separate Rate for the Norwood Parade Precinct

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

Telephone8366 4555Facsimile8332 6338Emailtownhall@npsp.sa.gov.auWebsitewww.npsp.sa.gov.au



Fact Sheet: Separate Rate for The Parade Precinct

The City of Norwood Payneham & St Peters is seeking comments from The Parade, Norwood business community on the proposal to extend the Separate Rate on The Parade commercial properties for a further financial year.

The Separate Rate enables the Council to raise sufficient revenue to ensure high impact marketing and promotional programs for The Parade, whilst minimising the impact on individual ratepayers who will experience the benefits of these programs through increased patronage.

The Council is proposing that the Separate Rate be set at \$225,000 for the 2024-2025 financial year.

This Separate Rate model for The Parade has been designed to ensure that The Parade remains viable in an increasingly competitive market, whilst bearing in mind the additional cost to the property owners and businesses.

This Fact Sheet provides information about how the Separate Rate (sometimes known as a Trader Levy) would work if it were to be extended and has been prepared to assist business and commercial property owners to make comment on the proposal. No decision will be made on whether or not to extend the Separate Rate on The Parade, until after the consultation period has concluded.

The Separate Rate for The Parade was has continued to be implemented since 1, July 2008.

Previous consultation regarding the Separate Rate resulted in the Council offering a 50% rebate on offices and consulting rooms on The Parade and this is proposed to be continued.

Each year, the Council's Norwood Parade Precinct Committee develops an Annual Business Plan detailing how the revenue raised from the Separate Rate will be spent and has prepared a Draft Plan for 2024-2025. The Council would continue to provide the resources required to deliver all of the initiatives proposed within the Draft Plan with the revenue raised from the Separate Rate.

What is a Separate Rate?

Councils in South Australia may declare a Separate Rate on a particular and specifically defined part of the Council area. Revenue raised from a Separate Rate must then be used expressly for the benefit of the area from which it is raised and for the property owners who pay the Separate Rate.

Under the Local Government Act 1999, "a council may declare a separate rate on rateable land within a part of the area of the council for the purpose of planning, carrying out, making

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

Telephone8366 4555Facsimile8332 6338Emailtownhall@npsp.sa.gov.auWebsitewww.npsp.sa.gov.au





City of Norwood Payneham & St Peters available, supporting, maintaining or improving an activity that is, or is intended to be, of particular benefit to the land, or the occupiers of the land, within that part of the area, or to visitors to that part of the area".

A Separate Rate is in addition to the General Council Rate which is applied to each property.

Why do we need a Separate Rate?

Mainstreets like The Parade, Norwood are in competition with other Mainstreets as well as the shopping centres that are becoming a more and more common sight in the retail landscape. The predominant competition for The Parade retailers is Burnside Village and other centres such as Westfield Tea Tree Plaza and the Adelaide CBD and indeed other mainstreet precincts such as Rundle Street, Unley Road, King William Road, Prospect Road and Jetty Road, all of whom collect varying revenues through a Separate Rate.

Whilst it can be argued that mainstreet shopping strips like The Parade, Magill Road, Jetty Road, Unley Road and King William Road, for example, have much more character and offer a totally different experience to indoor shopping centres, they are also disadvantaged by their lack of coordination due to fragmented ownership.

Shopping centres are under centre management which coordinates everything in the centre, including marketing and promotions, infrastructure and retail mix. The small businesses on mainstreet shopping strips simply do not have the time or resources to compete with or undertake these functions on their own.

A Separate Rate on The Parade enables the Council's Norwood Parade Precinct Committee (NPPC) to act as a de facto 'centre manager' for the benefit of the whole strip. In order to stay relevant in Adelaide's increasingly competitive commercial environment, The Parade cannot afford to rest on its laurels. To ensure its ongoing success, the Council needs to continue to market The Parade Precinct as South Australia's premier mainstreet and to ensure it stays ahead of the game in terms of promotion and development.

By being the co-ordinator of marketing, promotion and infrastructure, the Council will be able to ensure that The Parade continues to prosper and compete with other nearby centres. The Council believes that a healthy business sector is fundamental to the wellbeing and quality of life of its citizens.

Where would the Separate Rate apply?

The Separate Rate would be applied to all commercial properties within The Parade Precinct, which extends from Fullarton Road to Portrush Road. A map of the Precinct can be found in the Draft Annual Business Plan.

For how long would the Separate Rate be applied?

The Council is proposing that the Separate Rate be applied for a further financial year, commencing on 1 July 2024 and ending on 30 June 2025.

At the end of this period, the Council would again consult with business and commercial property owners within The Parade Precinct to determine whether the Separate Rate should continue to be applied and for how long.

How much will be raised under the Separate Rate?

The Council is proposing that the Separate Rate be set at \$225,000 for the 2024-2025 financial year.

What will the Separate Rate be used for?

The revenue collected from the Separate Rate will be allocated to the Norwood Parade Precinct Committee (NPPC), which is responsible for developing an Annual Business Plan which outlines exciting initiatives and programmes that promote The Parade, Norwood as an ideal place to live, work and play.

The role of the NPPC is to market, promote and develop The Parade through a number of different programmes and initiatives. The NPPC has drafted a *2024-2025 Annual Business Plan,* which illustrates how the Separate Rate revenue would be used to the benefit The Parade businesses during the 2024-2025 financial year. The Draft Annual Business Plan, which outlines how the Committee proposes to use the Separate Rate Revenue is currently out for consultation.

How is the Separate Rate calculated?

The Separate Rate is calculated based on the capital value of the land. The Council considers this to be the most equitable method and is consistent with how the Council calculates its general rates.

How much extra will I have to pay?

The Council has prepared for your information, a Sample Effect for the 2024-2025 Separate Rate based on Capital Value. This illustrates the impact of a Separate Rate on the rate assessments of commercial properties on The Parade, in order to generate total revenue of \$225,000 after rebates are applied.

Given that the properties on The Parade have a wide range of values means that a wide range of Separate Rate amounts that would be paid. For more information please refer to the 'Sample Effect of Separate Rate on The Parade', enclosed.

How you can have your say

The Council is keen to hear from business and commercial property owners regarding its proposal to extend the Separate Rate on The Parade.

Feedback can be provided in writing to PO Box 204, Kent Town SA 5071 or via email to townhall@npsp.sa.gov.au, by no later than 5.00pm, Wednesday, 10 April 2024.

For further information, or the opportunity to meet with a Council representative, please contact the Council's Economic Development Unit on 8366 4555.

What happens next?

The consultation period ends on Wednesday, 10 April 2024, at which time all feedback will be compiled and reported to the Council for its consideration at its June 2024 meeting.

Attachment B

Continuation of the Separate Rate for the Norwood Parade Precinct

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

Telephone8366 4555Facsimile8332 6338Emailtownhall@npsp.sa.gov.auWebsitewww.npsp.sa.gov.au



NORWOOD PARADE PRECINCT COMMITTEE KEY ACHIEVEMENTS

2021-2022, 2022-2023 & 2023-2024

2021-2022

- Facilitated Art on Parade 2022
- Provided the Taste of The Parade Hospitality Voucher program
- Conducted the annual shopping competition (Win a FIAT 500 on The Parade)
- Installed the annual Christmas decorations
- Facilitated augmented reality Christmas activities along The Parade
- Sponsored the Festive Gallery on Osmond Terrace
- Provided the Parade Precinct Business Boost support program
- Supported advertising opportunity in the SATC Adelaide Visitor Guide 2022
- Conducted the Spend to Win Christmas competition in the lead up to Christmas 2021
- Continued to grow and communicate with The Parade Precinct database through the Business on Parade eNewletter
- Sponsored the Raising the Bar events that occurred at venues within the Precinct
- Held the annual Spring Shopping Day (now A Day of Fashion)
- Utilised The Parade Instagram page to conduct the Parade Post a Pic & Win competition
- Purchased Parade branded merchandise which was to be distributed at various events or on special occasions (double wine cooler bags, face masks and travel cutlery packs)
- Facilitated a number of Happy Hour Live & Local sessions at venues within the Precinct
- Delivered various marketing and promotional campaigns (print, digital and influencer)
- Maintained The Parade website and social media platforms
- Created the Norwood Parade Precinct Parking Map creation
- Continued to develop feature blogs on businesses based within the Precinct

2022-2023

- Facilitated Art on Parade 2023
- Conducted the annual shopping competition (Shop The Parade)
- Installed the annual Christmas decorations
- Undertook various Christmas on Parade initiatives (i.e. Christmas wreath making workshop, Brighten The Parade, How to Style series and TV feature on HelloSA)
- Sponsored the Festive Gallery on Osmond Terrace
- Sponsored the Raising the Bar events that occurred at venues within the Precinct
- Held the annual A Day of Fashion event (was Spring Shopping Day)
- Purchased Parade branded merchandise which was to be distributed at various events or on special occasions (Orbit Wireless Charger)
- Contributed to the inaugural AFL Gather Round which featured two (2) AFL games at Norwood Oval, including a Parade Facebook page AFL Gather Round competition
- Introduced the inaugural Parade Gift Card
- Maintained The Parade website and social media platforms

- Delivered various marketing and promotional campaigns (print, digital and influencer)
- Continued to develop feature blogs on businesses based within the Precinct

2023-2024

- Annual shopping competition (Shop to Win Car, holiday and gift cards) which will be delivered in May June 2024
- Purchased new Christmas decorations (giant walk through stars)
- Installed the annual Christmas decorations
- Purchased new Christmas street pole banners
- Held the annual A Day of Fashion event (was Spring Shopping Day)
- Commenced an extensive digital marketing campaign (Google Ads, Influencers etc)
- Sponsored the Raising the Bar events that occurred at venues within the Precinct
- New photography for The Parade website
- Purchased Parade branded merchandise which is being distributed at various events or on special occasions (caps)
- Contributed to the second edition of the AFL Gather Round which will feature two (2) AFL games at Norwood Oval
- Maintained The Parade website and social media platforms
- Delivered various marketing and promotional campaigns (print, digital and influencer)
- Continued to develop feature blogs on businesses based within the Precinct

Attachment C

Continuation of the Separate Rate for the Norwood Parade Precinct

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

Telephone8366 4555Facsimile8332 6338Emailtownhall@npsp.sa.gov.auWebsitewww.npsp.sa.gov.au



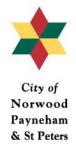
The Parade Separate Rate – Value Sheet 2024

Property Value	2023-2024 Council Rate	Separate Rate Addition	Approximate Total Rate
\$100,000	\$1,228.00	\$44	\$1,272.00
\$150,000	\$1,228.00	\$66	\$1,294.00
\$200,000	\$1,228.00	\$88	\$1,316.00
\$250,000	\$1,228.00	\$110	\$1,338.00
\$300,000	\$1,228.00	\$132	\$1,360.00
\$350,000	\$1,228.00	\$154	\$1,382.00
\$400,000	\$1,228.00	\$176	\$1,404.00
\$450,000	\$1,228.00	\$198	\$1,426.00
\$500,000	\$1,228.00	\$220	\$1,448.00
\$550,000	\$1,228.00	\$242	\$1,470.00
\$600,000	\$1,316.49	\$264	\$1,580.49
\$650,000	\$1,426.20	\$286	\$1,712.20
\$700,000	\$1,535.91	\$308	\$1,843.91
\$750,000	\$1,645.61	\$330	\$1,975.61
\$800,000	1,755.32	\$352	\$2,107.32
\$850,000	\$1,865.03	\$374	\$2,239.03
\$900,000	\$1,974.74	\$396	\$2,370.74
\$1,000,000	\$2,194.15	\$440	\$2,634.15
\$1,100,000	\$2,413.57	\$484	\$2,897.57
\$1,200,000	\$2,632.98	\$528	\$3,160.98
\$1,300,000	\$2,852.40	\$572	\$3,424.40
\$1,400,000	\$3,071.81	\$616	\$3,687.81
\$1,500,000	\$3,291.23	\$660	\$3,951.23
\$1,600,000	\$3,510.64	\$704	\$4,214.64
\$1,700,000	\$3,730.06	\$748	\$4,478.06
\$1,800,000	\$3,949.48	\$792	\$4,741.48
\$1,900,000	\$4,168.89	\$836	\$5 <i>,</i> 004.89
\$2,000,000	\$4,388.31	\$880	\$5,268.31
\$2,500,000	\$5 <i>,</i> 485.38	\$1,100	\$6,585.38
\$3,000,000	\$6,582.46	\$1,320	\$7,902.46
\$3,500,000	\$7,679.54	\$1,540	\$9,219.54
\$4,000,000	\$8,776.61	\$1,760	\$10,536.61
\$5,000,000	\$10,970.77	\$2,200	\$13,170.77
\$6,000,000	\$13,164.92	\$2,640	\$15,804.92
\$7,000,000	\$15,359.07	\$3,080	\$18,439.07
\$8,000,000	\$17,553.22	\$3,520	\$21,073.22
\$9,000,000	\$19,747.38	\$3,960	\$23,707.38
\$10,000,000	\$21,941.53	\$4,400	\$26,341.53

Please note that the above is a guide only

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

Telephone8366 4555Emailtownhall@npsp.sa.gov.auWebsitewww.npsp.sa.gov.auSocialsf /cityofnpsp



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11.5 DEVELOPMENT OF THE DRAFT 2024-2025 NORWOOD PARADE PRECINCT ANNUAL BUSINESS PLAN

REPORT AUTHOR:Economic Development OfficerGENERAL MANAGER:Chief Executive OfficerCONTACT NUMBER:8366 4512FILE REFERENCE:qA119911ATTACHMENTS:A

PURPOSE OF REPORT

The purpose of this report is to present to the Council, the *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan*, for its endorsement to release the document for consultation.

BACKGROUND

At its meeting held on 13 February 2024, the Norwood Parade Precinct Committee (NPPC) resolved the following:

- 1. That the Draft 2024-2025 Norwood Parade Precinct Annual Business Plan be endorsed as being suitable to present to the Council for its endorsement and approval prior to its release for consultation with The Parade Precinct business community for a period of twenty-one (21) days.
- 2. That the Chief Executive Officer be authorised to make any editorial changes to the document prior to the document being released for consultation.

Pursuant to the Committee's Terms of Reference, which have been set by the Council, the Norwood Parade Precinct Committee is required to prepare an Annual Business Plan prior to each financial year, to guide its programs and initiatives for the ensuing financial year and to assist in determining the funding requirements for consideration and approval by the Council.

The draft Plan is based on collecting \$225,000 in revenue through The Parade Separate Rate in 2024-2025, details of which are contained in a separate report in this Agenda.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The relevant Objectives and Strategies contained in *CityPlan 2030* are outlined below:

Outcome 3: Economic Prosperity

A dynamic and thriving centre for business and services.

- Objective 3.1 A diverse range of business and services.
 - Strategy 3.1.1 Support and encourage local small, speciality, independent and family-owned businesses.
- Objective 3.2 Cosmopolitan business precincts contributing to the prosperity of the City.
 - Strategy 3.2.1 Retain, enhance and promote the unique character of all our City's business precincts
 - Strategy 3.2.3 Promote the City as a tourist destination.
- Objective 3.5 A local economy supporting and supported by its community.
 - Strategy 3.5.1 Support opportunities for people to collaborate and interact in business precincts.
 - Strategy 3.5.2 Retail accessible local shopping and services.

The relevant Strategies contained in the 201-2026 Economic Development Strategy are outlined below:

Dynamic & Diverse City

Outcome: A City with thriving and resilient business sectors that drive employment and deliver growth.

Objective: Supporting the growth and viability of the City's business sectors based on their competitive strength and strategic priority.

- Strategy 1.1 Focus on the support and growth of the City's priority sectors.
- Strategy 1.3 Identify emerging trends and support opportunities for economic growth.
- Strategy 1.4 Promote opportunity and collaboration across all sectors.
- Strategy 1.5 Identify and promote local competitive advantage.

Destination City

Outcome: A destination with dynamic, cultural, vibrant and attractive precincts.

Objective: Increase the number of people who live, work and visit the City and enhance the community well-being of existing residents, workers and visitors.

- Strategy 2.1 Showcase and promote the City's attractions and events to facilitate growth in visitation and spending.
- Strategy 2.2 Support the City's vibrant mainstreet precincts.
- Strategy 2.3 Facilitate the activation of key spaces and precincts in the City.
- Strategy 2.4 Work with local business operators to strengthen the viability of precincts and enhance the customer experience.

Innovative City

Outcome: An innovative City that supports business and attracts investment.

Objective: Attract and maintain competitive businesses with the capacity for resilience and ongoing sustainability, innovation and growth.

- Strategy 3.2 Recognise businesses and business sectors that make a significant contribution to the City.
- Strategy 3.3 Facilitate communication, education and networking programs to support businesses.
- Strategy 3.5 Encourage sustainable working methods in all aspects of business.

Business Friendly City

Outcome: A City that understands the needs of business.

Objective: Remove barriers and make it easy for business owners to start, run and grow a business.

• Strategy 4.1 – Ensure that Council processes are business friendly and contribute to a well-functioning City.

FINANCIAL AND BUDGET IMPLICATIONS

The *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan* is based on a total budget of \$225,000, which is the total amount that the Council will collect through the Separate Rate, if it resolves to continue to apply the differential rate to the property and business owners within The Parade Precinct.

The 2023-2024 NPPC budget will be used to cover the costs associated with the consultation process, which will include:

- letter distribution to The Parade Precinct businesses and property owners;
- Electronic Direct Marketing (EDM) communications to businesses; and
- posters.

EXTERNAL ECONOMIC IMPLICATIONS

The *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan*, includes strategies and initiatives which are intended to improve the economy of the Norwood Parade Precinct in areas including, but not limited to:

- increasing diversity of businesses and services;
- prosperity and development of The Parade Precinct;
- attracting investment and business opportunities to the area;
- increasing local employment opportunities;
- development and support of appropriate industry clusters;
- building community support;
- attracting visitors to The Parade; and
- creating a cohesive brand for The Parade.

The Annual Business Plan is a high-level document and will remain flexible to respond to external economic opportunities and issues as they arise. The budget allocations set out in the Annual Business Plan are fluid and funds can be re-allocated by the Committee if required and approved by the Council through recommendations and endorsement.

SOCIAL ISSUES

The future development of key business precincts such as The Parade, Norwood impacts positively on the City. A vibrant local economy contributes significantly to creating a vibrant local community and assists in developing social capital.

CULTURAL ISSUES

Many of the initiatives highlighted as part of the 2024-2025 Norwood Parade Precinct Annual Business Plan aim to enhance the unique character of The Parade and its 'sense of place' and reinforces its critical cultural significance.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

The implementation of the 2024-2025 Norwood Parade Precinct Annual Business Plan will be undertaken by Council staff and managed by the Manager, Economic Development & Strategy. Input and involvement from other Council staff and/or external contractors will be sought as required. Direction on expenditure will come from the Norwood Parade Precinct Committee.

RISK MANAGEMENT

Not Applicable.

CONSULTATION

• Elected Members

Mayor Robert Bria and Councillors Sue Whitington, John Callisto, Victoria McFarlane and Josh Robinson, are members of the Norwood Parade Precinct Committee and have considered the *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan* when it was presented to the Committee.

• Community

The *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan* will be released for consultation on Thursday, 14 March 2024, with comments sought in writing by no later than 5.00pm, Wednesday, 10 April 2024.

A letter will be sent to all business and property owners within The Parade Precinct advising them of the Draft Plan and the consultation process. Posters will be placed within the Precinct for the duration of the consultation period. In addition to this, information will be published on the Council and The Parade websites and be sent via an Electronic Direct Marketing (EDM) advising The Parade traders of the consultation period. Copies of the Draft Plan will also be made available at the Norwood Town Hall.

• Staff

Not Applicable.

• Other Agencies

Not Applicable.

DISCUSSION

The Vision for The Parade is:

To maintain the status of Adelaide's premier mainstreet as a vibrant destination where residents and visitors can experience and enjoy a place to dine, shop, play and do business.

Based on the Vision, staff have identified the following four (4) Objectives, which form the basis of the Draft 2024-2025 Annual Business Plan:

- Courageously promote the Precinct and its businesses;
- Increase visitation and encourage expenditure;
- Increase business engagement and collaboration; and
- Provide strategic direction on the future growth and development of the Precinct.

To achieve these Objectives, it is recommended that the proposed Strategies and Deliverables be grouped into the following five (5) categories, all of which have been developed with the aim of meeting the four (4) Objectives outlined above:

• Events & Placemaking

Develop, deliver and support meaningful experiences that create remarkable memories on The Parade.

• Marketing & Communications

Backed by research and analytics, implement a range of marketing campaigns and communication strategies that promote the strengths of The Parade to target markets.

• Identity & Brand

Ensure The Parade, Norwood remains Adelaide's premier mainstreet through delivering initiatives that create connections, improve loyalty and drive brand awareness and visitation.

Business Support & Development

Create a conducive business environment where people flourish through education, training and networking.

Administration

Ensure the ongoing and effective administration of the Committee (i.e. consultation material development for each financial year Annual Business Plan).

With regards to the funding of the abovementioned categories, **Table 1** outlines the allocations.

TABLE 1: NORWOOD PARADE PRECINCT COMMITTEE 2024-2025 ANNUAL BUSINESS PLAN

Strategy	Budget
Events & Placemaking	\$35,000
Marketing & Communications	\$70,000
Identity & Brand	\$110,000
Business Support & Development	\$5,000
Administration	\$5,000
TOTAL	\$225,000

A copy of the Draft 2024-2025 Norwood Parade Precinct Annual Business Plan is contained in Attachment A.

OPTIONS

The Council can endorse the *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan* contained in **Attachment A** as suitable for consultation to occur with The Parade Precinct business and property owner community. Alternatively, the Council can amend or delete strategies and respective budget allocations.

CONCLUSION

The Parade business community wants to see initiatives and programs planned by the Norwood Parade Precinct Committee that create tangible outcomes and an increase in the number of visitors to and expenditure within The Parade Precinct. As such it is important that the Strategies and Deliverables are measurable so that the results can be communicated.

COMMENTS

It is important to note that any change to the Separate Rate will alter the content within the Annual Business Plan. Both the Separate Rate and the Annual Business Plan will be released for consultation at the same time, should the Council endorse them as being suitable for consultation and engagement.

RECOMMENDATION

- 1. That the *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan* be endorsed as being suitable to release for consultation with The Parade Precinct business and property owner community for a period of twenty-one (21) days.
- 2. That the Chief Executive Officer be authorised to make any editorial changes to the document prior to the document being released for consultation.

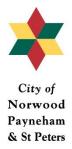
Attachments – Item 11.5

Attachment A

Development of the Draft 2024-2025 Norwood Parade Precinct Annual Business Plan

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

Telephone8366 4555Facsimile8332 6338Emailtownhall@npsp.sa.gov.auWebsitewww.npsp.sa.gov.au



2024-2025 DRAFT ANNUAL BUSINESS PLAN

Norwood Parade Precinct



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City of Norwood Payneham & St Peters

VISION /

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THAN Y

TO MAINTAIN THE STATUS OF ADELAIDE'S PREMIER MAINSTREET AS A VIBRANT DESTINATION WHERE RESIDENTS AND VISITORS CAN EXPERIENCE AND ENJOY A PLACE TO DINE, SHOP, PLAY AND DO BUSINESS.

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CONTENTS

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Overview

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Objectives

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Purpose



A Successful Precinct







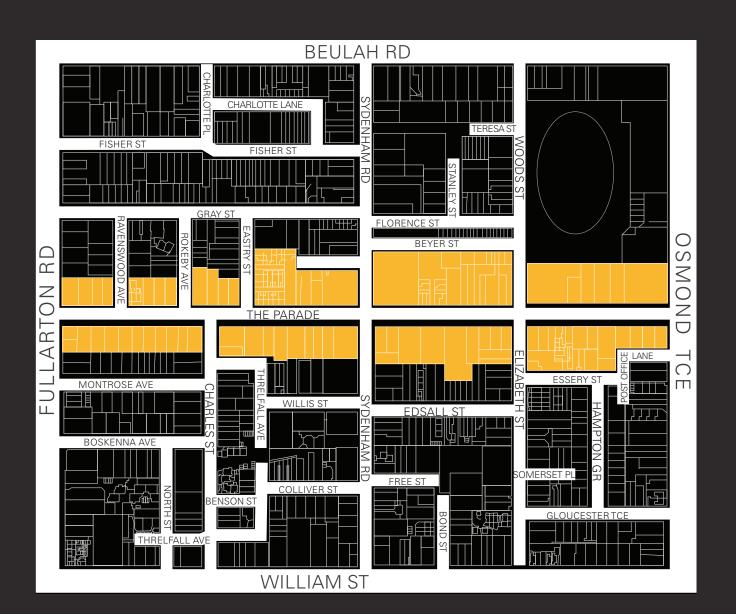
Strategies

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Monitoring & Reporting

OVERVIEW /

The City of Norwood Payneham & St Peters established the Norwood Parade Precinct Committee pursuant to Section 41 of the *Local Government Act 1999.* The Norwood Parade Precinct Committee is governed by Terms of Reference, which were adopted by the Council on 5 December 2022. The Norwood Parade Precinct Committee consists of the Mayor, four Elected Members and eight Independent Members who represent the interests of commercial landlords and business owners trading within the Norwood Parade Precinct.



The Norwood Parade Precinct Committee is responsible for delivering exciting initiatives to develop and promote The Parade, Norwood as a vibrant retail, cultural and leisure destination for businesses, residents and visitors.

One of the roles of the Committee is to develop and recommend to the Council an Annual Business Plan and Budget for The Parade Precinct, while overseeing its implementation once approved by the Council.





PURPOSE

Dan

The Norwood Parade Precinct Committee works to support, educate and facilitate a healthy, vibrant business community with an emphasis on placemaking for the enhancement of The Parade. At the heart of it, the Committee is tasked with helping to drive the economic prosperity of The Parade, Norwood.

The 2024–2025 Annual Business Plan outlines a series of objectives and strategies that will achieve The Parade's overall vision.

OBJECTIVES

The objectives of the 2024–2025 Annual Business Plan are to:

- Courageously promote the Precinct and its businesses
- Increase visitation and encourage expenditure
- Increase business engagement and collaboration
- Provide strategic direction on the future growth and development of the Precinct

A SUCCESSFUL PRECINCT

THERE ARE A NUMBER O ELEMENTS THAT WORK TOGETHER TO CREATE A SUCCESSFUL PRECINCT.

THE SIX KEY ELEMENTS THAT UNDERPIN THE PARADE'S SUCCESS ARE:

Diversity

DILIONS

A diverse mix of businesses including retail, services, dining and office spaces, with a healthy combination of day-time and night-time trade.

Local Economy

A strong connection to the local area, offering residents and visitor quality and convienence.



Identity

A unique character, history and value that is expressed in creative ways including marketing and events.



Drawcards

A number of drawcards that regularly bring in a large number of people, including sporting facilities, a supermarket, movie complex, restaurants and flagship retail stores.



Placemaking

Built infrastructure and landscaping that makes the place more attractive, inviting and encourage visitors to stay and play.



Accessibility

Footpaths, public transport linkages, car parking and clear signage that enables people to easily access the precinct.

BUDGET

The total budget for the 2024–2025 Parade Precinct Annual Business Plan is \$225,000 which is the amount the Council will collect through the Separate Rate.

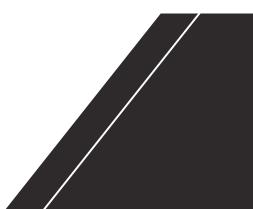
The Separate Rate is charged to commercial property owners on The Parade, Norwood. The revenue collected is used for the purpose of marketing and promotion and enhancing business viability within The Parade Precinct.





BUDGET ALLOCATION

STRATEGY 01 - EVENTS & PLACEMAKING	\$35,000
STRATEGY 02 - MARKETING & COMMUNICATIONS	\$70,000
Website	\$2,500
Social Media	\$20,000
Advertising	\$47,500
STRATEGY 03 - IDENTITY & BRAND	\$110,000
Signage & Street Decorations	\$45,000
Merchandise	\$5,000
Competitions	\$60,000
STRATEGY 04 – BUSINESS SUPPORT & DEVELOPMENT	\$5,000
Training & Workshops	\$3,000
Other	\$2,000
STRATEGY 05 - ADMINISTRATION	\$5,000
TOTAL	\$225,000



2024–2025 Annual Business Plan

STRATEGIES

Strategy 01 Events & Placemaking

Strategy 02 Marketing & Communications

Strategy 03 Identity & Brand

Strategy 04 Business Support & Development

Strategy 05 Administration



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STRATEGY 01

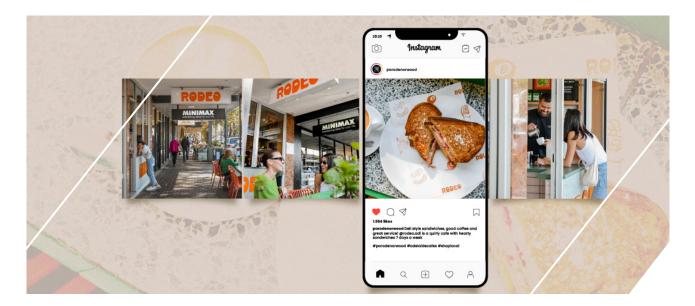
EVENTS & PLACEMAKING



DEVELOP, DELIVER AND SUPPORT MEANINGFUL EXPERIENCES THAT CREATE REMARKABLE MEMORIES ON THE PARADE. 1.1 Support the Council's major events that are held on The Parade including but not limited to: Tour Down Under, Norwood Christmas Pageant, Art on Parade and A Day of Fashion.

1.2 Support events and activations underpinned by collaboration between the Council, businesses and the local community.

MARKETING & COMMUNICATIONS



BACKED BY RESEARCH AND ANALYTICS, IMPLEMENT A RANGE OF MARKETING CAMPAIGNS AND COMMUNICATION STRATEGIES THAT PROMOTE THE STRENGTHS OF THE PARADE TO TARGET MARKETS.

2.1 Website

Continuously improve The Parade website and its functionality to maintain relevancy and engagement.

2.2 Social Media

Develop and deliver a social media strategy to maximise effectiveness of current channels, increase engagement with existing followers and attract new audiences.

2.3 Advertising

Develop and deliver advertising campaigns to promote The Parade across a wide variety of mediums to increase visitation and spending from Adelaide, Intra and interstate.

STRATEGY 03

IDENTITY & BRAND



ENSURE THE PARADE, NORWOOD REMAINS ADELAIDE'S PREMIER MAINSTREET THROUGH DELIVERING INITIATIVES THAT CREATE CONNECTIONS, IMPROVE LOYALTY, AND DRIVE BRAND AWARENESS AND VISITATION.

3.1 Signage & Street Decorations

Install signage and street decorations to promote specific campaigns and events that are held within the Precinct.

3.2 Merchandise

Purchase environmentally friendly Parade branded merchandise and distribute to businesses and to community event attendees.

3.3 Competitions

Develop and deliver competitions for The Parade that engage businesses and encourage additional expenditure within The Parade Precinct.



BUSINESS SUPPORT & DEVELOPMENT



CREATE A CONDUCIVE BUSINESS ENVIRONMENT WHERE PEOPLE ARE ABLE TO FLOURISH THROUGH EDUCATION, TRAINING AND NETWORKING.

4.1 Training & Workshops

Host business training and workshops, to educate the business community on a range of topics such as marketing, finance, business planning, wellbeing and leadership in business.

4.2 Other

Provide additional support to businesses within the Precinct as necessary.

STRATEGY 05

ADMINISTRATION



ENSURE THE ONGOING
AND EFFECTIVE
ADMINISTRATION OF
THE COMMITTEE.

5.1 Catering for Committee Meetings.

5.2 Develop, promote and consult on Committee documentation including, but not limited to Committee Membership and the Norwood Parade Precinct Annual Business Plan. The Norwood Parade Precinct Annual Business Plan will be monitored and evaluated by the Council.

Progress reports on the implementation of this Plan, will be presented to the Norwood Parade Precinct Committee at each meeting.

Methods of measurement may include:

- Website and social media reports
- Visitation and attendance numbers at events
- Business participation in events and initiatives
- Analysis data from competition entries
- Level of spending within the Precinct
- Occupancy rates
- Written and verbal feedback received from businesses and the community

Visit Us

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City of Norwood Payneham & St Peters Economic Development & Strategy 175 The Parade, Norwood theparadenorwood.com

Contact Us

Tyson McLean Economic Development Officer tmclean@npsp.sa.gov.au 08 8366 4512

Get Social With Us

#ParadeNorwood @ParadeNorwood /TheParadeNorwood

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

Telephone8366 4555Emailtownhall@npsp.sa.gov.auWebsitewww.npsp.sa.gov.auSocialsf /cityofnpsp





City of Norwood Payneham & St Peters

Section 3 – Governance & General

Reports

11.6 LOCAL GOVERNMENT ASSOCIATION (LGA) 2024 ORDINARY GENERAL MEETING – APPOINTMENT OF COUNCIL DELEGATE

REPORT AUTHOR:General Manager, Governance & Civic AffairsGENERAL MANAGER:Chief Executive OfficerCONTACT NUMBER:8366 4549FILE REFERENCE:qA2219ATTACHMENTS:Nil

PURPOSE OF REPORT

The purpose of the report is to advise the Council of the Local Government Association of South Australia's (LGA) 2024 Ordinary General Meeting and the requirement, in accordance with the LGA Constitution, to appoint a Council Delegate to represent the Council and vote at the General Meeting.

BACKGROUND

The Local Government Association (LGA) 2024 Ordinary General Meeting will be held on Friday 23 May 2024. The agenda will be issued to all Councils in the near future.

Pursuant to the LGA Constitution, Councils are required to appoint a Council Delegate to represent the Council and vote at the LGA General Meeting, if the Council wishes to be represented and have voting rights at the Local Government Association 2024 Ordinary General Meeting. The Council may also appoint a Proxy Delegate in the event the Delegate is unable to attend the Ordinary General Meeting.

A Council Officer cannot be a Delegate, however, they can attend the LGA Ordinary General Meeting.

Traditionally, the Mayor has been appointed as the Delegate for the LGA Ordinary General Meeting.

It is considered appropriate that the Council also appoints a Deputy Council Delegate in the event that the appointed Delegate is unable to attend the Ordinary General Meeting.

RELEVANT POLICIES & STRATEGIC DIRECTIONS

Not Applicable.

RECOMMENDATION

- 1. That Mayor Robert Bria be appointed as the Council Delegate for the Local Government Association 2024 Ordinary General Meeting.
- 2. That Councillor ______ be appointed as the Deputy Council Delegate for the Local Government Association 2024 Ordinary General Meeting.

11.7 2024 AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION NATIONAL GENERAL ASSEMBLY & NOTICES OF MOTION

REPORT AUTHOR:	General Manager, Governance & Civic Affairs
GENERAL MANAGER:	Chief Executive Officer
CONTACT NUMBER:	8366 4549
FILE REFERENCE:	qA2190
ATTACHMENTS:	Á

PURPOSE OF REPORT

The purpose of this report is to advise the Council of the 2024 Australian Local Government Association (ALGA) National General Assembly.

BACKGROUND

The ALGA holds a National General Assembly (the NGA), each year. The NGA will be held in Canberra from 2-4 July 2024.

The purpose of the National General Assembly is to bring together delegates from Local Government to debate issues of national significance to Local Government. It provides an opportunity for Local Government to develop and express a united position on core issues affecting their communities, with access to influential decision makers (ie Federal Government), at both the political and staff level.

As well as providing planning sessions and workshops, the National General Assembly provides an opportunity for Councils to put forward motions for debate.

As such, a significant component of the NGA, comprises of discussion, debate and voting on motions which are submitted by Councils from across Australia.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

\$10,000.00 has been set aside for Elected Member training and attendance at conferences and seminars each financial year (\$5,000 for training and \$5,000 for conferences/seminars) as part of the Council's Operating Budget.

At the time of writing this report, a total of \$1,750 has been spent on Elected Member attendances at conferences and seminars and training.

EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

SOCIAL ISSUES

Not Applicable.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

Not Applicable.

RISK MANAGEMENT

Not Applicable.

CONSULTATION

• Elected Members

Elected Members were previously advised of the date of the ALGA National General Assembly and invitation to submit a Notice of Motion to the ALGA via a Memorandum from the General Manager, Governance & Civic Affairs, dated 12 January 2024.

- **Community** Not Applicable.
- Staff Not Applicable.
- Other Agencies Not Applicable.
- •

DISCUSSION

The theme of the 2024 NGA is *Building Community Trust*. This theme aims to *explore the critical importance of trust in governments, between governments, its institutions, and its citizens*. At the time of writing this report, the program for the NGA was not finalised.

In accordance with the Council's *Elected Member Training & Development Policy*, Elected Members wishing to attend an Interstate or International conference and/or seminar are required to complete and submit an Expression of Interest to the General Manager, Governance & Civic Affairs.

No Expressions of Interest to attend the 2024 NGA have been received.

Notices of Motion

As stated above, the NGA also provides an opportunity for the NGA to consider matters of national significance via Notices of Motion which are submitted by councils across the country. The ALGA has advised that Notices of Motion must be submitted to the ALGA by 30 April 2024.

Once again, the ALGA has advised that all motions which are submitted for consideration at the NGA, will undergo strict assessment against the criteria of national significance. This is to ensure that councils do not submit motions which deal with specific local issues, have no relevance to other councils or are not of national importance. All motions that do not meet the criteria will be forwarded to the relevant State association for consideration.

A Discussion Paper which provides background information on the theme has been prepared by the ALGA to assist Councils.

A copy of the Discussion Paper is contained within Attachment A.

The issues presented in the Discussion Paper are designed to stimulate ideas that may form the basis of Notices of Motions to be considered at the NGA.

To be eligible for inclusion in the National General Assembly Business Papers, motions must:

- 1. fall under one of the themes of the NGA;
- 2. be relevant to the work of local government nationally;
- 3. propose a clear action and outcome; and
- 4. complement or build on the policy objectives of state or territory association.

Motions which are submitted will be reviewed against these principles by the General Assembly Review Committee and State/Territory associations, as to the eligibility of the Motions for inclusion in the General Assembly Business Papers.

A Memorandum dated 12 January 2024, was forwarded to all Elected Members inviting them to contact the General Manager, Governance & Civic Affairs, if they wished to submit a Notice of Motion to the Assembly to enable the matter to be investigated and, if required, a report to be prepared for the Council's consideration of the matter.

At the time of writing this report, the General Manager, Governance & Civic Affairs had not been contacted by any Elected Member wishing to submit a Notice of Motion.

OPTIONS

The Council can choose to submit a Notice of Motion to the Australian Local Government Association for consideration at the 2024 National General Assembly or decline the invitation to submit a Notice of Motion.

CONCLUSION

Notices of Motion must be submitted to the Australian Local Government Association by 30 April 2024, if the Motions are to be considered at the National General Assembly.

COMMENTS

Nil.

RECOMMENDATION

That the report be received and noted.

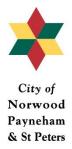
Attachments – Item 11.7

Attachment A

2024 Australian Local Government Association National General Assembly & Notices of Motion

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

Telephone8366 4555Facsimile8332 6338Emailtownhall@npsp.sa.gov.auWebsitewww.npsp.sa.gov.au



Building Community Trust

National Convention Centre Canberra





DISCUSSION PAPER

KEY DATES

30 April 2024 | Acceptance of Motions
2 July 2024 | Regional Cooperation & Development Forum
3 - 4 July 2024 | National General Assembly
5 July 2024 | Australian Council of Local Government

TO SUBMIT YOUR MOTION VISIT: ALGA.COM.AU





The Australian Local Government Association (ALGA) is pleased to convene the 30th National General Assembly of Local Government (NGA), to be held in Canberra from 2-4 July 2024.

As convenor of the NGA, the ALGA Board cordially invites all councils to send representatives to this important national event.

The NGA is the premier national gathering of local governments, and provides councils with the opportunity to come together, share ideas, debate motions, and most importantly unite and further build on the relationship between local government and the Australian Government.

This discussion paper contains essential information for Australian councils considering submitting motions for debate at the 2024 National General Assembly of Local Government (NGA).

It is recommended that all councils and delegates intending to attend the 2024 NGA familiarise themselves with the guidelines for motions contained in this paper on page 6.

BACKGROUND TO ALGA AND THE NGA

ALGA was established 1947. In structure, ALGA is a federation of member state and territory associations. Its mission is to achieve outcomes for local government through advocacy with impact, and maximise the economic, environmental and social wellbeing of councils and our communities.

Since 1994, the NGA has built the profile of local government on the national stage, showcased the value of councils, and most importantly demonstrated - particularly to the Australian Government - the strength and value of working with local government to help deliver on national priorities.

Debate on motions was introduced to the NGA as a vehicle for councils from across the nation to canvas ideas. Outcomes of debate on motions (NGA Resolutions) could be used by participating councils to inform their own policies and priorities, as well as their advocacy when dealing with federal politicians.

At the same time, they help ALGA and its member state and territory associations gain valuable insight into council priorities, emerging national issues, and the level of need and support for new policy and program initiatives.

Given the structure of ALGA, its Constitution, and level of resources, the NGA does not bind the ALGA Board. However, the Board carefully considers NGA resolutions as it determines ALGA's policies, priorities and strategies to advance local governments within the national agenda.

This is your NGA and ALGA is pleased to act as the convenor. ALGA's policies and priorities will continue to be determined by the ALGA Board in the interests of all councils.

The ALGA Board thanks all councils for attending the NGA and those that will take the time to reflect on the purpose of debate on motions outlined in this paper, and to submit motions for debate at the 2024 NGA.

SUBMITTING MOTIONS



Australia is one of the world's great democracies. It is held in high regard across the world but should never be taken for granted.

The theme of the 2024 NGA is – Building Community Trust.

This theme aims to explore the critical importance of trust in governments, between governments, its institutions, and its citizens. This trust is a fundamental building block of our nation's democracy.

While relatively low key, over the past decade there has been increasing public debate by scholars and policy makers about the level of trust in government, its institutions and indeed the operation of our democracy more broadly.

Mark Evans et al (2019) published research in 'The Conversation' indicating that Australians' trust in politicians (our political representatives) and democracy has hit an all-time low. This report indicates 'fewer than 41% of Australian citizens are satisfied with the way democracy works in Australia, down from 86% in 2007.

Public satisfaction has fallen particularly sharply since 2013, when 72% of Australian citizens were satisfied. Generation X is least satisfied (31%) and Baby Boomers most satisfied (50%). Some political authors suggest that these trends in part explain the rise in popularity and the relative success of independents and micro or single-issue parties.

These statistics should be of concern to every level of government and those interested in the future of our communities and Australia's democratic system.

It is said that 'trust is hard-earned, easily lost, and difficult to re-establish – and a key to absolutely everything.' While media and public attention frequently focuses on levels of trust in the national and state governments, local governments have an equally important role in building, maintaining and indeed, often repairing government-community relationships.

At its most fundamental level, the 2024 NGA focusses on the role of local government and how all levels of government can help each other build, maintain and strengthen government-community relationships.

This discussion paper is a call for councils to submit motions for debate at the 2024 NGA to be held in Canberra from 2-4 July 2024.

Motions for this year's NGA should consider:

- how all levels of government in Australia can build trust in each other and earn greater trust from the community;
- practical opportunities for the Australian Government to leverage the trust that local communities have in their local council;
- focus on practical programs that can strengthen the system of local government nationally to provide the services and infrastructure required to support and strengthen our communities; and
- new program ideas that that would help the local government sector to deliver the Australian Government's objectives.

Motions should be concise, practical and implementable and meet the guidelines for motions set out in the paper.

You are encouraged to read all the sections of the paper but are not expected to respond to every issue or question. Your council's motion/s must address one or more of the issues identified in the discussion paper.

Motions must be lodged electronically using the online form available on the NGA website at: www.alga.com.au and received no later than 11:59pm AEST on Tuesday 30 April 2024.

All notices of motions will be reviewed by the ALGA Board's NGA Sub-committee prior to publishing the NGA Business Paper to ensure that they meet these guidelines. This sub-committee reserves the right to select, edit or amend notices of motions to facilitate the efficient and effective management of debate on motions at the NGA.

All NGA resolutions will be published on www.nationalgeneralassembly.com.au.

As the host of the NGA, ALGA will communicate resolutions to the relevant Australian Government Minister and publish Ministerial responses as they are received on this website.

Please note that if your council does submit a motion, there is an expectation that a council representative will be present at the NGA to move and speak to that motion if required.

We look forward to hearing from you and seeing you at the 2024 NGA.

CRITERIA FOR MOTIONS

To be eligible for inclusion in the NGA Business Papers, and subsequent debate on the floor of the NGA, motions must meet the following criteria:

AG

- 1. Be relevant to the work of local government nationally.
- 2. Not be focused on a specific jurisdiction, location or region unless the project or issue has national implications.
- 3. Be consistent with the themes of the NGA.
- 4. Complement or build on the policy objectives of ALGA and your state or territory local government association.
- 5. Be submitted by a council which is a financial member of their state or territory local government association.
- 6. Propose a clear action and outcome ie call on the Australian Government to act on something.
- 7. Not be advanced on behalf of external third parties that may seek to use the NGA to apply pressure to Board members, or to gain national political exposure for positions that are not directly relevant to the work of, or in the national interests of, local government.
- 8. Address issues that will directly improve the capacity of local government to deliver services and infrastructure for the benefit of all Australian communities.
- 9. Not seek to advance an outcome that would result in a benefit to one group of councils to the detriment of another.
- 10. Be supported by sufficient evidence to support the outcome being sought and demonstrate the relevance and significance of the matter to local government nationally.

Motions must commence with the following wording:

This National General Assembly calls on the Australian Government to ...

Please note that resolutions of the NGA do not automatically become ALGA's national policy positions.

Α7

OTHER THINGS TO CONSIDER

It is important to complete the background section of the submission form. Submitters of motions should not assume that NGA delegates will have background knowledge of the proposal. The background section helps all delegates, including those with no previous knowledge of the issue, in their consideration of the motion. Please note, motions should NOT be prescriptive in directing how the matter should be pursued.

Try to keep motions practical, focussed and capable of implementation to ensure that relevant Australian Government Ministers provide considered, thoughtful and timely responses.

Try to avoid motions that are complex, contain multi-dot points and require complex cross-portfolio implementation.

All motions submitted will be reviewed by the ALGA Board's NGA Sub-committee, in consultation with state and territory local government associations, to determine their eligibility for inclusion in the NGA Business Papers.

When reviewing motions, the Sub-committee considers the criteria, clarity of the motion and the importance and relevance of the issue to local government.

If there are any questions about the substance or intent of a motion, ALGA will raise these with the nominated contact officer. With the agreement of the submitting council, these motions may be edited before inclusion in the NGA Business Papers.

To ensure an efficient and effective debate, where there are numerous motions on a similar issue, the NGA Sub-committee will group these motions together under an overarching strategic motion. The strategic motions will have either been drafted by ALGA or will be based on a motion submitted by a council which best summarises the subject matter.

Debate will occur in accordance with the rules for debate published in the Business Papers and will focus on the strategic motions. Associated sub-motions will be debated by exception only or in accordance with the debating rules.

Any motion deemed to be primarily concerned with local or state issues will be referred to the relevant state or territory local government association and will not be included in the NGA Business Papers. All motions require:

- a contact officer;
- a clear national objective;
- a summary of the key arguments in support of the motion; and
- endorsement of your council.

Motions should be lodged electronically using the online form available at www.alga.asn.au. Motions should be received no later than 11:59pm AEST on Tuesday 30 April 2024.

SETTING THE SCENE

The theme for NGA24 'Building Community Trust' aims to focus on the role of local government in the Australian system of government and explore the critical importance of trust in governments, between governments, its institutions, and our citizens.

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In a recent essay on Capitalism after the Crisis (2023) the Treasurer the Hon Dr Jim Chalmers MP wrote:

'Our mission is to redefine and reform our economy and institutions in ways that make our people and communities more resilient, and our society and democracy stronger as well.'

The need to strengthen our democracy was also emphasised the Prime Minister the Hon Anthony Albanese MP in a speech at Queensland's Woodford Folk Festival toward the end of 2022:

'I urge anyone who thinks our democracy is unassailable to have a look around the world. Even some of the oldest, most stable democracies have come under attack from a whole range of corrosive, insidious forces. No one is immune. Our democracy is precious, something we have carefully grown and nurtured from one generation to the next. One of our core responsibilities is to make it stronger, and the key to that strength is transparency and accountability.'

In early 2023 the Australian Government established a taskforce to advise government on 'what can be done – practically – to strengthen Australian democracy'.

The 2024 NGA provides you - the elected representatives of Australia's local councils and communities - with the opportunity to engage with the Federal Government and key Ministers.

Further, it is your opportunity to advocate for new or expanded programs and key policy initiatives that could strengthen local governments, its capacity to deliver services and infrastructure to local communities across the nation. This service delivery is critical to build, maintain and strengthen the trust of our citizens.

This year's call for motion focusses on twelve priority areas:

- Intergovernmental relations;
- Financial sustainability;
- Roads and infrastructure;
- Emergency management;
- Housing and homelessness;
- Jobs and skills;
- · Community services;
- · Closing the Gap and Aboriginal and Torres Strait Islander Reconciliation;
- Data, digital technology and cyber security;
- Climate change and renewable energy;
- Environment; and
- Circular economy.



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'Australia's federal structure, built upon reciprocal financial, legislative and policy responsibilities, requires intelligent cooperation on issues of strategic national significance.'

National Cabinet is a forum for the Prime Minister, Premiers and Chief Ministers to meet and work collaboratively. National Cabinet was established on 13 March 2020 and is chaired by the Prime Minister. The National Cabinet is a key mechanism in Australia's current intergovernmental architecture.

A representative of local government, the President of ALGA, is invited to meet with National Cabinet once each year. The President of ALGA also attends one meeting per year of the Council on Federal Financial Relations comprising the Commonwealth Treasurer as Chair and all state and territory treasurers.

A substantial body of research, from Australia and internationally, has highlighted that governments that work together are generally more successful in achieving shared national objectives, including economic recovery from events like the COVID-19 pandemic as well as in service and infrastructure delivery.

This research reinforces the need for local government to be included in relevant ministerial forums that support national priorities – from housing affordability to reaching net-zero emissions. ALGA currently participates in National Cabinet (1/year), Council on Federal Financial Relations (1/ year), Infrastructure Transport Ministers Meeting, National Emergency Managers Meeting, Local Government Ministers Forum, Joint Council on Closing the Gap, Planning Ministers Meeting, Meeting of Environment Ministers, Energy and Climate Change Ministers and the Road Safety Ministers Meeting, to represent local government views.

Local government input can provide a community voice, enabling our intergovernmental forums to make decisions with greater legitimacy and authority.

Given the importance of trust in governments, between governments and its citizens, how can intergovernmental arrangements be further improved in Australia?

Are there ways of maintaining and enhancing the community's trust in local government?

Are there new initiatives and programs that could be adopted to improve the level of cooperation and collaboration between the Australian Government and local government?

2. FINANCIAL SUSTAINABILITY

Trust in governments is highly correlated with their ability to fulfill the implicit social contract between government and its citizens by keeping promises.

Local government is the third sphere of government in Australia's system of government. Councils are comprised of locally elected representatives who understand local needs and engage locally on strategies to meet those needs.

Councils are responsible for providing a wide range of critical local area services including planning, libraries, waste management systems, transport and infrastructure (eg roads and footpaths, parks, sporting grounds and swimming pools) and social services.

These services are critical to the wellbeing, liveability and productivity of all local communities, and therefore the nation. Equally important is the sustaining of democratic processes at the local and regional level.

Local government's total annual expenditure in 2021 -22 was approximately \$43.6 billion. Nonfinancial assets including roads, community infrastructure such as buildings, facilities, airports, water, and sewerage (in some states) including land, are valued at \$539 billion [ABS Government Finance Statistics, Australia, 2021-22].

In 2021-22, the Australian Government provided \$2.6 billion in Financial Assistance Grants funding to councils. This included \$1.3b which was brought forward from the 2021-22 estimate and paid through state and territory governments in 2020-21.

Nationally, local government derives nearly 90% of its revenue from its own sources (including rates and services charges), compared to around 50% for state governments. Grants from other levels of government make up just over 10% of local government's total revenue, however these grants are particularly important in areas with a low-rate base, and/or high growth rates, and rapidly expanding service and infrastructure needs.

In 2021-22 Financial Assistance Grants to local governments was less than 0.6% of Commonwealth taxation revenue (CTR), a significant drop from 1996 when these grants were at 1% of CTR. In 2023-24 Financial Assistance Grants have fallen to 0.5% of Commonwealth taxation.

What improvements are needed to the intergovernmental financial transfer system, particularly the Commonwealth transfers to local government, to enhance the community's trust in local government and by extension all governments?

Noting that Commonwealth tied funding is provided with detailed requirements how can this system be improved to provide flexibility and maximize the benefit to local communities?

3. ROADS AND INFRASTRUCTURE

ALGA's 2021 National State of the Assets Report (NSoA) is currently being updated and expected to be launched in 2024. The most recent NSoA shows that while most local government assets such as roads, bridges, buildings, parks and recreation, stormwater, water and wastewater, and airports and aerodromes are generally in good to very good condition, around 10% are not fit for purpose, and around 20–25% are only fair and over time will need attention.

The last NSoA found that in 2019–20 non-financial infrastructure assets were valued at \$342 billion and were depreciating at \$7.7 billion per year. Replacement costs of these infrastructure assets were in the order of \$533 billion.

Local government assets make up a significant proportion of the physical structure of local communities and often provide critical access to and support for citizens to engage in state and national assets and opportunities.

For example, local roads provide important "first and last-mile access" for communities and industry to road networks, integral to economic development and community connection. Local sporting grounds can provide access for community groups to build community participation that has social, health and economic benefits.

Are there programs or initiatives that the Australian Government could adopt to improve the longterm sustainability of local government infrastructure?

Are there programs or initiatives that the Australian Government could provide to improve the sector's capacity to manage local government infrastructure and to integrate these plans into long-term financial plans?

Are there programs or initiatives that the Australian Government could develop to maintain, strengthen and enhance the reputation of Australia's infrastructure providers, including local government?

4. EMERGENCY MANAGEMENT

In 2022 alone, 46 disasters were declared across Australia, covering more than 300 different council areas. In recent years, almost every Australian council has been impacted in some way by fires, floods, or cyclones.

Last year's flooding caused a damage bill of approximately \$3.8 billion to local roads across Queensland, New South Wales, Victoria and South Australia. This was just a fraction of the total disaster costs incurred by governments across the county.

There have been numerous NGA motions in recent years regarding natural disasters and this has been a significant priority in ALGA's advocacy program.

In 2022 ALGA successfully advocated for a new \$200 million per year Disaster Ready Fund, with the first round of funding allocated in June 2023. This fund will support councils and communities to mitigate against the risk of future disasters and help address the significant imbalance between mitigation and recovery spending.

Councils are encouraged to draw on their practical experience of the improvements that could be made to managing emergencies.

Please note that many aspects of emergency management are state or territory responsibilities, and your motions should focus on how the Australian Government could assist.

What new programs, or improvements to existing programs, could the Australian Government develop to partner with local government to improve the current natural disaster management systems to further assist in recovery and build resilience?

5. HOUSING AND HOMELESSNESS

Almost every Australian council and community is facing challenges around a lack of affordable housing.

Alarming research by the UNSW City Futures Research Centre shows 640,000 Australian households – or one in 15 households – are under housing stress.

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All levels of government, including councils, have a fundamental role to play in addressing this crisis, which is being compounded by high interest rates, rising construction costs and skills shortages.

At a national level, ALGA is a signatory to the National Housing Accord, and in 2023 successfully advocated for a new \$500 million Housing Support Program for state and local governments to deliver supporting infrastructure for new housing developments.

While the provision of affordable housing is not a local government responsibility, councils have a role to play in ensuring there is enough suitably located land available for housing and that a diversity of housing stock is supported. Councils also want to ensure that new housing developments are supported with the necessary services and infrastructure to create liveable and sustainable communities.

Many councils are also addressing thin markets and developing land and housing themselves, delivering local solutions to meet the needs of their communities.

Councils also want to ensure that they engaged with planning decisions that affect local communities. Taking planning powers away from councils does not always support the best local outcomes.

Councils also play an important role addressing some of the causes of homelessness, including social inclusion programs that can assist mental health and family violence issues, as well as providing support for people currently experiencing homelessness.

What new programs and policies could the Australian Government develop to partner with local government to support the provision of more affordable housing?

How can the Australian Government work with councils to address the causes and impacts of homelessness?

6. JOBS AND SKILLS

Local government is a major employer in Australia providing employment, career advancement and training opportunities for more than 190,800 Australians, across an estimated 400 occupations.

However, councils are facing significant jobs and skills shortages that are constraining their capacity to deliver services and build and maintain local infrastructure.

ALGA's 2022 National Local Government Workforce Skills and Capability Survey indicated that more than 90 percent of Australia's 537 councils were experiencing skills shortages.

The survey also showed that for approximately two-thirds of these councils, these shortages were impacting on project delivery.

In particular, councils are facing a shortage of planners, engineers, building surveyors, environmental officers and human resources professionals.

Skills shortages occur for a variety of reasons including an inability to compete against the private sector, worker accommodation, support services for families, ageing of the workforce and geographic isolation.

Are there programs or initiatives that the Australian Government could implement that would enhance local government's capacity to attract and retain appropriately skilled staff now and into the future?

Are there programs or changes to existing programs that would increase local government's ability to employ apprentices and trainees?

Are there other initiatives that the Australian Government could provide to improve the sector's ability to plan and develop skills fit for the future?

7. COMMUNITY SERVICES

Councils provide a wide range of services based on local characteristics, needs, priorities, and the resources of their community. Indeed, it is this level of responsiveness and accountability to the local community that is an essential feature of democratic local governments worldwide.

Some of these services are provided to address market failure, and many of them are provided by councils on behalf of other levels of government.

It is important to note that nationally local government is more than 83% self-sufficient ie funded at the local level either through rates, fees and charges, sale of goods and services, or interest. The Australian Bureau of Statistics data shows that total local government annual expenditure in 2021-22 was \$43.6 billion.

Only 17% comes from grants and subsidies from other levels of government. Unfortunately, many of these grants and subsidies are tied, or require matching funding which restricts the ability to address local priorities in the way the council and community might need.

Arguably there is no greater obligation upon government than to maintain the trust that citizens have in meeting their community services obligations and promises, particularly to society's most vulnerable.

Local government community services are broadly defined, and may include but are not limited to:

- environmental health including food safety;
- childcare, early childhood education, municipal health;
- aged care, senior citizens;
- services to people living with disability;
- programs to address disadvantage, to reduce poverty and homelessness;
- sporting and recreational programs;
- arts and cultural activities, programs and festivals;
- tourism and economic development activities; and
- library services.

Noting the funding arrangements for the provision of local government community services are there programs and initiatives that the Australian Government could implement to improve the delivery of these services?

Are there reforms or improvements in national community services program that would help local governments support the Australian Government to deliver on its national objectives?

8. CLOSING THE GAP AND ABORIGINAL AND TORRES STRAIT ISLANDER RECONCILIATION

In 2021, ALGA co-signed a landmark national agreement to close the gap between Indigenous and non-Indigenous Australians. At the heart of the National Agreement on Closing the Gap Partnership are four agreed priority reform targets and 19 socio-economic targets in areas including education, employment, health and wellbeing, justice, safety, housing, land and waters, and Aboriginal and Torres Strait Islander languages.

The Indigenous Voice Co-design Final Report to the Australian Government was released in December 2021. The Local & Regional Voice will contribute to achieving the Closing the Gap outcomes by providing avenues for Indigenous voices to be heard, including to provide feedback to government on Closing the Gap.

As the level of government closest to the people, councils have an essential role supporting and helping to steer the development of policies and programs in partnership with local Indigenous peoples that address closing the gap priorities at the local and regional level.

Local government plays a positive role in reconciliation and celebrating Indigenous culture and identity, and sustainably funded could work effectively to reduce Indigenous disadvantage in all its forms.

On 14 October 2023, Australians voted in a referendum about whether to change the Constitution to recognise the First Peoples of Australia by establishing a body called the Aboriginal and Torres Strait Islander Voice. The referendum did not pass.

Are there programs or initiatives that the Australian Government could adopt to assist local government to advance reconciliation and close the gap?

Are there practical programs or initiatives that local government and the Australian Government could introduce to maintain, build and strengthen the level of trust between Aboriginal and Torres Strait Islanders and governments?

A17

9. DATA, DIGITAL TECHNOLOGY AND CYBER SECURITY

Provision of information technology to all Australians is vital to innovation, economic growth, and social equity. However, it is potentially even more important to regional Australia where the tyranny of distance increases the inequity of services available – including education, health, economic and social. Innovative technology is becoming more broadly available and could boost productivity and economic growth.

Councils around Australia continue to embrace new technologies to improve their service delivery standards and broaden consultation and engagement with their local communities. However, implementation can be hindered without access to basic technological infrastructure and the necessary IT skills and resources.

In recent times, cyber-attacks on major corporations and other businesses have resulted in significant data breaches. It is a timely reminder as digital information, services and products become an increasing feature of modern business operation including in local government.

Like all risks, local government must manage the risk of cyber-attacks and address cyber security. At a national level, there is limited understanding of local governments' vulnerability to cyber-attacks, preparedness and adequacy of risk management strategies or business continuity planning.

While this is primarily a responsibility of the sector itself, governments at all levels must work together to ensure that the public have confidence in government information management systems and its security.

Drawing upon your council's experience, and your knowledge of other councils within your state or territory, are there programs and initiatives that the Australian Government could implement to help local government develop its digital technology services and infrastructure?

Are there actions the Australian Government could take to improve cyber security within the local government sector?

10. CLIMATE CHANGE AND RENEWABLE ENERGY

Australia's changing climate presents a significant challenge to governments, individuals, communities, businesses, industry, and the environment.

The Australian Government has committed to address climate change and in June 2022 submitted its revised National Determined Contribution (NDC) to the United Nations Framework Convention on Climate Change. The revised NDC included reaffirming a target of net zero emissions by 2050 and committing to reduce greenhouse gas emissions by 43% from 2005 levels.

Local governments have played an important leadership role in addressing climate change, and councils have supported a wide range of community-based programs and initiatives to lower the carbon footprint of their own business operations and of their local communities.

As a sector, local government has been an advocate and active participant in the debate for lowering carbon emissions, is sourcing renewable energy, has responded creatively to reduce greenhouse gas emissions from landfills, and facilitated the construction of green buildings and water sensitive design of cities and towns.

Local government has been at the forefront in addressing the impacts of climate change and adaptation to climate change. In particular, councils have a practical understanding of the risk and impact of climate change on Australia's infrastructure and physical assets, natural ecosystems, local economies and their community.

Noting the Australian Government's approach to reducing emissions, are there partnerships, programs, and initiatives that local government and the Australian Government can form to achieve Australia's 2050 net zero emissions target?

Are there initiatives that could assist local governments to build trust in the community for implementation of key climate change and emissions reduction initiatives?

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11. ENVIRONMENT

Australia's 537 local councils play an essential role in providing, regulating and managing Australia's environmental services and infrastructure.

Whether it's biodiversity, biosecurity, natural resource management (NRM), contaminated lands, waste management, water resources, sustainability or roadside environments, councils are responsible for educating households and businesses on environment policy, as well as driving environmental programs and initiatives in their local communities.

In recent years the National General Assembly has considered a range of environmental issues, and passed resolutions on biodiversity, biosecurity, conservation, climate change and water security.

How could the Australian Government partner with local government to strengthen Australia's environmental services and infrastructure?

What new programs could the Australian Government partner with local government in to progress local regional and national objectives?



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Local government is responsible for the management of household and domestic waste and has a critical role to play in further developing the circular economy.

Australia's 537 councils manage approximately 26 percent of Australian waste, either directly or through contractual arrangements. Each year, local governments collect around 9.7 million tonnes of waste from kerbside bin services, sort it at material recovery facilities (MRFs), and dispatch what can be recycled to reprocessing facilities in Australia and overseas.

Where waste cannot be recovered it is landfilled, and local governments in most jurisdictions must pay a significant levy per tonne for landfilled waste, as well as incur the operational costs of maintaining and managing a landfill.

Collecting, treating, and disposing of Australian domestic waste costs local government an estimated \$3.5 billion annually. Local government also dedicates resources to administering community wasteeducation programs, collecting litter, addressing illegal rubbish dumping, and ensuring compliance with waste bylaws.

In November 2023, Australia's Environment Ministers agreed that the Federal Government would establish new regulations for packaging as well as mandate how packaging is designed, develop minimum recycled content requirements and prohibit harmful chemicals being used. These changes are expected to have a positive impact on the amount of waste sent to landfill, and the costs borne by councils and their communities.

How could the Australian Government further strengthen product stewardship arrangements to support local governments in their endeavours to increase recycling and reduce the volume of waste?

How could the Australian Government partner with local government to advance the circular economy?

CONCLUSION



Thank you for taking the time to read this discussion paper and your support for the 2024 National General Assembly of Local Government.

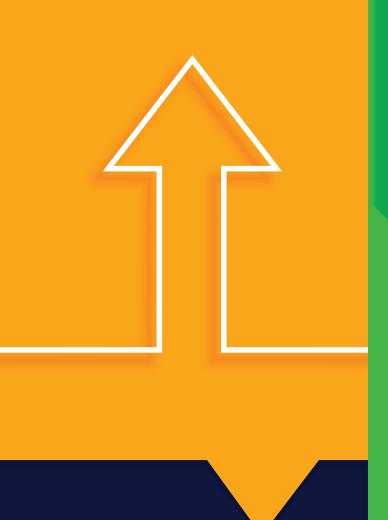
A FINAL REMINDER:

- » Motions should be lodged electronically at www.alga.com.au and received no later than 11.59pm on Tuesday 30 April 2024.
- » Motions must meet the criteria published in this paper.
- » Motions should commence with the following wording: This National General Assembly calls on the Australian Government to...'
- » Motions should not be prescriptive in directing how the matter should be pursued.
- » Motions should be practical, focussed and relatively simple.
- » It is important to complete the background section on the form.
- » Motions must not seek to advance an outcome that would result in a benefit to one group of councils to the detriment of another.
- » When your council submits a motion there is an expectation that a council representative will be present at the 2024 National General Assembly to move and speak to that motion if required.
- » Resolutions of the National General Assembly do not automatically become ALGA's national policy positions. The resolutions are used by the ALGA Board to inform policies, priorities and strategies to advance local governments within the national agenda.

We look forward to hearing from you and seeing you at the 2024 National General Assembly in Canberra.



A23







8 Geils Court | 02 6122 9400 Deakin, ACT, 2600 | alga@alga.asn.au

www.alga.com.au

12. ADOPTION OF COMMITTEE MINUTES

REPORT AUTHOR:General Manager, Governance & Civic AffairsGENERAL MANAGER:Chief Executive OfficerCONTACT NUMBER:8366 4549FILE REFERENCE:Not ApplicableATTACHMENTS:A - B

PURPOSE OF REPORT

The purpose of the report is to present to the Council the Minutes of the following Committee Meetings for the Council's consideration and adoption of the recommendations contained within the Minutes:

- Norwood Parade Precinct Committee (13 February 2024) (A copy of the Minutes of the Norwood Parade Precinct Committee meeting is contained within Attachment A)
- Chief Executive Officer's Performance Review Committee (19 February 2024) (A copy of the Public Minutes of the Chief Executive Officer's Performance Review Committee meeting is contained within Attachment B)

ADOPTION OF COMMITTEE MINUTES

Norwood Parade Precinct Committee

That the minutes of the meeting of the Norwood Parade Precinct Committee held on 13 February 2024, be received and that the resolutions set out therein as recommendations to the Council are adopted as decisions of the Council.

Chief Executive Officer's Performance Review Committee

That the minutes of the meeting of the Chief Executive Officer's Performance Review Committee held on 19 February 2024, be received and that the resolutions set out therein as recommendations to the Council are adopted as decisions of the Council.

Attachment A

Adoption of Committee Minutes

Norwood Parade Precinct Committee

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

Telephone8366 4555Facsimile8332 6338Emailtownhall@npsp.sa.gov.auWebsitewww.npsp.sa.gov.au



Norwood Parade Precinct Committee Minutes

13 February 2024

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.



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

Telephone	8366 4555
Facsimile	8332 6338
Email	townhall@npsp.sa.gov.au
Website	www.npsp.sa.gov.au

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8.	CLOSURE

VENUE Mayors Parlour, Norwood Town Hall

HOUR 6.31pm

PRESENT

Committee Members	Mayor Robert Bria (Presiding Member) Cr Sue Whitington Cr John Callisto Cr Victoria McFarlane Ms Hannah Waterson Mr Mario Boscaini Mr Rik Fisher Mr Tom McClure Mr William Swale
Staff	Keke Michalos (Manager, Economic Development & Strategy) Tyson McLean (Economic Development Officer)
APOLOGIES	Cr Josh Robinson Mr Joshua Baldwin Ms Brigitte Zonta (has resigned from the Committee)
ABSENT	Mr Michael Zito

TERMS OF REFERENCE:

The Norwood Parade Precinct Committee is established to fulfil the following functions:

- To develop and have oversight of the Annual Business Plan and Budget based on the Separate Rate for The Parade Precinct.
 The Budget developed by the Norwood Parade Precinct Committee must be considered in conjunction with the Annual Business Plan and the amount recommended to the Council for approval by the Council, is required to meet the objectives set out in the
- Annual Business Plan.
 To have oversight of the implementation of the Annual Business Plan as approved by the Council.
- Through the initiatives as set out in the Annual Business Plan ensure the development and promotion of The Parade as a vibrant shopping, leisure and cultural destination for businesses, residents and visitors.
- To initiate and encourage communication between businesses within the Precinct.

1. CONFIRMATION OF MINUTES OF THE NORWOOD PARADE PRECINCT COMMITTEE MEETING HELD ON 24 OCTOBER 2023

Cr Whitington moved that the Minutes of the Norwood Parade Precinct Committee meeting held on 24 October 2023 be taken as read and confirmed. Seconded by Cr Callisto and carried.

- 2. PRESIDING MEMBER'S COMMUNICATION Nil
- 3. NORWOOD PARADE PRECINCT NEWS Nil
- 4. STAFF PRESENTATION Nil

5. STAFF REPORTS

5.1 PROGRESS REPORT ON THE IMPLEMENTATION OF THE 2023-2024 ANNUAL BUSINESS PLAN

REPORT AUTHOR:	Economic Development Officer
GENERAL MANAGER:	Chief Executive Officer
CONTACT NUMBER:	8366 4512
FILE REFERENCE:	qA119911
ATTACHMENTS:	A – D

PURPOSE OF REPORT

The purpose of this report is to provide the Norwood Parade Precinct Committee, with an update on the implementation of the 2023-2024 Norwood Parade Precinct Annual Business Plan.

BACKGROUND

At its meeting held on Tuesday, 16 May 2023, the Committee endorsed the 2023-2024 Annual Business *Plan* for The Parade Precinct and resolved to forward it to the Council for its endorsement. Subsequently, the Council endorsed the Annual Business Plan at its meeting held on Monday, 10 July 2023.

For the 2023-2024 financial year, the value of the Separate Rate on The Parade Precinct businesses, which is raised and collected by the Council, is \$215,000. In addition, \$83,839 has been carried forward from the 2022-2023 Budget, making the total of the 2023-2024 Budget \$298,839.

A summary of the overall budget, expenditure and amount currently allocated is contained in Attachment A.

DISCUSSION

1. STRATEGY 1: EVENTS & PLACEMAKING

1.1 2024 AFL GATHER ROUND

At its meeting held on Tuesday, 24 October 2023, the Committee allocated \$25,000 from a combination of strategies and Budget lines within the Annual Business Plan to assist with marketing and promoting The Parade during the upcoming 2024 AFL Gather Round, which will see two (2) AFL games be played at Norwood Oval on The Parade on Friday, 5 April 2024 and Sunday, 7 April 2024.

The Council is currently in the process of organising a number of events and activities in addition to the Norwood Food and Wine Festival, which will be held on Sunday, 7 April 2024, and which is being arranged by the State Government. As components of the events are developed, promoting The Parade as the ultimate, shopping, dining and lifestyle destination will remain the priority and all available opportunities will be used to encourage people to come to the Gather Round offerings and experience what The Parade has to offer. A post event overview will be provided to the Committee at its next meeting, scheduled for Tuesday, 30 April 2024.

1.2 A DAY OF FASHION 2023

The 2023 A Day of Fashion was held on Saturday, 14 October, the weekend before ADL Fashion Week, which was held from Friday, 20 October 2023 to Sunday, 22 October 2023.

In total twenty-eight (28) fashion related businesses and four (4) non-fashion related businesses participated in the day with in-store offers and activations. This is down on previous years (33 in 2023 and 65 in 2022) and is likely due to a number of factors including the declining presence of fashion related businesses along The Parade and that shopping days no longer have the appeal they once had due to sales occurring all year round and major shopping events such as Black Friday, which attract big crowds and sales.

The participating businesses were supported by other activations within the precinct, including the Norwood Clothes Swap event, which featured two (2) sessions. Ticket holders could bring along ten (10) garments of their own that they were happy to part with in exchange for the chance to select ten (10) new garments to take home with them.

This event was held in the Norwood Concert Hall and attracted 76 and 53 attendees respectively.

Along the street, live music contributed to the atmosphere at four (4) locations from 11.00am to 2.00pm.

Disappointingly, the weather on the day was not conducive to attracting large numbers of visitors as it was cold and wet. Despite the weather conditions and the lower participation rates from businesses, the Council still received positive feedback from a variety of the participating businesses including:

"The day was much busier than a normal Saturday trade" – Ian's Shoes for Women

"Had full bookings for the day. Better than a normal Saturday trade" - Bailey Nelson Eyewear

The Spendmapp analysis highlights the following amount of daily expenditure in the category of 'Department Stores & Clothing' in Norwood for each of the shopping day events held between 2019 and 2023:

- A Day of Fashion 2019: \$184,281
- VIP Shopping Day 2020: \$212,261
- Spring Shopping Day 2021: \$203,250
- A Day of Fashion 2022: \$159,459
- A Day of Fashion 2023: \$181,370

The average expenditure in the category of 'Department Stores & Clothing' in Norwood on a Saturday (across all available data during 2023, excluding December 2023) is \$138,668.27, highlighting that the 'A Day of Fashion' events have resulted in a positive increase in expenditure.

However, following an internal review of the event, Staff concluded that other options need to be investigated on how this initiative can be promoted and supported. A decision on the future of the 'A Day of Fashion' event and other options and recommendations will be prepared for the Committee's future consideration in due course.

2. STRATEGY 2: MARKETING & COMMUNICATIONS

2.1 CONTINUATION OF THE DIGITAL MARKETING CAMPAIGN

At its meeting held on Tuesday, 16 May 2023 the Committee endorsed the following regarding a digital marketing campaign for The Parade:

3. That \$20,000 from the 'Marketing & Communications' budget be allocated to a digital marketing campaign, which is measurable.

This was subsequently endorsed by the Council at its meeting held on Monday, 5 June 2023.

Further to this, at its meeting held on Tuesday, 24 October 2023, the Committee endorsed the following regarding the continuation of the digital marketing campaign:

2. That the Committee allocates an additional \$20,000 from the 'Marketing &Communications' budget to the Digital Marketing Campaign, bringing the total allocated budget to \$40,000.

This was subsequently endorsed by the Council at its meeting held on Monday, 6 November 2023.

Say Cheese Social has been appointed to contribute to the delivery of the digital marketing campaign, which includes consistency in the messaging and look and feel of the digital content.

Say Cheese Social has been actively involved in generating additional content, with a particular focus on the creation of more reels and photography to highlight The Parade's promotional endeavours.

In the coming months, Say Cheese Social is scheduled to conduct visits to over 50 businesses located along The Parade. The primary objective of these visits is to spotlight various trader groups, including retail, services, and distinctive experiences. Emphasis will be placed on promoting The Parade Gift Cards as a gifting option.

To amplify the impact of the campaign, specialised reels will be curated for key occasions, such as Valentine's Day and Mother's Day. Furthermore, the campaign will illuminate the vibrant nightlife of The Parade, featuring prominent restaurants in the area.

Initial feedback from traders engaged in the campaign has been overwhelmingly positive. Numerous businesses have actively 're-shared' the posts, indicating a high level of enthusiasm for the initiative. Valuable feedback has been received through interactions on The Parade Instagram page.

A report showcasing engagement metrics, follower growth, and the identification of top-performing posts will be compiled at the conclusion of the campaign in June 2024. These results will be presented to the Committee at the corresponding meeting.

2.2 CITYMAG PARADE FEATURE 2023

The Parade was featured in a special edition of CityMag's Spring 2023 release, which celebrated 10 years since its creation. The Parade feature focussed on wellness businesses within the Precinct, as well as spruiking the *A Day of Fashion 2023* event. The wellness feature was something different for The Parade, shining a light on some of the more unique businesses in the Precinct. A copy of the spread is contained in **Attachment B**.

3. STRATEGY 3: IDENTITY & BRAND

3.1 CHRISTMAS DECORATIONS 2023

On Tuesday, 14 November 2023, the annual Parade Precinct Christmas decorations were installed. The suite of decorations includes the on-street stobie pole decorations and banners, which are funded by the Precinct and the live tree decorations in front of the Norwood Town Hall, Town Hall window decorations and 3-metre illuminated star, which are funded by the Council. This year's suite also included the two(2) new giant walk-through illuminated stars, which were installed in the Norwood Memorial Gardens (in front of Norwood Oval), images of which are contained in **Attachment C**. In accordance with the Committee's resolution, new street pole banners were also purchased for the 2023 Christmas period and were installed accordingly.

The star themed decorations continue to have an impact on The Parade's Christmas vibe, with Citizen Services receiving many compliments about the decorations and the City of Adelaide also seeking information as to where they purchased.

3.2 CHRISTMAS DECORATIONS STRATEGY

At its meeting held on Tuesday, 24 October 2023, the Norwood Parade Precinct Committee endorsed the following with regards to the development of a Christmas DecorationS Strategy:

3. (a) That the Committee allocates up to \$10,000 for the development of a Christmas Decorations Strategy for The Parade, which includes the locations along The Parade for the installation of the Christmas decorations; and

(b) that the infrastructure requirements for the Christmas decorations be incorporated into the detail design stage of The Parade Masterplan.

A project brief is currently being prepared which will be used to seek expressions of interest from suitable consultants. The purpose of the Strategy is to provide direction on the location, theme and suite of assets that the Committee should look to purchase in order to increase the Christmas display within the Precinct and ultimately attract more visitors.

3.3 ANNUAL PARADE SHOPPING COMPETITION

At its meeting held on Tuesday, 24 October 2023, the Committee endorsed the following with regards to the annual Parade Shopping Competition:

- 1. That the Committee recommends that a motor vehicle be progressed as the major prize for the Norwood Parade Precinct Annual Shopping Competition 2024.
- 2. That a local holiday up to the value of \$10,000 be offered as the second prize.
- 3. That \$1,200 be allocated for twelve (12) \$100 Parade Gift Card prizes to be drawn over the course of the Norwood Parade Precinct Annual Shopping Competition 2024.
- 4. That the Committee allocates up to \$65,000 in total for the major Norwood Parade Precinct Annual Shopping Competition 2024, comprising of \$50,000 from the "Identity & Brand – Competitions" and \$15,000 from the "Marketing & Communications – Advertising" budgets. This budget is inclusive of a financial contribution towards the major prize (if applicable), all operational elements and all marketing and promotion associated with the competition.

The minutes were subsequently endorsed by the Council at its meeting held on Monday, 6 November 2023.

In response to the endorsed resolution, three (3) car dealerships were contacted and invited to provide a proposal on a vehicle they could supply within the allocated budget. The three (3) dealerships were:

- Jarvis Ford;
- Solitaire Automotive Group; and
- Stillwell Ford.

Both Jarvis Ford and Solitaire Automotive Group submitted a proposal, however Stillwell Ford did not respond to the expression of interest. The proposals received were:

- Jarvis Ford proposed a Ford Puma ST Line (model year 2023.75) 1.0l Petrol 7 Speed Automatic in colour 'Magnetic'; and
- Solitaire Automotive Group proposed a <u>Volkswagen Polo Life 1.0 5dr Manual (white)</u> or a <u>Fiat 500</u> <u>Dolcevita Series 11 (white)</u>.

The following considerations were applied in determining which vehicle was more suitable as the first prize in the Norwood Parade Precinct Annual Shopping Competition 2024:

- vehicle practicability (i.e. size of car, manual Vs automatic);
- demographic of Parade shoppers;
- location of provider;
- has the car been offered before; and
- cost (and amount of discount offered).

Based on the abovementioned considerations, it was determined the proposal submitted by Jarvis Ford, a *Ford Puma*, was the most suitable option for first prize in the Norwood Parade Precinct Annual Shopping Competition 2024. The reasons for selecting this vehicle and partnering with Jarvis Ford are as follows:

- as per drive.com.au the *Ford Puma* has been named the Drive Car of the Year Best Light SUV on back-to-back occasions;
- the vehicle is automatic (the Volkswagen Polo is manual);
- the vehicle size lends itself to having more boot space and being a generally more practicable vehicle;
- more versatile vehicle, including being suitable for small families in terms of its overall size, with The Parade attracting a range of shoppers including families;
- the cost (excluding GST) is competitive with the other options (with Jarvis Ford offering a 15.5% discount on the RRP); and
- Jarvis Ford is located within the Council area (Portrush Road, Trinity Gardens).

The reasons for not going with either of the vehicles proposed by Solitaire Automotive Group are that both vehicles are small in size, the FIAT 500 has been offered as a major prize previously and the Volkswagen Polo is a manual, which could potentially discourage people from entering.

Images of the Ford Puma are contained in Attachment D.

In respect to the second-place prize of a local holiday to the value of \$10,000, Staff contacted the Management at Sequoia Lodge and invited them to submit a proposal. They subsequently submitted a proposal, which is within the allocated budget. The components of their proposal are as follows:

- 3-night stay at Sequoia Lodge for two (2) people;
- All-inclusive package;
 - Sequoia Experience Curation Team, to plan the winners escape and curate their bespoke Itinerary at Sequoia and exploring the region.
 - Lodge welcome, the winner and their guest will be invited to gather at sunset to hear the stories of the region over a glass of local wine and cheese selection.
 - Daily a la carte breakfast in the Sequoia Lounge or on the private suite balcony overlooking the stunning Piccadilly Valley.
 - Daily Guided Nature walk, along the Heysen Trail, with sweeping views of Adelaide and the Mount Lofty Ranges. Look out for wallabies and kangaroos.
 - South Australian Cheese and Wine Discovery Experience.
 - Curated minibar selection with local artisan produce to enjoy during the stay.
 - Spring-fed private hot pool experience (60 minutes).
 - Sequoia complimentary on-site experiences and activities.
 - Daily 2-course lunch at Hardy's Verandah Restaurant, Sequoia Lounge, or on the private suite balcony. For guests heading out for the day, a pre-ordered Sequoia picnic hamper can be arranged.
 - Nightly fine dining experience at 3 chef hat Hardy's Verandah Restaurant, or a casual dining experience in Hardy's Bar, Sequoia Lounge or in-suite dining.
 - o Inclusive access to Sequoia's selected wine, spirits and cocktail list during the stay.
- 2-hour luxury driving experience through the Adelaide Hills in one of the following supercars (Ferrari, Lamborghini, McLaren, Aston Martin, Porsche, Audi, Chevrolet or Lotus) departing from and returning to Sequoia Lodge.

The competition is scheduled to commence with a pre-promotion period on Monday, 29 April 2024 before the competition opens on Monday, 6 May 2024 at 9.00am and closes at midnight on Sunday, 16 June 2024. The winners of first and second prize as well as week 6 winners of the gift cards to be drawn at midday on Thursday, 20 June 2024. The weekly winners of a \$100 Parade Gift Card (two (2) winners per week) will be drawn on a Thursday for the corresponding Monday to Sunday period of the competition.

RECOMMENDATION

That the report be received and noted.

Mr William Swale moved:

- 1. That the report be received and noted.
- 2. That the remaining 2023-2024 NPPC Budget be allocated towards a 2024 Mother's Day promotion, activation and giveaways.

Seconded by Mr Mario Boscaini and carried unanimously.

5.2 THE NORWOOD PARADE PRECINCT SEPARATE RATE 2024-2025, 2025-2026 & 2026-2027

REPORT AUTHOR:	Economic Development Officer
GENERAL MANAGER:	Chief Executive Officer
CONTACT NUMBER:	8366 4512
FILE REFERENCE:	qA119911
ATTACHMENTS:	A - B

PURPOSE OF REPORT

The purpose of this report is to seek the Norwood Parade Precinct Committee's endorsement to continue to levy a Separate Rate on The Parade Precinct for the next three (3) financial years (2024-2025, 2025-2026 & 2026-2027). The Committee's recommendation will then be presented to the Council for its endorsement to be released for consultation with the key stakeholders (The Parade Precinct business and property owners / managers).

BACKGROUND

At its meeting held on Tuesday, 4 May 2021, the Norwood Parade Precinct Committee endorsed the following:

- 1. That the Committee recommends to the Council that it endorses The Norwood Parade Precinct Separate Rate for The Parade Precinct (as shown on the Norwood Parade Precinct Map contained in Attachment C) for a further three (3) years commencing on 1 July 2021.
- 2. That the Committee supports the amount of revenue raised by the Separate Rate on The Parade to be set at \$215,000 for all three (3) financial years 2021-2022, 2022-2023 and 2023-2024, having considered all submissions received during the consultation period.

Subsequently, the Council endorsed the continuation of the Separate Rate at the abovementioned amount at its meeting held Monday, 7 June 2021.

FINANCIAL AND BUDGET IMPLICATIONS

Prior to the most recent period of charging the Separate Rate, the revenue collected was based on raising \$205,000 in its base year, which was then increased in line with the Consumer Price Index (CPI) annually, resulting in varying totals collected in the subsequent years. However, in order to simplify the process and provide The Parade businesses and property owners with a level of certainty, a fixed rate of \$215,000 was set for each of the three (3) years.

To assist the Committee, **Table 1** shows a comparison of the Separate Rate for similar mainstreet precincts within metropolitan Adelaide.

Year	Mainstreet / Precinct	Separate Rate Revenue	
2023-2024	The Parade Precinct, Norwood	\$215,000	
2023-2024	Goodwood Road, Goodwood	\$57,225	
2023-2024	Unley Road, Unley	\$122,294	
2023-2024	King William Road, Hyde Park	\$150,350	
2023-2024	Fullarton Road	\$16,500	
2023-2024	Jetty Road, Glenelg	\$660,245	
2023-2024	Village Heart-Prospect Road, Prospect	\$19,500	

TABLE 1: COMPARISON OF THE SEPARATE RATE COLLECTED FOR SIMILAR MAINSTREET PRECINCTS IN METROPOLITAN ADELAIDE

The comparison demonstrates that the quantum of rates collected from The Parade Precinct is commensurate for the size of the Precinct and the number of businesses that fall within the Precinct.

Should the Separate Rate be extended for a further three (3) years, it is recommended that the Separate rate be increased by \$10,000 and set at \$225,000 for each of the 2024-2025, 2025-2026 and 2026-2027 financial years. This proposal would ultimately result in an increase of approximately 4.65% for each of the next three (3) consecutive years.

This Separate Rate model for The Parade has been designed to ensure that the Precinct remains viable in an increasingly competitive mainstreet and indoor shopping centre markets, where the Precinct is seen as South Australia's premier mainstreet.

A Separate Rate revenue of \$225,000 would ensure that the Council through the Committee is able to continue to deliver initiatives for the size and diversity of the businesses, properties and visitors to the Precinct. The reasons for proposing to increase the amount that is collected are explained in the Discussion section of this report.

RESOURCE ISSUES

The full Separate Rate revenue is used to deliver the various initiatives and programs outlined in the Annual Business Plan (the details of which are contained in a separate report in this Agenda). The Council provides all of the required staffing to service the Committee and to deliver various initiatives and programs that the Committee has approved within its funding from the Separate Rate levy of the Norwood Parade businesses. The resourcing provided by the Council includes Economic Development Staff, Marketing & Events Staff and Communications Staff.

CONSULTATION

It is anticipated that should the Council resolve to continue to collect a Separate Rate, the Council will consult with the key stakeholders (The Parade Precinct business and property owners / managers) in accordance with the provisions outlined under the *Local Government Act 1999*.

Consultation will be scheduled to commence at 9.00am Thursday, 14 March 2024 and conclude at 5.00pm Wednesday, 10 April 2024. To ensure that all affected stakeholders are well informed of the Council's intentions, a variety of different platforms will be used to communicate with the key stakeholders, including written information packs sent to all business and commercial property owners located within the Norwood Parade Precinct as contained in **Attachment A**. Information will also be placed on both the Council and Parade websites, in the monthly Business on Parade eNewsletter and in The Advertiser newspaper.

It should be noted that in addition to the consultation regarding the Separate Rate, The Parade business and property owners / managers, are consulted annually on the development of the Annual Business Plan, which outlines the way in which the budget, generated from the Separate Rate, will be utilised.

DISCUSSION

In accordance with the provisions of the *Local Government Act 1999*, the revenue collected by the Council as part of the Separate Rate, has been and will continue to be used expressly for the benefit of the area from which it is raised and for the property and business owners who pay the Separate Rate.

More specifically, the revenue that is collected and raised by the Separate Rate is allocated by the Council to the Norwood Parade Precinct Committee, which was established to perform the following functions.

- to develop and have oversight of the Annual Business Plan and Budget based on the Separate Rate for The Parade Precinct;
- to have oversight of the implementation of the Annual Business Plan as approved by the Council;

- to deliver initiatives as set out in the Annual Business Plan that contribute to the development and promotion of The Parade as a vibrant shopping, leisure and cultural destination for businesses, residents and visitors; and
- to initiate and encourage communication between businesses within the Precinct.

The draft budget that is developed by the Norwood Parade Precinct Committee must be considered in conjunction with the Annual Business Plan and the amount recommended to the Council for approval by the Council, is required to meet the objectives set out in the Annual Business Plan.

As Committee Members are aware, each financial year, the Committee is required to present an Annual Business Plan to the Council for its approval, outlining how the Committee intends to use the Separate Rate revenue to market and promote The Parade Precinct. An overview of the key programmes and initiatives that were delivered by the Norwood Parade Precinct Committee using the Separate Rate, over the past three (3) financial years is contained in **Attachment B**.

In general, each of the NPPC Annual Business Plans contains strategies to promote and market The Parade with the overarching objective of attracting more people to The Parade, which will ultimately enhance the prosperity and sustainability of The Parade. This in turn is likely to attract additional business opportunities, which contributes to the diversity of the businesses and services available and has the spinoff effect of increasing local employment opportunities.

Through the establishment of the Norwood Parade Precinct Committee and the revenue that is collected from the Separate Rate, the Council is ensuring that The Parade continues to maintain its status as South Australia's Premier Mainstreet. Achieving a dynamic and thriving commercial centre in turn creates a community hub and a sense of pride for residents, business owners and employees.

In considering whether to recommend an extension of the Separate Rate and to increase the revenue that is collected, the Committee and the Council must consider why they support the proposal of a Separate Rate in the first instance. A summary of these reasons is set out below, along with justification for increasing the revenue collected.

- The Parade is constantly facing increased competition from master planned, off-street shopping centres, in particular Burnside Village which is currently undergoing a multi-million dollar redevelopment. Other centres such as Westfields and Rundle Mall are also in competition with The Parade. These centres enjoy coordinated management, which includes a compulsory marketing levy along with maintenance of centre infrastructure and management of tenancy mix. While the charm and unique character of mainstreets like The Parade act as a significant drawcard, they simply cannot continue to compete in this increasingly competitive retail environment without a coordinated marketing approach;
- continuous and consistent marketing and establishment of initiatives has resulted in expenditure increasing throughout the Precinct as highlighted through *Spendmapp by Geografia* data;
- other mainstreets around metropolitan Adelaide are continuing to collect a Separate Rate to ensure they
 are able to employ marketing and promotional campaigns to encourage visitation and expenditure (i.e.
 Jetty Road, Glenelg and King William Road, Hyde Park);
- new events within The Parade Precinct have required a greater contribution from the Norwood Parade Precinct than had previously been budgeted for (i.e. AFL Gather Round);
- the Norwood Parade Precinct Committee has recently endorsed the creation of the Christmas Decoration Strategy to acquire assets over a period of time. The installation and dismantling costs associated with the current Christmas decorations, has increased due to increased materials and labour costs. Adding to the suite of decorations that are purchased and installed, will require additional budget allocation; and
- the general costs of marketing and delivering the range of events has increased due to factors such as inflation, and material costs etc.

OPTIONS

The Committee has a number of options available to it in terms of the recommendations that it makes to the Council, including recommending that a Separate Rate no longer be collected. However, given that a Separate Rate has now been applied for four (4) three (3) year periods, each time following comprehensive consultation with The Parade business community, and the Council waiving the Separate Rate for businesses in the 2020-2021 financial year, the option to no longer collect the Separate Rate is **not recommended**. Recommending to no longer collect the Separate Rate would be detrimental to the long-term survival and sustainability of The Parade particularly given the works being undertaken at nearby Burnside Village.

Alternatively, the Committee can recommend to the Council to increase the Separate Rate by a greater amount, for example to \$250,000 or \$300,000. Whilst this is an attractive option, it would add an additional cost to the businesses and property owners. For this reason a greater increase is **not recommended**.

The Committee could also recommend to the Council that it applies a staggered increase over the three (3) year period, for example Year 1 - \$225,000, Year 2 - \$235,000, Year 3 - \$245,000. This option would be more palatable and would better align with the reduced cost of living pressures predicted to occur in late 2024.

As such, it is **recommended** that the Committee recommends to the Council that it support the proposal to extend the Separate Rate for 2024-2025, 2025-2026 and 2026-2027 financial years at a rate of \$225,000 and that The Parade business community be consulted with regard to again declaring a Separate Rate for the Precinct.

CONCLUSION

The Separate Rate enables the Council to raise sufficient revenue to ensure high impact marketing and promotion and engaging initiatives for The Parade Precinct can occur. A safeguard has been built in with the three (3) year timeframe, at which time the Separate Rate will once again be evaluated for effectiveness and business and property owners themselves can determine its value to their business.

COMMENTS

Nil.

RECOMMENDATION

- 1. That the Committee advises and recommends to the Council that it supports the continuation of the Separate Rate for The Parade for a three (3) financial year period.
- 2. That the Committee supports the amount of revenue raised by the Separate Rate on The Parade to be set at \$225,000 for the 2024-2025, 2025-2026 and 2026-2027 financial years.

Cr Whitington moved:

- 1. That the Committee advises and recommends to the Council that it supports the continuation of the Separate Rate for The Parade for one (1) financial year.
- 2. That the Committee supports the amount of revenue raised by the Separate Rate on The Parade to be set at \$225,000 for the 2024-2025 financial year.

Seconded by Cr Callisto and carried unanimously.

5.3 DEVELOPMENT OF THE DRAFT 2024-2025 NORWOOD PARADE PRECINCT ANNUAL BUSINESS PLAN

REPORT AUTHOR:Economic Development OfficerGENERAL MANAGER:Chief Executive OfficerCONTACT NUMBER:8366 4512FILE REFERENCE:qA119911ATTACHMENTS:A

PURPOSE OF REPORT

The purpose of this report is to present to the Norwood Parade Precinct Committee, the *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan*, for its consideration and approval.

BACKGROUND

Pursuant to the Committee's Terms of Reference, which have been set by the Council, The Norwood Parade Precinct Committee is required to prepare an Annual Business Plan prior to each financial year, to guide its programs and initiatives for the ensuing financial year and to assist in determining the funding requirements for consideration and approval by the Council.

The purpose of this report is to present to the Committee, the *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan*, for consideration and endorsement. Following the Committee's endorsement of the *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan*, the document will be presented to the Council for endorsement and approval as being suitable for consultation with The Parade Precinct business community.

FINANCIAL AND BUDGET IMPLICATIONS

The budget which has been allocated in the Draft Annual Business Plan for the 2024-2025 financial year is \$225,000. This is an increase from \$215,000, which was collected in 2023-2024 to deliver the Annual Business Plan. \$225,000 is also reflective of the amount that is proposed as part of the review of the Separate Rate revenue for the next three (3) financial years. This is subject to The Parade Separate Rate also being endorsed as recommended, which is the subject of another report within this agenda.

RESOURCE ISSUES

The implementation of the 2024-2025 Norwood Parade Precinct Annual Business Plan will be undertaken by Council staff and managed by the Manager, Economic Development & Strategy. Input and involvement from other Council staff and/or external contractors will be sought as required. Direction on expenditure will come from the Norwood Parade Precinct Committee.

CONSULTATION

Once the Draft 2024-2025 Annual Business Plan is endorsed by the Committee, the draft document will be presented to the Council for its endorsement, prior to being released for consultation with The Parade Precinct business community for a period of twenty-one (21) days.

DISCUSSION

The Vision for The Parade is:

To maintain the status of Adelaide's premier mainstreet as a vibrant destination where residents and visitors can experience and enjoy a place to dine, shop, play and do business.

Based on the Vision, staff have identified the following four (4) Objectives, which form the basis of the Draft 2024-2025 Annual Business Plan:

- Courageously promote the Precinct and its businesses;
- Increase visitation and encourage expenditure;
- Increase business engagement and collaboration; and
- Provide strategic direction on the future growth and development of the Precinct.

To achieve these Objectives, it is recommended that the proposed Strategies and Deliverables be grouped into the following five (5) categories, all of which have been developed with the aim of meeting the four (4) Objectives outlined above:

• Events & Placemaking

Develop, deliver and support meaningful experiences that create remarkable memories on The Parade.

• Marketing & Communications

Backed by research and analytics, implement a range of marketing campaigns and communication strategies that promote the strengths of The Parade to target markets.

• Identity & Brand

Ensure The Parade, Norwood remains Adelaide's premier mainstreet through delivering initiatives that create connections, improve loyalty and drive brand awareness and visitation.

Business Support & Development

Create a conducive business environment where people flourish through education, training and networking.

Administration

Ensure the ongoing and effective administration of the Committee (i.e. consultation material development for each financial year Annual Business Plan).

With regards to the funding of the abovementioned categories, it is suggested that the following allocation occur:

- Events & Placemaking \$35,000
- Marketing & Communications \$70,000
 - Website \$2,500
 - o Social Media \$20,000
 - o Advertising \$47,500
- Identity & Brand \$110,000
 - Signage & Street Decorations \$45,000
 - o Merchandise \$5,000
 - o Competitions \$60,000
- Business Support & Development \$5,000
 - Training & Workshops \$3,000
 - o Other \$2,000
- Administration \$5,000

A copy of the *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan* is contained in **Attachment A**.

It should be noted that the details regarding the range of projects and initiatives that are proposed under each of these categories, will be presented to the Committee throughout the 2024-2025 financial year. The intent is not to include the specific projects and initiatives in the Annual Business Plan to allow flexibility and to respond to changing environments.

OPTIONS

The Committee can endorse the recommended Objectives, Strategies and Deliverables and associated funding presented in the *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan* as being suitable. Alternatively, the Committee can amend, omit or propose new Objectives, Strategies, initiatives or programs for inclusion in the draft Annual Business Plan.

CONCLUSION

The Parade business community wants to see initiatives and programs planned by the Norwood Parade Precinct Committee that create tangible outcomes and an increase in the number of visitors to and expenditure within The Parade Precinct. As such it is important that the Strategies and Deliverables are measurable so that the results can be communicated.

COMMENTS

The funding associated with the *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan* is driven by The Parade Separate Rate, which is also up for review this coming financial year. Any change to the Separate Rate will alter the content within the Annual Business Plan. Both the Separate Rate and the Annual Business Plan will be out on consultation at the same time should the Council endorse them as being suitable for consultation and engagement.

RECOMMENDATION

- 1. That the *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan* be endorsed as being suitable to present to the Council for its endorsement and approval prior to its release for consultation with The Parade Precinct business community for a period of twenty-one (21) days.
- 2. That the Chief Executive Officer be authorised to make any editorial changes to the document prior to the document being released for consultation.

Cr McFarlane moved:

- 1. That the Draft 2024-2025 Norwood Parade Precinct Annual Business Plan be endorsed as being suitable to present to the Council for its endorsement and approval prior to its release for consultation with The Parade Precinct business community for a period of twenty-one (21) days.
- 2. That the Chief Executive Officer be authorised to make any editorial changes to the document prior to the document being released for consultation.

Seconded by Cr Whitington and carried unanimously.

5.4 THE PARADE PRECINCT OCCUPANCY LEVELS ANNUAL ASSESSMENT 2023

REPORT AUTHOR:	Economic Development Officer
GENERAL MANAGER:	Chief Executive Officer
CONTACT NUMBER:	8366 4512
FILE REFERENCE:	qA119911
ATTACHMENTS:	A - B

PURPOSE OF REPORT

The purpose of this report is to provide the *Norwood Parade Precinct Committee* with the annual assessment of the occupancy levels within The Parade Precinct.

BACKGROUND

As part of The Parade Precinct Occupancy Levels report which was presented to the *Norwood Parade Precinct Committee* in November 2019, the Committee was advised that an assessment of The Parade Precinct's occupancy rates will be conducted annually and that the findings will be presented to the Committee, the Council's *Business & Economic Development Advisory Committee* and the Council. Since 2019, Staff have expanded the extent of the occupancy level surveys, now covering the majority of the business precincts within the City. The other Precincts that have had their occupancy rates recorded to date, include Magill Road and Kent Town. The most recent surveys were undertaken on the following dates:

- The Parade Precinct 14 December 2023;
- Magill Road Precinct 13 December 2023; and
- Kent Town Precinct 19 and 21 December 2023.

The initial assessment, which was undertaken in 2019, was in response to a report published by JLL Australia, on the vacancy levels of Adelaide's "high streets" (main streets). The "high streets" assessed by JLL Australia as part of that report and all of the subsequent reports prepared by JLL Australia include:

- The Parade, Norwood;
- Prospect Road, Prospect;
- Hindley Street, Adelaide;
- Rundle Street, Adelaide;
- King William Road, Goodwood;
- O'Connell Street, North Adelaide; and
- Jetty Road, Glenelg.

The latest report prepared by JLL Australia is the 3Q23 Adelaide Retail High Street Overview, a copy of which is contained in Attachment A. It is important to note that JLL Australia define The Parade (for the scope of their measurement) as being all ground floor tenancies directly fronting The Parade between Osmond Terrace and Portrush Road. It was due to this restricted scope that the Council decided to undertake its own assessment, which is inclusive of the entire Precinct, as defined by the Council in its Terms of Reference for the Norwood Parade Precinct Committee. A map showing the extent of the precinct is contained in Attachment B. It was subsequently determined that it would be valuable for all of the Council's Economic Development Precincts to also be monitored, with each Precinct having its own predefined boundary. Undertaking an annual assessment of all of these precincts, enables the Council to monitor the 'health' of the precincts and identify opportunities to provide support.

The JLL Australia report and **Table 1** below, show that the majority of Adelaide's retail "high streets" are experiencing steady occupancy levels. The only high streets to have experienced a change (positive) over 3% from Third Quarter (July, August, September) 2022 to Third Quarter (July, August, September) 2023 were Jetty Road and The Parade, both of which are the most occupied high streets that are monitored by JLL Australia. **Table 2** also contains a summary of the findings from the Staff annual 4Q data collection for the three (3) Economic Development Precincts (The Parade, Magill Road and Kent Town).

In the JLL Australia report, The Parade has been recognised as the best performing "high street" in respect to tenancy occupancy, 2.8% ahead of Jetty Road. In addition, The Parade continues to have an occupancy rate above that of the 'Blended Average' of all high streets which sits at 93.6%.

TABLE 1: RETAIL HIGH STREETS OCCUPANCY LEVELS – JLL AUSTRALIA FINDINGS			
Street	Occupancy Rate 3Q22	Occupancy Rate 3Q23	Change (3Q22-3Q23)
Prospect Road, Prospect	95.9%	93.5%	Declined 2.4%
Hindley Street, Adelaide	87.3%	86.8%	Declined 0.5%
Rundle Street, Adelaide	92.7%	93.8%	Improved 1.1%
King William Road, Goodwood	94.5%	94.4%	Declined 0.1%
O'Connell Street, North Adelaide	91.7%	92.7%	Improved 1%
Jetty Road, Glenelg	90.3%	95.2%	Improved 4.9%
The Parade, Norwood	94.0%	98.0%	Improved 4%

Notes: Data provided by JLL Australia.

TABLE 2: ECONOMIC DEVELOPMENT PRECINCTS OCCUPANCY LEVELS – STAFF FINDINGS

Street	Occupancy Rate 4Q22	Occupancy Rate 4Q23	Change (4Q22-4Q23)
The Parade, Norwood	92.5%	96.5%	Improved 4%
Magill Road	94.0%	95.0%	Improved 1%
Kent Town	93.0% (1Q23)	92.4%	Declined 0.6%

Notes: Data collected by NPSP Staff

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The relevant Outcome and Objective contained in CityPlan 2030 are outlined below:

Outcome 3: Economic Prosperity

A dynamic and thriving centre for business and services.

• Objective 3.1 A diverse range of businesses and services.

The relevant Strategies and Actions contained in the 2021-2026 Economic Development Strategy are outlined below:

Strategy 2.2: Support the City's vibrant mainstreet precincts.

• Action 2.2.3 Monitor vacancy rates on The Parade by undertaking annual audits.

Strategy 3.3: Facilitate communication, education and networking programs to support businesses.

• Action 3.3.1 Continue to grow the business database and communicate on a regular basis, including a process to identify new businesses.

DISCUSSION

For the purpose of this report, occupancy levels are defined as a percentage of all available commercial properties (residential properties are not included) that are currently being actively utilised by a business. In retail precincts such as The Parade, the occupancy level is usually calculated on the number of commercial tenancies located on the ground floor predominately comprising of retail and commercial uses. However, given the small number of aboveground floor tenancies within the Economic Development Precincts, these tenancies have also been included in the assessment. Generally, the occupancy level measures the state of the local property market by representing the level of activity and demand for property.

It should also be noted that in undertaking the assessment, Council staff made the following assumptions:

- tenancies classified as being vacant are those that:
 - have signage indicating that the premises or part of the premises was for lease;
 - tenancies that have a 'Leased' sign and were still vacant and the Council was not aware of a new business preparing to occupy the space; and
 - tenancies that did not have signage but were empty and the Council was not yet aware of any new business preparing to occupy the space.
- there were two (2) tenancies where it was unclear whether the premises were occupied or whether they
 were vacant and for this reason, these tenancies were excluded from the assessment and do not form
 part of the occupancy figures;
- the ORTA development site has not been included in the figures;
- Norwood Oval is not counted in the occupancy figures, however is included in the tenancy mix figures; and
- the Norwood Town Hall is also not included in the occupancy figures, however is included in the tenancy mix figures.

On 14 December 2023, Council staff undertook an assessment of The Parade Precinct (as defined in the *Norwood Parade Precinct Committee* Terms of Reference, which extends from Fullarton Road to Portrush Road) occupancy levels to understand the current health of the Precinct, the changes that have occurred over the past 12 months and to compare the research with the findings in the latest JLL Australia report. All information is correct as of that date.

The survey conducted by Council staff found the following:

- there is currently a total of 373 tenancies within The Parade Precinct;
- 360 tenancies were occupied by a business (plus Norwood Oval and the Town Hall bringing the total to 362);
- there were thirteen (13) vacant tenancies (15 less than at the same time in 2022) within The Parade Precinct, which equates to an <u>occupancy level of 96.5% (up from 92.5% in 2022)</u>;
- eight (8) vacant tenancies are located on the northern side of The Parade (3 less than 2022) and the northern side has an occupancy level of 95.9% (186 out of 194 tenancies); and
- five (5) vacant tenancies are located on the southern side of The Parade (12 less than 2022) and the southern side has an occupancy level of 97.2% (174 out of 179 tenancies).

In an attempt to build on the data that is collected, staff have also continued to monitor the tenancy mix within The Parade Precinct, as it is important to understand the diversity of businesses, as well as any trends that are becoming apparent. Too many of a particular type of business can impact on the Precinct's attractiveness as a destination. In contrast, the establishment of some types of business clusters can also create competition, which is a positive outcome for visitors. **Table 3** below, showcases the tenancy mix within the Precinct in 2022 to 2023:

TABLE 3: TENANCY MIX OF THE PARADE PRECINCT - 2022 AND 2023

Sector	Number (2022)	Percentage (%) (2022)	Number (2023)	Percentage (%) (2023)
Retail	101	29.3	103	28.4
Dining & Entertainment	70	20.3	71	19.6
Professional	65	18.8	76	20.9
Medical, Health & Wellbeing	55	16.2	58	16.0
Hair/Beauty	35	10.1	41	11.3
Training/Employment	9	2.6	8	2.2
Community	5	1.4	5	1.3
N/A (i.e. Leased signage but no business yet)	5	1.4	N/A	N/A
TOTAL	345	100%	362	100%

Table 4 below, segregates the 'Retail' and 'Professional' sectors into sub-sectors to enable a deeper understanding. Retail is segregated into two (2) categories, 'Clothing' and 'Product', which is inclusive of businesses that specialise in homewares, furniture, grocery stores, toys etc. The Professional sector is segregated into three (3) categories 'Technical' which includes, architects, graphic design, IT, marketing agencies etc, 'Financial', which includes accountants, banks, brokers etc, and 'Real Estate'.

TABLE 4: RETAIL AND PROFESSIONAL SECTOR BREAKDOWN - 2022 AND 2023

Sector Breakdown	Number (2022)	Percentage (%) (2022)	Number (2023)	Percentage (%) (2023)
Retail – Product	66	65.3	69	67.0
Retail – Clothing	35	34.7	34	33.0
Professional – Technical	35	53.8	43	56.6
Professional – Financial	24	36.9	28	36.8
Professional – Real Estate	6	9.2	5	6.6

The changes experienced within the Precinct, include the introduction of a number of new businesses, many of whom have come online thanks to the completion of the COMO development. Also, businesses located within George House, which has had a new sign installed, making identification of tenants easier. The new and relocated businesses include:

<u>NEW</u>

- Embrace (located at 1 The Parade);
- Fussy's Hair Design (located in The Parade Pavilion (47));
- Version Brand Design (located at 2a/53 The Parade moved from Kensington Road);
- Outside Square (located at 2b/53 The Parade moved from Magill Road);
- Hot Pot Little Panda (located at 85 The Parade);
- Echo Hair & Beauty (located at 2/89 The Parade moved from Kent Town);
- Eastside Compounding (located at 20/177-193 The Parade);
- Norwood Alterations (located at 19/177-193 The Parade);
- Momentea (located at 11/177-193 The Parade);
- Ooh La La Lash Boutique (located to 1/223 The Parade);
- Luna & Sol (coming soon) (located at c/225 The Parade);
- Nailed It (located at 258 The Parade);
- Dumpling Centre (located at 256 The Parade);
- Rodeo (located at 224 The Parade);
- Saimai's Thai Treats (located to 210D The Parade);
- Tea Tee (located at 202 The Parade);
- Maya Beauty Bar (Norwood Mall);
- One-Systems (Norwood Mall returned after leaving the mall for a period);
- Jenny's Bakery (Norwood Mall);
- Mr Cheese (Norwood Mall);
- Boost (Norwood Mall relocated from Norwood Place);
- Coles (Norwood Mall);
- Fineco (coming soon) (Norwood Mall);
- Vintage Cellars (Norwood Mall);
- Sushi Hub (Norwood Mall);
- Mascavado (Norwood Mall);
- Total GP Care (Norwood Mall);
- Kieser Norwood (Norwood Mall);
- Thomas Farms (Norwood Mall);
- Smile Society (Norwood Mall);
- Simone Perele (located at 154 The Parade);
- Norwood Nails Design & Eyelashes (located at 2/154 The Parade);
- Marro's Hair & Beauty (located at 148B The Parade);
- Award Mortgage (located at 134A The Parade);
- Total Dermatology (located at 106 The Parade);
- Just Living (located at 3a/92-94 The Parade);

- Floorworld (located at 60 The Parade);
- John Baraiolo & Co (located at 42 The Parade);
- MCP+P (located at 10 The Parade); and
- Thor energy (located at 6 The Parade).

TABLE 5: SECTOR SUMMARY OF BUSINESSES - OPENED IN THE PRECINCT

Sector	Number of businesses to have opened
Dining & Entertainment	7
Medical, Health & Wellbeing	7
Hair/Beauty	9
Retail	11
Professional	6
Training/Employment	0
TOTAL	40

RELOCATED

- Adelaide Colonic Health (relocated within the Precinct to 3 The Parade);
- Norwood Family Practice (relocated to 43 The Parade); and
- Bupa Optical (relocated to 254 The Parade).

Some of the businesses that have left The Parade Precinct since the previous assessment include:

- Adelaide Reproductive Health Centre (the Doctor operates out of various hospitals);
- The Bod Squad (moved to Fullarton Road, Norwood);
- London Skin Clinic;
- Only 1 Hair Salon (closed completely);
- Campbell Page (closed Norwood site);
- Belroc Homes (moved to Payneham Road);
- Cosmetic Laser Solutions (moved to Fullarton);
- K-Baby Q (closed completely);
- Rain Modern Asian Bistro (closed completely);
- Phi Permanent Makeup (closed completely);
- Teamazing (closed Norwood store);
- Scribbles Junction (closed completely);
- Whole Foods by Argo (closed completely);
- Wok your Way (sold franchise);
- Tang Dessert (closed completely);
- Pasta Chef (closed completely);
- Hanger Lane (closed completely);
- Uncle Albert's (closed completely);
- Excel Nails (sold franchise, rebranded to Norwood Nails Design & Eyelashes);
- Prana Healing (closed completely);
- Intrepid;
- Pawnbrokers World (closed completely); and
- Joe & Frank's Dentures (closed completely).

TABLE 6: SECTOR SUMMARY OF BUSINESSES - LEFT THE PRECINCT

Sector	Number of businesses to have left
Dining & Entertainment	7
Medical, Health & Wellbeing	5
Hair/Beauty	4
Retail	4
Professional	2
Training/Employment	1
TOTAL	23

The results of the occupancy survey have demonstrated that there is an increase in the number of food and beverage related businesses, as a result of the COMO development, however the number of dining/entertainment businesses overall has remained fairly stable. As can be seen via the two (2) summary tables of businesses to have entered and left the Precinct, all sectors experienced a growth, besides Dining & Entertainment which remained the same and Training/ Employment which declined.

Given the importance of having a good mix of businesses in the Precinct, it will be critical for the Committee and the Council to continue to monitor the number of businesses in each sector within the Precinct, as an oversupply in any one (1) sector could have a detrimental impact on the longevity of The Parade.

In respect to the location of vacant tenancies, the only clusters are at 231 The Parade, which has previously been listed as for sale, and the former Beaurepairs site, which has been earmarked for redevelopment. Beyond this, the vacant tenancies are spread throughout the Precinct.

A more in-depth analysis of the spread of vacant tenancies can be achieved through segregating the Precinct into three (3) sections. The results are as follow:

- The Parade between Fullarton Road and Osmond Terrace = occupancy rate of 96.6% (112 out of 116)
- The Parade between Osmond Terrace and George Street = occupancy of 97.2% (138 out of 142)
- The Parade between George Street and Portrush Road = occupancy rate of 95.7% (110 out of 115)

The next assessment is scheduled to be undertaken in late 2024.

The information that has been presented and discussed in this report will be used to create the *Norwood Parade Precinct Occupancy Report 2023* document which will go onto the Council website under the 'Invest in NPSP' page. Feedback from businesses is that this document is used by a range of businesses and has been accessed by a number of investors in the Precinct.

In addition, the information will also be used to update the City-wide Occupancy Report, which will provide more detail on the importance of occupancy, tenancy mix, and turnover for a number of economic development precincts within the City of Norwood Payneham & St Peters.

OPTIONS

Not Applicable.

CONCLUSION

The results of these investigations reflect the significant investment that both the Council and the Norwood Parade Precinct Committee have continued to make in supporting The Parade Precinct. Marketing and promotion of the mainstreet, competitions, events and activations have all been undertaken to benefit businesses within the Precinct and encourage new businesses to the Precinct to fill vacant tenancies.

Given the importance of monitoring the occupancy levels within The Parade Precinct, Council Staff will continue to conduct annual occupancy assessments and provide written reports to the *Norwood Parade Precinct Committee*, as well as the Council's *Business & Economic Development Advisory Committee* and the Council to ensure a healthy and vibrant Precinct is maintained.

COMMENTS

Whilst it is acknowledged that a high occupancy level is a positive representation of the health of the Precinct, research has shown that when occupancy levels go above 95%, the rental market is considered to be in a good state and landlords consequently tend to increase rents, which in turn can have a negative impact on tenancy mix. It also means that landlords can afford to be selective about the type of tenants that they place in the individual properties. Therefore, maintaining an occupancy level of between 91% - 95% appears to be the optimal level for a successful precinct. The current occupancy rate of The Parade is 96.5%, which could be beneficial if landlords focussed on selecting tenants that added value to the Precinct, rather than duplicating what is already there. It is also critical that landlords do not see the high occupancy rates as an opportunity to increase rates, as this could have a detrimental impact on the vibrancy of the Precinct.

RECOMMENDATION

- 1. That The Parade Precinct assessment information be used to produce the Norwood Parade Precinct Occupancy Report 2023 and update the Activity Precincts Occupancy Report.
- 2. That an annual audit of The Parade Precinct Occupancy rate continue to occur.

Cr Callisto moved:

- 1. That The Parade Precinct assessment information be used to produce the Norwood Parade Precinct Occupancy Report 2023 and update the Activity Precincts Occupancy Report.
- 2. That an annual audit of The Parade Precinct Occupancy rate continue to occur.

Seconded by Cr Whitington and carried unanimously.

6. OTHER BUSINESS

6.1 Resignations

Cr Callisto moved:

That the Committee thanks Ms Brigitte Zonta and Mr William Swale for their contribution as Members of the Norwood Parade Precinct Committee and wished them all the best for their future endeavours.

Seconded by Cr Whitington and carried unanimously.

7. NEXT MEETING

Tuesday 30 April 2024

8. CLOSURE

There being no further business, the Presiding Member declared the meeting closed at 7.38pm.

Mayor Robert Bria PRESIDING MEMBER

Minutes Confirmed on ____

(date)

Attachment B

Adoption of Committee Minutes

Chief Executive Officer's Performance Review Committee

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

Telephone8366 4555Facsimile8332 6338Emailtownhall@npsp.sa.gov.auWebsitewww.npsp.sa.gov.au



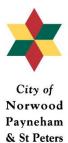
Chief Executive Officer's Performance Review Committee **Minutes**

19 February 2024

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.



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

Telephone	8366 4555
Facsimile	8332 6338
Email	townhall@npsp.sa.gov.au
Website	www.npsp.sa.gov.au

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1.		RMATION OF MINUTES OF THE CHIEF EXECUTIVE OFFICER'S PERFORMANCE W COMMITTEE MEETING HELD ON 24 JANUARY 2024	1
2.	PRESI	DING MEMBER'S COMMUNICATION	1
3.	CONFI	DENTIAL REPORTS	1
	3.1	STAFF RELATED MATTER	2
4.	OTHER	R BUSINESS	3
5.	CLOSL	JRE	3

- VENUE Mayor's Office (Ground Floor), 175 The Parade, Norwood
- HOUR 6.00pm

PRESENT

Committee Members	Mayor Robert Bria (Presiding Member) Cr Kevin Duke Cr Garry Knoblauch Cr John Callisto
Staff	Lisa Mara (General Manager, Governance & Civic Affairs) Mr Richard Altman (Independent Human Resource Specialist)
APOLOGIES	Nil
ABSENT	Nil

TERMS OF REFERENCE:

The Committee is established for the purposes of facilitating the review of the Chief Executive Officer's performance as required and in accordance with the Chief Executive Officer's Contract of Employment.

1. CONFIRMATION OF MINUTES OF THE CHIEF EXECUTIVE OFFICER'S PERFORMANCE REVIEW COMMITTEE MEETING HELD ON 24 JANUARY 2024

Cr Duke moved that the Minutes of the Chief Executive Officer's Performance Review Committee meeting held on 24 January 2024 be taken as read and confirmed. Seconded by Cr Knoblauch and carried unanimously.

2. PRESIDING MEMBER'S COMMUNICATION

The Presiding Member welcomed Mr Richard Altman who will be assisting the Committee with the Review.

3. CONFIDENTIAL REPORTS

3.1 STAFF RELATED MATTER

RECOMMENDATION 1

That pursuant to Section 90(2) and (3) of the *Local Government Act 1999* the Committee orders that the public, with the exception of the Council staff present be excluded from the meeting on the basis that the Committee will receive, discuss and consider:

(a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);

and the Committee is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the information confidential.

RECOMMENDATION 2

Under Section 91(7) and (9) of the *Local Government Act 1999*, the Committee orders that the report, discussions and minutes be kept confidential until the Chief Executive Officer Performance process has been finalised.

Cr Callisto moved:

That pursuant to Section 90(2) and (3) of the Local Government Act 1999 the Committee orders that the public, with the exception of the General Manager, Governance & Civic Affairs and the Independent Human Resource Specialist, be excluded from the meeting on the basis that the Committee will receive, discuss and consider:

(a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);

and the Committee is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the information confidential.

Seconded by Cr Knoblauch and carried unanimously.

Cr Knoblauch moved:

Under Section 91(7) and (9) of the Local Government Act 1999, the Committee orders that the report, discussions and minutes be kept confidential until the Chief Executive Officer Performance process has been finalised.

Seconded by Cr Callisto and carried unanimously.

4. OTHER BUSINESS Nil

5. CLOSURE

There being no further business the Presiding Member declared the meeting closed at 6.46pm.

Mayor Robert Bria PRESIDING MEMBER

Minutes Confirmed on _

(date)

13. OTHER BUSINESS

(Of an urgent nature only)

- 14. CONFIDENTIAL REPORTS Nil
- 15. CLOSURE