

# Business & Economic Development Advisory Committee

## Agenda & Reports

**4 April 2023**

### **Our Vision**

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

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

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

Telephone 8366 4555  
Facsimile 8332 6338  
Email [townhall@npsp.sa.gov.au](mailto:townhall@npsp.sa.gov.au)  
Website [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)



City of  
Norwood  
Payneham  
& St Peters

31 March 2023

## To all Members of the Business & Economic Development Advisory Committee

### Committee Members

- Mayor Robert Bria (Presiding Member)
- Cr Grant Piggott
- Cr Victoria McFarlane
- Cr John Callisto
- Ms Amanda Grocock
- Ms Amanda Pepe
- Mr Ben Pudney
- Mr Joshua Baldwin
- Mr Matt Grant
- Ms Rebecca Thomas
- Ms Trish Hansen

### Staff

- Mario Barone (Chief Executive Officer)
- Keke Michalos (Manager, Economic Development & Strategic Projects)
- Stacey Evreniadis (Economic Development Co-ordinator)
- Tyson McLean (Economic Development & Strategic Projects Officer)

### NOTICE OF MEETING

I wish to advise that pursuant to Sections 87 and 88 of the *Local Government Act 1999*, the next Ordinary Meeting of the Business & Economic Development Advisory Committee, will be held in the Mayors Parlour, Norwood Town Hall, 175 The Parade, Norwood, on:

**Tuesday 4 April 2023, commencing at 6.15pm**

Please advise Keke Michalos on 83664509 or email [kmichalos@npsp.sa.gov.au](mailto:kmichalos@npsp.sa.gov.au), if you are unable to attend this meeting or will be late.

A light meal will be available at the meeting.

Yours faithfully



Mario Barone  
**CHIEF EXECUTIVE OFFICER**

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City of  
**Norwood  
Payneham  
& St Peters**

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**VENUE**                                      Mayors Parlour, Norwood Town Hall

**HOUR**

**PRESENT**

**Committee Members**

**Staff**

**APOLOGIES**                                Mr Joshua Baldwin, Mr Matt Grant

**ABSENT**

**TERMS OF REFERENCE:**

*The Business & Economic Development Committee is established to fulfil the following functions:*

- *To provide high-level independent expert advice to the Council on economic development matters and employment growth opportunities in the City of Norwood Payneham & St Peters and to have oversight of the continued implementation of the Council's Economic Development Strategy.*
- *To identify issues, opportunities, and initiatives which impact on business and economic development in the City of Norwood Payneham & St Peters.*
- *To provide advice to the Council and recommend actions, including the conduct of studies associated with business and economic development, as required, in order to facilitate the identification of opportunities, issues, strategies and actions.*
- *To assist the Council to facilitate and promote economic growth and development in the City of Norwood Payneham & St Peters.*
- *To provide advice to the Council as required, to facilitate the creation of business networks (both within South Australia and Australia), which provide benefits for the City of Norwood Payneham & St Peters and the business sector.*
- *To provide strategic direction and leadership to ensure that members of the business community are able to participate in the development and implementation of the City's business and economic development outcomes.*
- *Conduct forums to identify and articulate relevant information in respect to services and activities in the City of Norwood Payneham & St Peters that contribute to the City's economic growth.*
- *Advocate and work actively with State and Federal Governments and their agencies, the private sector and relevant peak bodies on key economic priorities which deliver positive outcomes for the City and the community.*
- *Consider and advise the Council on medium and long term matters relevant to business and economic development within the City of Norwood Payneham & St Peters.*

**1. PRESENTATION – KELLEDY JONES LAWYERS**

Michael Kelledy of Kelledy Jones Lawyers will make a presentation to the Committee regarding the role of the Committee and the *Local Government (Procedures at Meetings) Regulation 2013*.

**2. STAFF PRESENTATION**

**3. CONFIRMATION OF MINUTES OF THE BUSINESS & ECONOMIC DEVELOPMENT COMMITTEE MEETING HELD ON 14 JUNE 2022**

Refer to attached Minutes.

**4. PRESIDING MEMBER'S COMMUNICATION**

**5. STAFF REPORTS**

## 5.1 PROGRESS REPORT ON THE 2021 – 2026 ECONOMIC DEVELOPMENT STRATEGY

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**REPORT AUTHOR:** Economic Development Coordinator  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 8366 4616  
**FILE REFERENCE:** qA109047  
**ATTACHMENTS:** A – D

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### PURPOSE OF REPORT

The purpose of this report is to provide the Business & Economic Development Advisory Committee, with a progress report on the implementation of the *2021-2026 Economic Development Strategy*.

### BACKGROUND

The *2021-2026 Economic Development Strategy*, is designed to guide economic development within the City, identify the priority areas for the five (5) year period and articulate the Council's role in supporting business and economic development.

The *Draft 2021-2026 Economic Development Strategy* is developed based on research, sector workshops and consultation with the business sector. The results were presented to the Business & Economic Development Committee at its meeting held on 16 June 2020. At that meeting, the Committee endorsed the Draft Strategy as being suitable to present to the Council for its consideration and endorsement to be released for community consultation and engagement.

Subsequently, the *Draft 2021-2026 Economic Development Strategy* was presented to the Council at its meeting held on 6 July 2020. At that meeting, the Council endorsed the *Draft 2021-2026 Economic Development Strategy* as being suitable to release for community consultation and engagement.

Following the conclusion of the consultation period, the results of the consultation and the revised final document, were presented to the Committee at its meeting held on 15 September 2020. At that meeting the Committee resolved to present it to the Council for its endorsement. At its meeting held 6 October 2020, the Council endorsed the *2021-2026 Economic Development Strategy*. A hard copy of the Economic Development Strategy will be distributed to the Business & Economic Development Advisory Committee at the meeting.

This report provides an update on the key Strategies and Actions that have progressed since its last Committee Meeting.

### RELEVANT STRATEGIC DIRECTIONS & POLICIES

The *2021-2026 Economic Development Strategy* is the Council's "blueprint" to guide the growth of the City's economy for a five (5) year period. The Strategy sits within the Council's decision-making framework and has been developed to align with other key strategic and policy documents.

The key strategies that have been used to inform, or that will work in conjunction with the *2021-2026 Economic Development Strategy* are listed below:

- *The 30-Year Plan for Greater Adelaide*
- *Norwood, Payneham and St Peters (City) Development Plan*
- *CityPlan 2030: Shaping Our Future – Mid Term Review 2020*
- *Kent Town Economic Growth Strategy 2020 - 2025*
- *Norwood Parade Precinct Annual Business Plan*
- *Smart City Plan*

## FINANCIAL AND BUDGET IMPLICATIONS

At its meeting held on 6 June 2022, the Council endorsed the Norwood Parade Precinct Annual Business Plan for the 2022-2023 financial year.

At its meeting held on 4 July 2022, the Council adopted the *Annual Business Plan, Budget and Declaration of Rates for 2022-2023*, which includes the following in respect to The Parade Precinct Separate Rate and the Economic Development Precinct Management budgets.

- a total budget of \$215,000 will be collected through The Parade Precinct Separate Rate for the 2022-2023 financial year; and
- a total budget of \$97,750 has been allocated by the Council to continue to deliver the Economic Development agenda in the 2022-2023 financial year.

In addition, *Raising the Bar Adelaide 2022* and the *Eastside Business Awards 2023*, received separate funding through the 2022-2023 Budget.

The Council's 2022-2023 Economic Development Budget will be used to deliver the remaining actions in Year 2 of the Strategy and commence the delivery of the Year 3 Actions. Some of the Year 2 and Ongoing Actions are set out in the Table contained in **Attachment A**.

## EXTERNAL ECONOMIC IMPLICATIONS

The successful delivery of the *2021-2026 Economic Development Strategy* may be impacted by the broader economic environment and worldly events, although Australia's economy has shown resilience to multiple shocks over the past three (3) years. However in recent times the increase in interest rates and the cost of living pressures has started to impact on the local economy. It is anticipated that the real effects on the economy will become more obvious over the coming months.

The Australian Bureau of Statistics (ABS) data released in March 2023 indicated the monthly Consumer Price Index (CPI) increased by 6.1% in twelve (12) months to the end of June, a two-decade high. This came after a significant twelve (12) month increase in the cost of housing (9%), transport (13.1%), food (5.9%) and furniture (6.3%). In addition, fuel costs increased by 32.1 per cent over the twelve (12) months.

For any business, cash flow is the life-blood for success. Rising interest rates continues to affect the cost of doing business, presenting challenges to business's ability to service debt. Economic Development Staff continue to support business owners and operators through face-to-face meetings and by providing them with information to help them navigate through this challenging time.

## SOCIAL ISSUES

Economic development impacts on both the business sector and the local community. Whilst the key focus of this Strategy is on the business sector, the two (2) are intrinsically linked and the prosperity of the local economy relies on creating a holistic environment where people want to invest, work, do business, live, shop and socialise.

## CULTURAL ISSUES

The City is a culturally rich and diverse place, with a strong identity, history and sense of place. Cultural and creative activity is increasingly recognised as important components of economic growth. Economic growth and sustainability through employment, vibrancy and growth are all important factors in achieving cultural vitality.

## RISK MANAGEMENT

In establishing the Strategic Framework for the *2021-2026 Economic Development Strategy*, the Council took into account the economic and demographic profile of the City, the views of the business community and partners and the key influences and trends that have, and will, impact on the City's economy. In doing so, the Council has ensured that the Strategy appropriately addresses the wide range of opportunities and challenges facing businesses and economic growth in the City. The Council will continue to work with the business community to ensure that the Strategies and Actions remain relevant and beneficial.

## ENVIRONMENTAL ISSUES

A vital component in meeting the aspirations of current and future businesses located in the City of Norwood Payneham & St Peters, is ensuring that issues relating to environmental sustainability are considered together with economic sustainability. A sustainable environment impacts on business investment decisions and is a key asset in the success of local businesses. The Council will continue to promote programs aligned with environmental actions, as well as look to introduce initiatives with a sustainable focus that encourage and promote a circular economy.

## RESOURCE ISSUES

The *2021-2026 Economic Development Strategy* has been prepared by the Council Staff, however it will require additional support, from both internal and external resources to ensure its timely implementation. The Economic Development Staff continues to work with Staff across the organisation to deliver the Actions in the Strategy.

## DISCUSSION

The implementation of the *2021-2026 Economic Development Strategy* commenced in January 2021 and to ensure that it is delivered in a timely manner, Council staff have developed a reporting structure that will be presented to the Business & Economic Development Advisory Committee at each of its meetings, for the purpose of tracking the progress of the Strategy's implementation and to provide direction and guide the staff in its implementation.

The table contained in **Attachment A**, outlines progress on the Actions under each of the four (4) key themes that are currently being delivered in Year 3 of the Strategy or are 'Ongoing' Actions for the duration of the five (5) year Strategy. It should be noted that only the Actions that have commenced or progressed since the last Committee meeting have been included.

The Table whilst detailed, should be read in conjunction with the *2021-2026 Economic Development Strategy* to obtain a better understanding of the individual Action and the Objective that the Council is proposing to achieve.

## CONCLUSION

The *2021-2026 Economic Development Strategy* recognises the leadership role of the Council in setting a clear direction for economic development within the City and in supporting the business sector. Developing the Strategy with clear direction and focus provides the foundation for the Council to implement successful actions and initiatives and establish partnerships with different stakeholders (i.e. Federal and State Governments, developers, businesses and residents) in order to ensure the successful longevity of the City's business and economic sector.

## RECOMMENDATION

That the report be received and noted.

# Attachment A

## Progress Report on the 2021-2026 Economic Development Strategy

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Website [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)



*City of*  
**Norwood  
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& St Peters**





## IMPLEMENTATION OF THE 2021-2026 ECONOMIC DEVELOPMENT STRATEGY

### 1. DYNAMIC & DIVERSE CITY

*Outcome: 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 based on their competitive strength and strategic priority.*

ACTION	UPDATE	STATUS
<p><b>1.1.1: Continue to support and promote the Food &amp; Beverage Manufacturing sector.</b></p>	<p><b>FOOD SECRETS + EASTSIDE WINE &amp; ALE TRAIL TOURS</b></p> <p>The <i>Food Secrets + Eastside Wine &amp; Ale Trail</i> tours recommenced in July 2022 after being temporarily suspended as a result of the COVID-19 Pandemic.</p>	<p>On going</p>
<p><b>ALSO ACHIEVES</b></p> <p><b>1.1.2: Continue to host regular bus tours, initiatives and events that showcase the City's food and beverage offering.</b></p>	<p>The tours are scheduled to run once a month on a Wednesday, between the months of February and November, with the tours for the remainder of the year now available for booking and occurring on the following dates:</p> <ul style="list-style-type: none"> <li>• Wednesday 19 April 2023;</li> <li>• Wednesday 3 May 2023;</li> <li>• Wednesday 21 June 2023;</li> <li>• Wednesday 19 July 2023;</li> <li>• Wednesday 16 August 2023;</li> <li>• Wednesday 20 September 2023;</li> <li>• Wednesday 18 October 2023; and</li> <li>• Wednesday 15 November 2023.</li> </ul> <p>The May tour has been scheduled to align with Tasting Australia and the November tour is scheduled to be in alignment with the Adelaide Italian Festival.</p> <p>All tours will include a visit to four (4) businesses. First stop coffee, followed by a sweet, then a beverage at one of the EWAT businesses and will conclude at a venue for lunch. Each tour will be able to accommodate fifteen (15) guests, two (2) Council Volunteers including the bus driver and a staff member.</p>	

A funding submission to re-appoint a *Food Secrets Ambassador* and alternative ways to promote the sector and to rejuvenate this initiative has been prepared and will be considered by the Council as part of its 2023-2024 Budget process.

More information on the *Food Secrets + Eastside Wine & Ale Trail* tours is available at [www.npsp.sa.gov.au/culture\\_and\\_lifestyle/shopping\\_and\\_dining/glynde\\_and\\_stepney\\_bus\\_tours](http://www.npsp.sa.gov.au/culture_and_lifestyle/shopping_and_dining/glynde_and_stepney_bus_tours)

**1.1.5: Promote Kent Town as a Cultural & Creative Industries Hub**

**KENT TOWN BRANDING PROJECT**

In progress

Council Staff have commenced the preparation of the Project Brief, which will be released by June to engage a Consultant to deliver the Kent Town Branding Project in the 2023-2024 financial year.

**1.1.7: Identify funding and/or promotional opportunities for local artists.**

**2023 ART ON PARADE**

In progress

The *Art on Parade* initiative returns this year, encouraging art lovers, residents and visitors to The Parade to enjoy a range of contemporary artworks, sculptures, paintings, jewellery and photography. All businesses within The Parade Precinct have been invited to express their interest in being a host venue for the event, which will be held from Saturday 1 – Sunday 30 April 2023.

In previous years, the Council has engaged an artist to curate the trail and act as the liaison between the businesses that expressed their interest and the artists that showcased their work. This year, the curation and management of *Art on Parade* will be delivered by the Council's Arts Officer.

Several modifications and additions are being considered for this year's event, which include:

- investigations into two (2) outdoor sculptures, one (1) to be installed on Osmond Terrace and the other to be installed at the intersection of The Parade, Fullarton Road and Flinders Street;
- a \$250 People's Choice Award;
- a \$500 'Inaugural Art on Parade Prize' to the winning artist, which will be judged by industry experts – Edward James and Yasmin Grass; and
- an *Art on Parade* closing event, which is scheduled to be held on Friday 28 April at a venue within The Parade Precinct.

Businesses will be provided with a counter top brochure display, which will include a map of the art trail and a voting slip for visitors to vote for their favourite artwork in the 'People's Choice Award.' All votes will

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go into a draw to win a \$100 Parade Gift Card, which will be announced at the closing event, which is scheduled to be held on Friday 28 April 2023.

The winner of the 'Inaugural Art on Parade Prize' will also be announced at the closing, after being judged over the course of the month by two (2) industry professionals.

The Council has prepared a marketing plan, including promotion across the Council's owned platforms, i.e. website, social media and electronic direct mail (EDM), with paid advertising scheduled across InDaily and Arts SA.

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**1.1.11: Continue to deliver marketing programs utilising a variety of channels to reinforce the position of the City as a leading and preferred retail destination**

**2022 A DAY OF FASHION**

Completed

Each year during the month of October, the Council hosts a fashion event on The Parade, to support the range of businesses in the fashion retail sector. Fashion events over the past ten (10) years have seen the road closed for fashion parades, store discounts, hair and beauty stalls, 'meet the designer' talks and a clothing donation station, to name a few.

The fashion landscape has changed over the past ten (10) years and particularly in the last three (3) years since the COVID-19 pandemic swept across the world. For the fashion industry, the pandemic disrupted brick-and-mortar stores, forcing businesses to focus on digitizing their business to keep up with the rise in online shopping. As lockdown restrictions eased during 2022, shoppers made it clear that although they still value online channels, shoppers also want brick-and-mortar experiences and physical retail now has a new role in revamping customer journeys to remain attractive to consumers.

At the same time, more and more consumers are voicing their concerns about the industry's impact on the planet and are expecting that businesses and government bodies embrace the concept of 'circularity' – making sure resources and products stay in use for as long as possible before being regenerated into new products.

Backed by desktop research and with careful consideration of today's consumer, the following events and activities formed the *A Day of Fashion 2022* program held on Saturday 15 October 2022.

**In Conversation with... Event**

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The fashion industry is one of the most significant industries in the global economy. However, marred by ever-accelerating trend cycles and murky supply chains, it is also a major contributor to environmental degradation and one of the biggest exploiters of poor workers employed in unsafe conditions.

Stacey Pallaras, Publisher of Cocktail Revolution, facilitated the discussion between three (3) University of South Australia Researchers:

- Erin Skinner - Slow Fashion Advocate & Researcher - Sustainable Fashion and Conservation Psychology;
- Kyla Raby - Anti-slavery researcher, practitioner and advocate; and
- Josie McKenzie - Researcher into Corporate Social Responsibility of the Australian Fashion Industry, Fast Fashion & Gender Equity.

The event was sold out, with forty (40) attendees packing out the Tanja Liedtke Studio at The Odeon – Australian Dance Theatre.

#### **Sip & Swap Event with The Clothing Exchange**

The Council, in partnership with The Clothing Exchange, and with local sponsor Lambrook Wines brought Sip & Swap to the City. The event invited people to bring six (6) well looked after clothing garments or accessories that they no longer wear, to exchange for six (6) new garments. The one-hundred (100) person sold-out event was held in the Don Pyatt Hall, with the left-over items donated to Op Shops located on The Parade.

#### **Business offers and in-store experiences**

The Council received a fantastic response from The Parade traders in 2022, with over sixty-five (65) business offers submitted, to be promoted as a part of A Day of Fashion, and it was pleasing to hear that outdoor adventure store Exurbia, had their most lucrative day of trading since opening on The Parade in November 2021.

#### **House of Gucci Movie Night at Hoyts Cinema Norwood**

To culminate A Day of Fashion and activate the night-time economy on The Parade, a movie screening of House of Gucci was held at Hoyts Cinema Norwood. Seventy (70) people attended the private screening.

The concept of *A Day of Fashion 2022*, was well received by businesses, event facilitators and speakers, and event attendees. The success of the event is supported by Spendmapp data, which shows a spike in sales in the 'Department Stores and Clothing' category. On Saturday 15 October 2022, the day of the event, \$159,000 was injected into the 'Department Stores and Clothing' category, which was the highest earning day for this category during the month of October. Fridays and Saturdays are the best performing

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days for the 'Dining and Entertainment' category, with an average of \$588,000 total spend. On Saturday 15 October, the 'Dining and Entertainment' category performed above average, generating \$608,000 within the Precinct. These figures illustrate that the event was a success, with visitors enjoying The Parade as a destination to shop, dine and experience.

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**1.1.11: Continue to deliver marketing programs utilising a variety of channels to reinforce the position of the City as a leading and preferred retail destination.**

**2023 THE PARADE, NORWOOD ANNUAL COMPETITION**

In progress

The Parade Precinct has run a range of competitions over the past six (6) years and through the development of the competitions has considered a number of factors, including but not limited to – the prize, the time of year and the duration of the competition. In 2020 and 2021, the Norwood Parade Precinct Committee was challenged to come up with a suitable prize, that was both attractive to shoppers and benefited the businesses within the Precinct during the covid pandemic period. During these years, the Council delivered *Rediscover The Parade*, with a cash prize in the form of vouchers to local businesses, a *Book a Holiday – Win a Holiday*, which encouraged shopper to book local trips at one (1) of the four (4) travel agencies on The Parade, and a *Spend to Win*, which was held in the lead up to Christmas.

In addition, the Council has delivered a *Caroma Bathroom Makeover* in 2018, and *Parade to Paris* and *Summer in Sorrento* in 2017 and 2018, respectively.

All prizes for the competition have been arranged through businesses within The Parade Precinct, except in 2022, when the Norwood Parade Precinct Committee resolved to pursue a car as the prize for the competition. Several options were presented to the Committee and a FIAT 500 was endorsed, due to perceived brand alignment, price point and availability.

At its meeting held on 26 July 2022, Council Staff delivered a presentation to the Norwood Parade Precinct Committee on various initiatives to investigate and deliver for the remainder of 2022 and early 2023. One of the initiatives that was included in the presentation and discussed at the meeting, was the prize for the 2023 Annual Parade Precinct Competition. Supported by statistics and feedback from past competitions, the recommendation from Council Staff, was to run an international holiday competition. This recommendation was supported by the Committee.

Following the Committee meeting, expressions of interest were sent to the four (4) travel agencies on The Parade, seeking their interest to sponsor the 2023 competition. Council staff followed up with face-to-face meetings with each of the travel business, to discuss destination ideas and to identify if there was opportunity for financial or in-kind support. Given the state of the travel sector over the past two (2) years,

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head offices have put a freeze on all sponsorship opportunities until further notice, which is understandable.

Despite this, holiday competitions have been the most successful for the Precinct. For this reason, combined with the desire from people to travel, Council staff explored alternative ways to collaborate with travel businesses to deliver this competition. Through this process, Travel Associates Norwood has successfully been able to secure a five (5) day luxury European river cruise for two (2), with Avalon River Cruises at a reduced cost and Travel Associates Norwood has agreed to provide the airfares at cost price. The Norwood Parade Precinct Committee is contributing an additional \$2,000 to the prize, for spending money.

The aim of the competition is to encourage customers to visit any business within The Parade Precinct, spend \$25 or more and enter their details online at [paradenorwood.com](http://paradenorwood.com) to win the sole prize – an Avalon River Cruise holiday for two (2) people.

The competition is scheduled to run from Monday 15 May to Monday 26 June 2023. An extensive marketing campaign will be developed to promote the competition, including but not limited to print, digital, radio and on-street promotions. Tear-away slips including information on how to enter the competition will be provided to businesses, to staple onto their customer's receipts.

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**1.4.1: Create opportunities for businesses to interact through business events and networking functions.**

**2022 END OF YEAR BUSINESS NETWORKING EVENT**

Complete

On Tuesday 6 December 2022, the City of Norwood Payneham & St Peters held its End of Year Business Networking Event at Transforma, located on Kensington Road, Norwood. Transforma, a local furniture business, which is included in the Council's *Eastside Design for Living* initiative.

The event was attended by 100 people, representing 48 businesses within the City and from various business sectors (e.g. professional services, retail and hospitality). The event was an opportunity for new and existing business owners and employees to network with their peers, as well as Elected Members and Council Staff. The evening featured a speech from Mayor Robert Bria who outlined the Council's Economic Development programs and initiatives that were undertaken to assist businesses since the Mid-Year Business Networking Event in June 2022.

The event was catered by Indulgence Food Design, a business within the City and beer and wine were supplied by The Suburban Brew, Heartland Wines, Lambrook Wines and Fox Gordon Wines, who are all members of the Council's *Eastside Wine & Ale Trail*.

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A selection of photos of the event can be accessed via the Council website at [www.npsp.sa.gov.au/bne](http://www.npsp.sa.gov.au/bne)

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**2023 MID-YEAR BUSINESS NETWORKING EVENT**

In progress

The details of the End of Year Business Networking Event are as follows:

Date: Tuesday 27 June 2023

Time: 6.00pm – 8.00pm

Venue: The Suburban Brew, 26-30 Provident Avenue., Glynde

A printed invitation to the event will be distributed to all businesses within the City, and will be included in the upcoming editions of the *YourBusiness* and *Buisness on Parade* e-newsletters.

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## 2. 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.*

ACTION	UPDATE	STATUS
<p><i>2.2.1: Continue to develop and implement precinct marketing campaigns for the City's key precincts.</i></p>	<p><b>CHRISTMAS ON PARADE</b></p> <p><b>Christmas Decorations</b></p> <p>On Tuesday 15 November 2022, the 3-metre illuminated 3D LED Star, twenty (20) light pole decorations and twenty-eight (28) Christmas branded banners were installed along The Parade, as well as the hanging decorations in the windows of the Norwood Town Hall and the three (3) street trees that surround the Norwood Town Hall. The decorations were on display for the community to enjoy between 15 November 2022 – 3 January 2023.</p> <p><b>Norwood Christmas Pageant</b></p> <p>Following a two (2) year forced break due to COVID-19, there was high anticipation for the much-loved and iconic Norwood Christmas Pageant, which attracted an estimate of 15,000 attendees to The Parade, Norwood on Saturday 26 November 2022.</p> <p><b>Live Christmas Art Installation</b></p> <p>As part of the Christmas on Parade initiative, Adelaide based muralist and visual artist, Alexandra Bellas painted a series of three (3) artworks, which were admired and enjoyed at the Memorial Gardens, located at the front of Norwood Oval, between Tuesday 29 November 2022 – Friday 6 January 2023. The pop-up art display added vibrancy to the western end of The Parade, inviting visitors to explore each installation and share their photos on social media.</p> <p><b>Brighten The Parade</b></p> <p>As an extension of the artwork displayed in the Memorial Gardens and to add more colour and festive cheer to businesses along The Parade, the Council invited school children to collaborate with the artist, Alexandra Bellas. Students from schools throughout the City added their own twist to the artist's template</p>	Complete

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with plenty of colour and flair. These colourful posters were divided and distributed to businesses that expressed their interest to be involved in the initiative. While a small initiative, the objective behind the display of children's artwork is to encourage greater visitation to The Parade.

### **Christmas Wreath Workshop**

On Saturday 10 December 2022, a Christmas Wreath Workshop was held at Blooms Flowers on The Parade. For \$59.00 per ticket, attendees received nibbles, sparkling water and wine, and a selection of beautiful faux foliage to create their own wreath. Blooms Flowers owner and instructor Cathie, guided the attendees on combinations and elements that complemented each other, to create a masterpiece that would last the festive season.

### **How to Style Series**

Six (6) themed videos were created to inspire and encourage shoppers to purchase food, retail and homeware items from businesses on The Parade during the Christmas period. The series included three (3) food boards, which included 'festive desserts,' a 'plant based grazing board' and a 'charcuterie board' and three (3) striking table settings including an 'elegant Australiana Christmas,' 'Scandi Christmas,' and a bright, colourful 'vivid Christmas' theme.

These videos were included in an article housed on The Parade website, shared across The Parade social media channels and promoted via external advertising channels. Of the six (6) videos, the three (3) grazing boards received the greatest engagement and views on The Parade's Instagram.

### **TV feature on Hello SA**

On 1 December 2022, Hayley Pearson and Lauren De Cesare of Adelady, visited The Parade to film a segment for Hello SA, which aired on Sunday 11 December 2022. The segment featured four (4) businesses on The Parade, which included 'Exurbia', 'Bauhaus' 'House of Health Collective' and 'ortc Clothing Co.' The objective of this segment was to promote The Parade as a destination to purchase a wide range of Christmas gifts, and the experiences available for visitors to explore. The average peak audience for this episode was 60,000 viewers.

### **FESTIVE GALLERY ON OSMOND TERRACE**

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The *Festive Gallery on Osmond Terrace* was on display for another year, with a combination of decorated Christmas trees and presents.

The Council's Events Unit worked closely with thirteen (13) schools and child care centres to prepare for the delivery of this initiative. The Council installed twenty-six (26) decorated Christmas trees and thirty-four (34) decorated presents, as well as the 'Merry Christmas' signage to complement the outdoor gallery.

The Education institutes that were involved in this initiative in 2022 include:

- Agnes Goode Kindergarten;
- East Adelaide School;
- Felixstow World of Learning;
- Margaret Ives Community Children's Centre;
- Marryatville Primary School OSHC;
- Norwood Primary School;
- St Ignatius College Junior School;
- St Joseph's Memorial School;
- St Morris Community Child Care;
- St Peters Childcare Centre and Preschool;
- Stepping Stone Marden Childcare & Early Learning;
- The Learning Sanctuary Norwood Montessori; and
- Treetops Early Learning Centre Stepney - Wattle House.

The *Festive Gallery on Osmond Terrace* was available for the public to enjoy between Wednesday 23 November 2022 and Tuesday 3 January 2023. As part of this initiative, the community is invited to visit and walk through the display on Osmond Terrace taking in the creative sights before voting for their favourite Christmas tree and Christmas present in the People's Choice competition, which was held on the Council, and The Parade, Norwood Facebook pages.

The winning entry, with 187 'likes' on Facebook, were two (2) trees decoration by Agnes Goode Kindergarten. Agnes Good Kindergarten has received a \$500 Parade Gift Card, and has selected to donate \$500 to Backpacks 4 Kids SA, which has been donated by the Committee.

Since its inception in 2017, there has been steady but decreasing interest from local schools, however the feedback received is that while they enjoy the Festive Gallery on Osmond, it is a very busy time of year,

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	<p>making it difficult to complete the project. Whilst the number of participating schools and childcare centres has remained steady over the past six (6) years, the number of decorated trees and presents has significantly reduced, as has the quality, which has reduced the impact of the initiative. As a result, the Council's Arts, Culture &amp; Community Connections Unit decided that the <i>Festive Gallery on Osmond Terrace</i> will not be delivered in 2023.</p> <p>The Council's Arts Officer and Youth Program Coordinator will explore alternative ways to engage schools and the broader community over the 2023 Christmas season.</p>	
<p><b>2.2.2: Manage the Norwood Parade Precinct Separate Levy and deliver and implement an Annual Business Plan for the Committee.</b></p>	<p>At its meeting held on 21 February 2023, the Norwood Parade Precinct Committee (NPPC) resolved the following:</p> <p style="text-align: center;"><i>That the Draft 2023-2024 Norwood Parade Precinct Annual Business Plan be endorsed as being suitable to present to the Council for its endorsement and approval to be released for consultation with The Parade Precinct business community for a period of twenty-one (21) days.</i></p> <p>The <i>Draft 2023-2024 Norwood Parade Precinct Annual Business Plan</i> was released for consultation with The Parade Precinct business community on Monday 20 March, with comments sought in writing by no later than 5.00pm, Wednesday 12 April 2023.</p> <p>The results of the consultation together with the <i>Draft 2023-2024 Norwood Parade Precinct Annual Business Plan</i> will be considered by the Norwood Parade Precinct Committee at its meeting scheduled for Tuesday 16 May 2023.</p> <p>The budget which has been allocated in the Annual Business Plan for the 2023-2024 financial year is \$215,000.</p> <p>A copy of the <i>Draft 2023-2024 Norwood Parade Precinct Annual Business Plan</i>, which sets out the Strategies and Deliverables and associated funding under each of the above categories, is contained in <b>Attachment B.</b></p>	In progress
<p><b>2.2.3: Monitor vacancy rates on The Parade by undertaking annual audits.</b></p>	<p><b>THE PARADE PRECINCT AND MAGILL ROAD OCCUPANCY REPORTS</b></p> <p>A successful business precinct drives connection through a concentration of activity and people, and builds on existing competitive strengths.</p>	Completed

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Through the collection of data, the Council has the ability to identify the strengths and weaknesses of a precinct and identify opportunities, deliver streetscape and amenity improvements, introduce policies and programs to support the businesses and help to market and promote the precinct, in order to increase visitation and investment.

A critical component of the data collection is understanding a precinct's occupancy rates, vacancy rates and turnover. It is through the collection of this data that the Council can monitor the 'health' of the key precincts within the City and can identify trends and opportunities to assist its activity precincts to evolve and thrive.

The Activity Precincts Occupancy Reports, presented via a separate report, have been designed to enable the Council to measure and monitor the precincts within the City in order to provide a more holistic picture of the business environment within the City of Norwood Payneham & St Peters.

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**2.2.4: Improve the amenity and safety of The Parade by implementing The Parade Masterplan**

**THE PARADE MASTERPLAN**

In progress

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

The implementation of The Parade Masterplan is currently proposed to be staged over a number of years, with the upgrade to the section of George Street between The Parade and Webbe Street being the first stage to be delivered.

Detail Design works on this section of George Street are progressing, with construction planned to commence in 2023.

A Project Reference Group has been established with the Department for Infrastructure and Transport to progress the detail design for The Parade and align with road reconstruction works planned to be undertaken on The Parade by the Department in 2024-2025.

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**2.3.1: Develop a People, Place and Activity Strategy**

**PEOPLE PLACE & ACTIVITY STRATEGY**

Creating vibrant and successful spaces, and facilitating connections with those places, is at the core of activation, subsequently offering economic, social and environmental benefits for the community. Having a

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vibrant, active and interactive City not only increases the pride of the local community but it also attracts investment, visitation and engagement from the broader region.

The Council is seeking to prepare a strategic document that will guide Council initiatives and external partnerships in the long- and short-term activation of the Council's places and spaces. *The People, Place and Activity Strategy* will guide the Council's practices and be a catalyst for place activation initiatives at key sites across the City, using where possible the artistic, creative and cultural assets of the City as well as the well-recognised precinct locations across the City. The Strategy will establish a clear direction for connecting people to the City's community, entertainment, leisure and retail spaces, through the sharing of stories, memories and experiences, to create places that are welcoming, safe and fun for all.

The purpose of the *People Place and Activity Strategy* is to further shape the identity of the City of Norwood Payneham & St Peters by creating vibrant places for diverse activities and opportunities for enhanced social connection.

Council Staff are currently collating background information to inform the basis of the *People Place & Activity Strategy*.

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**2.3.2: Maintain an exciting event offering that contributes to the City's brand and continues to grow and enhance social and economic well-being.**

**2023 SANTOS TOUR DOWN UNDER**

Completed

After a two-year hiatus, The Parade, Norwood was thrilled to host the *Santos Tour Down Under - Hahn Stage 3 Start and Challenge Tour* on Friday 20 January 2023. This international acclaimed event, saw approximately 5,000 people attend to watch the start of the race, which commenced at 11.30am.

During September 2022 – January 2023, the Council on behalf of the Tour Down Under sought expressions of interest from The Parade Precinct businesses, to decorate shopfront windows and for cafes to open early to service Challenge Tour participants.

Disappointingly, there was minimal interest from businesses to decorate shopfront windows, resulting in this initiative not going ahead. A small number of businesses took the opportunity to open early.

To understand the outcomes of hosting the Tour Down Under this year, and to potentially plan for greater benefit to businesses in 2024, a survey was prepared and sent to businesses within The Parade Precinct. Ten (10) businesses completed the survey, with some key points received, are listed below.

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- *Café: we were very busy between 9.00am and 1.00pm, with mostly take away coffee and drinks sold. Our income for the day was much higher than the average Friday.*
  - *Retailer: our income for the day was 75% down, compared to the average Friday for this time of year.*
  - *Hospitality: we are located in the heart of the precinct and expected a flow of people following the race start, but that didn't occur. Sales were approximately 30% down on the previous Friday. Despite a drop in sales for the day, we understand that it is a part of being located on The Parade and support the continuation of major events being held within the Precinct.*

In addition to the ten (10) written survey results, which have been received, Council Staff engaged in face-to-face discussions with several businesses. Some of the comments received include:

- *Café: we opened our café at 5.30am and whilst we did not generate the income that we expected in first couple of hours of the day, we understand the importance of brand awareness and being seen by the thousands of cyclists that participated in the Challenge Tour that we are 'open for business.' Trade certainly picked up mid-morning and the café was full for the majority of the day.*
- *Retailer: whilst we did not see a direct benefit from the event being held on The Parade, we understand that it is important to hold high-profile and community events. To reduce the impact that road closures has on our business, we recommend that infrastructure is removed significantly faster in order for normal trade to resume.*

Council Staff will consider this feedback, to inform future initiatives and engagement with businesses in relation to the Santos Tour Down Under 2024.

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#### **AFL GATHER ROUND ON THE PARADE**

In progress

In late 2022, the AFL announced that it would be adding an additional round to the 2023 football season. This additional round is Round 5 in the official AFL 2023 fixture, which is known as the 'Gather Round'. This round of AFL Football will feature all eighteen (18) teams playing all nine (9) games in South Australia. The nine (9) games will be played at three (3) locations - six (6) games at Adelaide Oval, two (2) games at Norwood Oval on The Parade, and one (1) game in Mount Barker. This round will begin on Thursday, 13 April 2023 and conclude on Sunday, 16 April 2023.

The two (2) games that are scheduled to be played at the Norwood Oval will take place on Friday, 14 April 2023, which will feature Fremantle and Gold Coast commencing at 4.40pm and Sunday, 16 April 2023, which will feature Greater Western Sydney and Hawthorn commencing at 2.50pm. The Sunday afternoon

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game is likely to be broadcast nationally on free to air TV via the AFL's broadcast partner, Seven. The Friday game will be broadcast on subscription services (i.e. Kayo and Foxtel).

The South Australian Government has invested significantly to secure the inaugural AFL Gather Round. While the majority of the games will be played at Adelaide Oval, the two (2) games being played at Norwood Oval, has created a huge opportunity for the Council together with the Norwood Parade Precinct businesses to showcase what The Parade and more broadly, what the City of Norwood Payneham & St Peters has to offer.

To activate The Parade and encourage visitors to stay and play, the Council has committed to deliver the following:

- minor road closure at The Bath Hotel on the Friday;
- activation at the front of Norwood Oval at the Memorial Gardens;
- live music;
- roving entertainment;
- player appearances at Parade businesses; and
- promoting local business offers.

The Council has also secured one (1) signed (by the team) Adelaide Crows framed guernsey and one (1) signed (by the team) Port Adelaide framed guernsey, for The Parade Precinct's AFL Gather Round Competition, which will be conducted as an online social media competition.

Further information on the AFL Gather Round can be accessed at [www.afl.com.au/gather-round](http://www.afl.com.au/gather-round)

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**2.3.8: Promote the role of key precincts as focal points for the evening and night-time economy.**

**2022 RAISING THE BAR ADELAIDE**

Completed

The *Raising the Bar Adelaide* event has cemented its spot on the City of Norwood Payneham & St Peters' events calendar and was held in the City for its fifth year on Tuesday 9 August 2022. For one night only, the City was transformed into a campus where top academics, industry experts and thought leaders gathered in some of the best local pubs for a one-of-a-kind, knowledge-driven event. The Council continues to be the only destination in South Australia that is granted a license to deliver this unique event. *Raising the Bar* has previously been held in international cities including New York, San Francisco, Hong Kong and London, with events held in Australian capital cities increasingly becoming more popular.

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In 2022, there were nineteen (19) talks, across ten (10) venues, with Simon Dawson unfortunately having to withdraw several days before the event. Each venue hosted two (2) sessions, the first at 6.30pm, and the second at 8.30pm. Talks included the reality of crime, nutrition, fashion, law and religion, durability and resistance, the space industry, STEM careers and more.

*Raising the Bar Adelaide* is a much-loved event in the City and continues to draw new audiences, while continuing to cater for those that have attended in the past. It was pleasing to include three (3) new host venues for the 2022 event, which included the Norwood Hotel and *Eastside Wine & Ale Trail* members – Lambrook Wines and Reform Distilling.

The final number of recorded attendees at the event, across the nineteen (19) talks was over 1,000 people. Through the registration process the Council was able to capture details of almost 800 attendees. These details have been added to the Council's database and are used to promote Council-led events and initiatives developed by the Economic Development & Strategy Unit, share local business events that benefit the wider community, and include feature articles on local business.

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#### **2023 RAISING THE BAR ADELAIDE**

In progress

The Council has allocated funds to deliver this event again on Tuesday 8 August 2023 and applications to speak at *Raising the Bar Adelaide* in 2023 are now open to the public at [npsp.sa.gov.au/rtb](https://npsp.sa.gov.au/rtb)

Ten (10) expressions of interest to host a *Raising the Bar Adelaide* event have been received so far, with applications closing on Monday 19 June 2023.

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### 3. 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.*

<b>ACTION</b>	<b>UPDATE</b>	<b>STATUS</b>
<p><b>3.2.1 Conduct an Annual Business Awards program that gives customers, business owners and employees the chance to recognise and celebrate their favourite City businesses</b></p>	<p><b>2023 EASTSIDE BUSINESS AWARDS</b></p> <p>The <i>Eastside Business Awards</i> program is for businesses trading within the City of Norwood Payneham &amp; St Peters. The intent of the Awards is to recognise the best small businesses – retailers, restaurants, cafes, venues, professional services and food and beverage manufacturers within the City of Norwood Payneham &amp; St Peters.</p> <p>The aims of the <i>Eastside Business Awards 2023</i> is to achieve the following objectives:</p> <ul style="list-style-type: none"> <li>• recognise businesses that create great customer experiences and build community;</li> <li>• recognise and celebrate the success of businesses within the City;</li> <li>• raise the profile of the Council’s business sector;</li> <li>• provide a platform for businesses that fall both within and outside of the Council’s business precincts the opportunity to be promoted;</li> <li>• highlight the “hidden gems”;</li> <li>• encourage exceptional customer service from businesses;</li> <li>• make the City of Norwood Payneham &amp; St Peters a destination of choice for shopping, dining and services;</li> <li>• increase patronage for businesses within the City; and</li> <li>• associate the Council with a high-profile awards program.</li> </ul> <p>These awards celebrate excellence across the following eleven (11) categories:</p> <ul style="list-style-type: none"> <li>• Best Café/Restaurant;</li> <li>• Best Customer Experience;</li> <li>• Best Fashion Retailer;</li> <li>• Best Independent Small Business;</li> <li>• Best Arts &amp; Culture/Entertainment Experience;</li> <li>• Best Coffee;</li> <li>• Best Pub/Bar;</li> </ul>	<p>In progress</p>

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- Best Food/Beverage Manufacturer;
  - Best Hair/Beauty Salon;
  - Best Professional Service; and
  - Hall of Fame (20+ years).

The 2023 Awards Program launched on Thursday 9 February, with six (6) days of general marketing and promotion to generate awareness of the Awards, prior to the voting stage opening on Thursday 16 February 2023.

During this initial stage, the Council focussed on communicating with the business community via The Parade, Magill Road and Council websites, associated social media platforms, via electronic direct mail (EDM) and letterbox drops, to inform businesses of the Awards, and to prepare them for the voting stage. To support the initiative, the Council had printed collateral available to businesses and encouraged business owners and employees to collect and display material within their business. The printed collateral was available to collect from The Norwood Town Hall. To complement the printed collateral, digital assets were available to download from the Eastside Business Awards website to use online.

Whilst it was important to communicate and educate the businesses within the City of the Awards Program, it is equally as important to promote the program to their customers and the community. To generate awareness and to continue the growth of the Awards program, the Council has partnered with Solstice Media, which includes brands InDaily, SALIFE and CityMag, plus several digital brands, which include Business Insights, Best Life, Top Picks and InReview.

Council staff, together with Solstice Media staff have designed an extensive marketing and promotion campaign including print and digital advertising, editorial and social media. The campaign delivers a clear and direct message, followed by a quick, user-friendly voting process that can be completed online at [www.eastsidebusinessawards.com.au](http://www.eastsidebusinessawards.com.au). To encourage public vote, a 'Vote & Win' competition was run and the winner will receive a \$350 Parade, Norwood gift voucher. The winner will be drawn at random.

Voting was open from Thursday 16 February – Thursday 16 March 2023. At the conclusion of the voting stage, the top three (3) businesses in each category with the highest number of votes become the finalists. The finalists will be judged by a panel of four (4) people, including Mayor Robert Bria, together with two (2) Solstice Media representatives to determine the winners.

The winner of each category will be announced at an Awards Night on Wednesday 19 April 2023 at the St Peters Banquet Hall and each winner will receive digital advertising services to be spent on business

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marketing with Solstice Media to the value of \$1,000 (excl GST) and a choice of a business advisory service to the value of \$1,000 (excl GST) provided by AFM Services.

A copy of the Eastside Business Awards 2023 marketing collateral is contained in **Attachment C**.

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**3.2.2 Conduct the Mayor's Business Commendation Awards annually**

**MAYOR'S BUSINESS COMMENDATION AWARDS**

Ongoing

The *Mayor's Business Commendation Awards* is a program that recognises small businesses that contribute to the City's unique cosmopolitan lifestyle and sense-of-place, which makes the City so liveable.

Applications are open for small businesses who have reached the following milestones in the City of Norwood Payneham & St Peters:

- 10+ years Bronze Commendation;
- 25+ years Silver Commendation;
- 50+ years Gold Commendation; and
- 3+ generations Generational Family Business Commendation.

Business can self-nominate at [www.npsp.sa.gov.au/mba](http://www.npsp.sa.gov.au/mba)

All applications made up until 1 June 2023 will receive their award at the Mid-Year Networking Event, which is scheduled to be held on Tuesday 27 June 2023.

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**3.3.1: Continue to grow the business database and communicate on a regular basis, including a process to identify new businesses.**

The business database is one of the tools that the Council Staff use to inform, connect and communicate with City businesses. Two (2) monthly electronic direct email (EDM) are sent to businesses. One (1) to businesses within The Norwood Parade Precinct and the other to the entire business database for the City. Both newsletters include information on upcoming events, workshops, available grants through the State and Federal Governments, as well as any other information that is relevant and affects the local business community.

Ongoing

Growing the business database is a priority of the Economic Development Unit and staff ensure that business data is collected when visiting new and existing businesses, as well as recording contacts that attend business workshops and events.

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A pop-up, which encourages business owners to sign-up to the database has been applied to the 'Business & Economy' section of the Council website. This captures the 'active' business owners that are looking for information and seeking further support from the Council.

As at 1 March 2023, the citywide business list has grown by 5% to an audience of 800 and The Parade Precinct has remained steady at 420 subscribers.

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**3.4.1: Implement projects identified to benefit businesses through the Smart City Plan**

The Smart City Plan sets the long-term vision, direction and objectives for our future as a smart city. The Plan includes a framework for the Council to plan, design and accelerate the deployment of smart city technology for the benefit of the community and business.

In progress

The six identified flagship initiatives are:

- Fleet transition to low emission vehicles (complete);
- Free public Wi-Fi (complete);
- Expanding smart irrigation (complete);
- Digital street kiosks (work in progress);
- Smart parking (work in progress); and
- Digital skills training in local libraries.

As technology is ever-evolving, the Council must be flexible and adapt rapidly to change so as to take advantage of opportunities as they arise. In 2022, the following smart city initiatives were undertaken:

- Use of Urban Heat mapping to assist with decision making the development of the Council's Tree Strategy and providing guidance for the location of 'hot spots' across the City, to enable targeted future tree plantings in these locations.
  - The Council partnered with IronBark Sustainability and Google to use Google EIE analytics to understand transport volumes by different modes across the city pre and post COVID-19.
  - An upgrade of the Wi-Fi at the Norwood Town Hall was undertaken and greatly assists to facilitate visitors being able to access it at Council facilities.
  - A trailer mounted vehicle speed radar was purchased for a period of time to monitor vehicle speeds and discourage motorists from speeding.
  - The City of Norwood Payneham & St Peters was accepted as a member of the Smart Cities Council of Australia / New Zealand and members of the SCPST are in the process of obtaining Smart City Practitioner Accreditation.
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- A Smart City section was established on the Council's website and provides advocacy for the achievements completed so far, as well as providing a central location for members of the community to view the Smart City Plan, principles and understand the timeline associated with developing the plan and the roll out of initiatives. This section on the Council website is a great communication tool for the SCPST and provides an outward facing platform to highlight smart cities.
  - A Meshd LoraWAN/Gateway which will provide complete coverage for the City of Norwood Payneham & St Peters was procured in 2022. As part of the package, the Council also received access to a dashboard and pedestrian and parking counters. Installation of the gateway, along with the determination of the use of the counters will be undertaken in 2023.
  - SAGE Automation were engaged as a key sub-contractor as part of the progression of The Parade Masterplan, a key indication that the design elements in the redevelopment of the street will aim to incorporate smart technology.
  - The City of Norwood Payneham & St Peters installed Australia's first Smart School Crossing in William Street, Norwood. The crossing collects high quality data that will help inform better transport planning decisions to ultimately improve road and pedestrian safety. Inside the switchboard is a universal Internet of Things (IoT) capture station that collects data. A bidirectional radar measures the speed of oncoming traffic, which feeds into a remote monitoring dashboard in real-time display. The Smart School Crossing won a Commendation Award at the Planning Institute of Australia (SA Division) Awards for Planning Excellence in the 'Technology & Innovation' category.
  - EV Charging Stations installed by provider Jolt, allow for advertisement to occur on the charging stations screens. The Council has negotiated access of up to 5% of viewing time per month at 45 seconds per scroll of advertisement over a 6-week cycle. There are currently four Jolt charging stations installed.
  - The operation of e-Scooters by providers Beam and Neuron has been extended for a further twelve months.

A copy of the Priority Actions for 2023 is contained in **Attachment D**.

A copy of the Smart City Plan can be accessed via the Council's website at [https://www.npsp.sa.gov.au/about\\_council/smart-cities/smart-city-plan](https://www.npsp.sa.gov.au/about_council/smart-cities/smart-city-plan)

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#### 4. 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.*

ACTION	UPDATE	STATUS
<p><i>4.1.1: Maintain and promote the Council's accreditation as a Small Business Friendly Council to the business community.</i></p>	<p>At its meeting held on 6 November 2017, the Council considered a report on the Small Business Friendly Council initiative and resolved to participate in the initiative. Participating Councils are required to report on their initiatives on an annual basis to the Small Business Commissioner, South Australia.</p> <p>At the next Business &amp; Economic Development Advisory Committee meeting, which is still to be determined, a Small Business Friendly Council Initiative report will be presented to the Committee under a separate cover, with an attachment that outlines the initiatives that were delivered for the period 1 June 2022 – 31 May 2023.</p>	Not started
<p><i>4.1.3: Review the Council's 'Business &amp; Economy' webpage to ensure it is easy to use and is informative for businesses.</i></p>	<p>Labour statistics sit at the intersection of economic and social statistics. They provide critical information about the size and structure of Australia's workforce, which is required for policy formulation, evaluation and macro-economic modelling. Labour statistics also help to measure the relationships between employment, income and other social economic characteristics.</p> <p>Prepared quarterly, the City of Norwood Payneham &amp; St Peters' Labour Force Report provides information on the performance of the City's workforce, with a focus on the total number of employed and unemployed residents. Included in the statistics are the trends in male and female workforce participation, age trends and average hours worked.</p> <p>Being able to monitor the changes in industry sector employment, assists the Council and business owners within the City to obtain a clear understanding of the impacts of the strategic actions that all three levels of government are implementing in relation to economic development over time.</p> <p>A copy of the Labour Force Reports will be accessible in the "Invest in NPSP" section on the Council's website at, which will be active before the next meeting of the Committee.</p>	Ongoing
<p><i>4.1.5: Design a streamlined process for businesses working with the Council and across departments</i></p>	<p>Economic Development Staff, with input from the Planning Staff has designed a new 'Start a Business' enquiry form, which captures details on whether the business is new, relocation or opening an additional location in the City.</p> <p>It further identifies what stage of the process the business owner is at with the business (i.e. if they have enquired about the site, if the site has been leased or if the property has been purchased), what type of</p>	Ongoing

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business they are operating and what they are proposing to do with the site (i.e. signage, painting, sell or allow for the consumption of food and alcohol, outdoor dining etc).

This streamlined process allows for better collection of data, and minimises duplication across Units within the Council. For example, if the Planning Staff take a duty call or handle a preliminary enquiry for a new business, or believe that a permit or approval of some kind is required, then they can direct the business owner to the 'Start a Business' page on the Council's website. The Economic Development Staff are notified when an enquiry has been submitted, so that assistance can be provided where and when necessary.

If the Planning Staff conclude that the business does not require any planning approvals, an email including the business name, location and contact details is sent to the Economic Development Unit, so that the Staff can organise an introductory welcome and meet and greet with the business owner.

This process has been successful to date, and the Units will continue to work together as the process evolves.

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**4.1.6: Encourage residents to support their local businesses and services.**

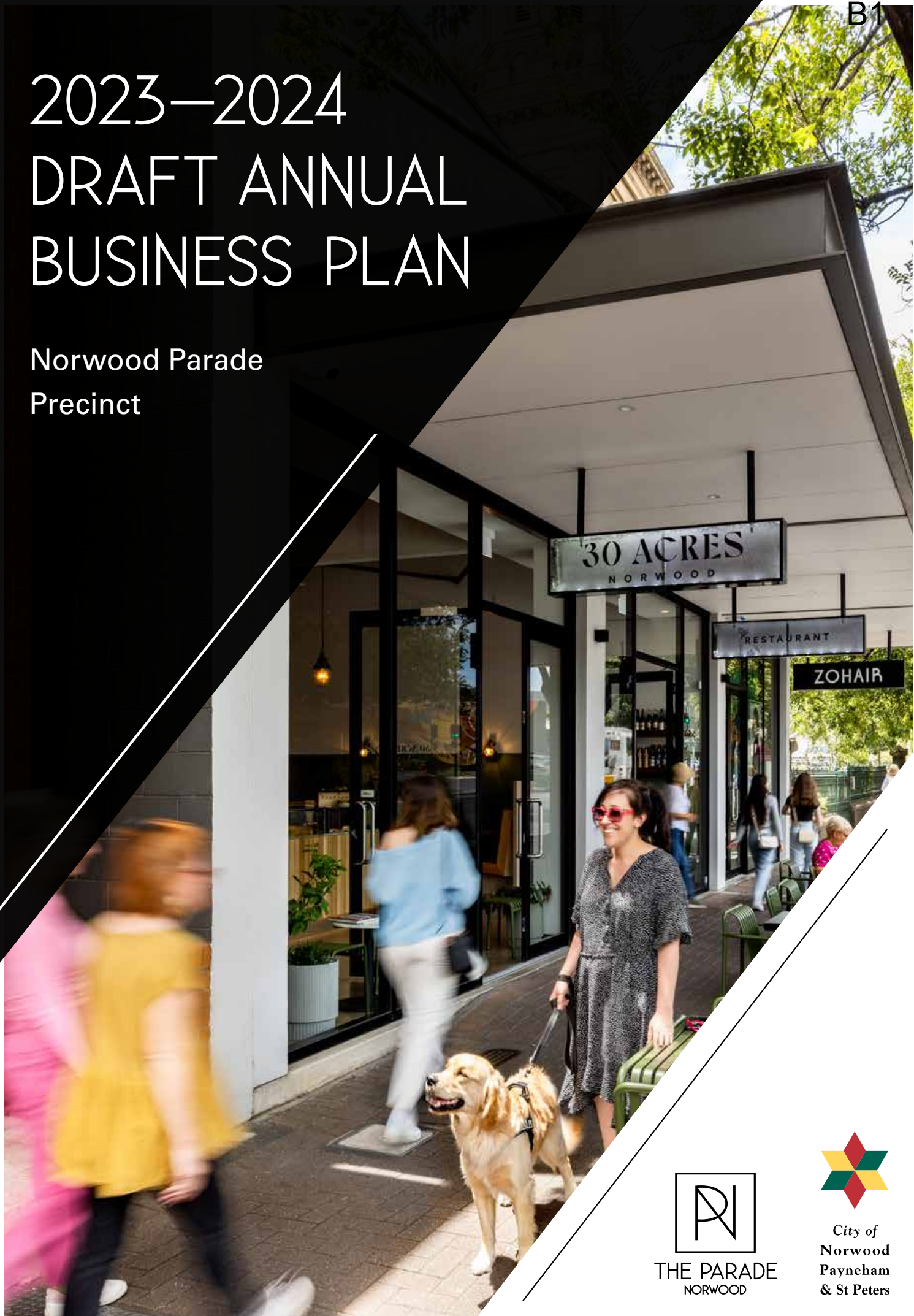
The Council promotes and encourages residents to support local, through a range of avenues, on an ongoing basis. Communication on this is driven through the Council's *Look East* print publication, websites, and via a number of the Council's social media platforms.

Ongoing

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# 2023–2024 DRAFT ANNUAL BUSINESS PLAN

Norwood Parade  
Precinct



THE PARADE  
NORWOOD



City of  
Norwood  
Payneham  
& St Peters





## VISION /

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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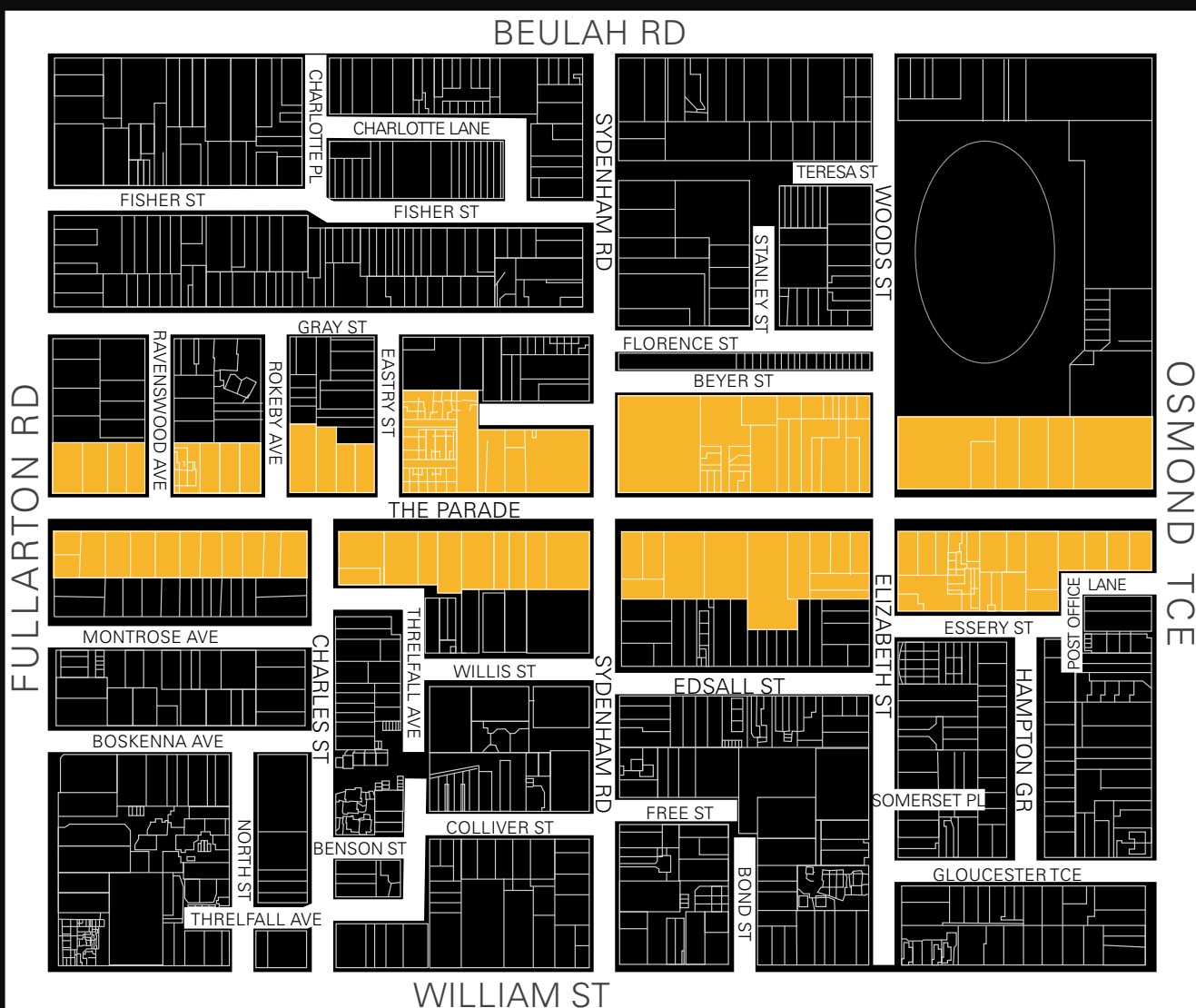
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Monitoring  
& Reporting

# OVERVIEW

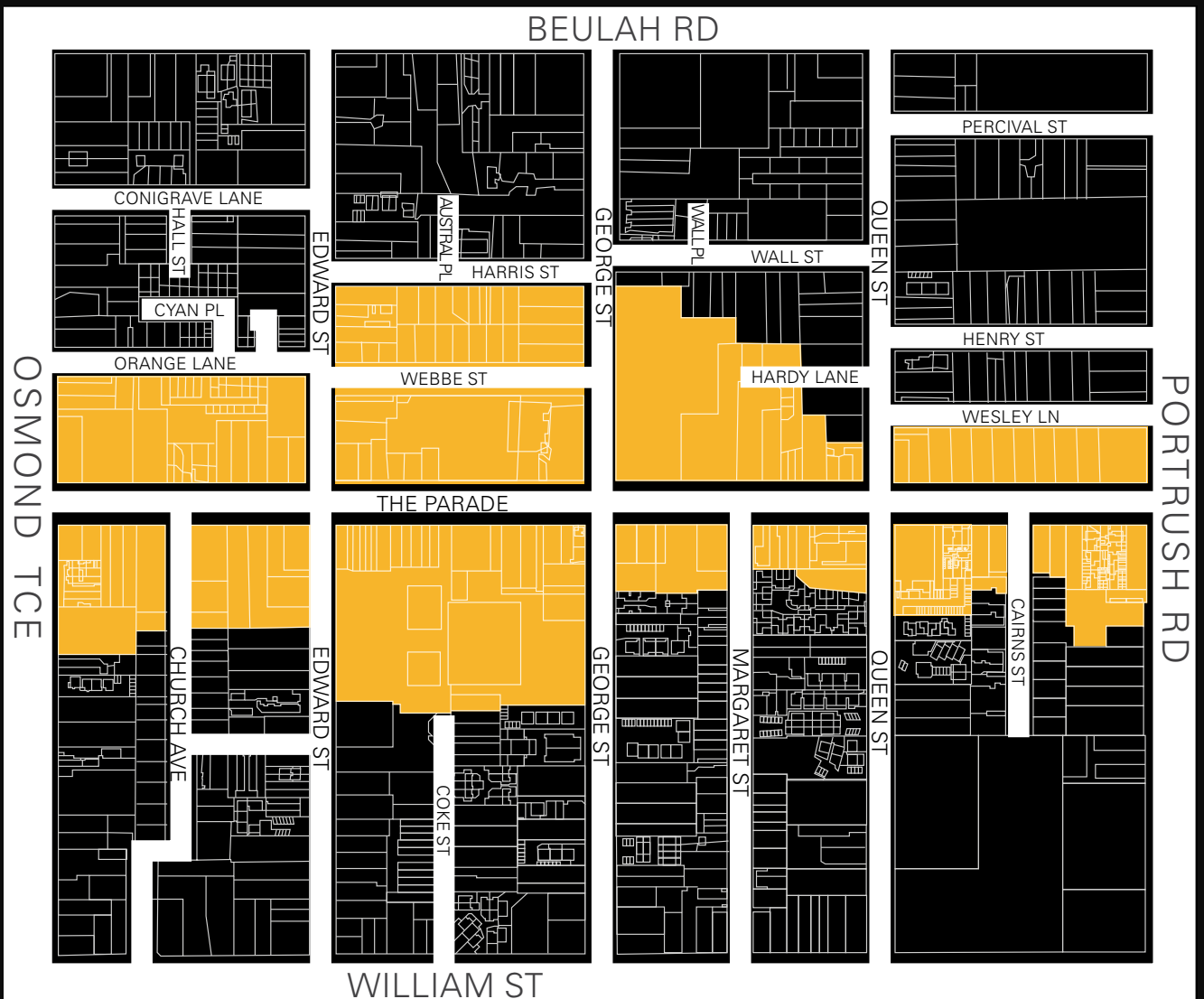
The City of Norwood Payneham & St Peters established the Norwood Parade Precinct Committee pursuant to Section 41 of the *Local Government Act 1999*. The Norwood Parade Precinct Committee is governed by Terms of Reference, which were adopted by the Council on 5 December 2022.

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

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 2023–2024 Annual Business Plan outlines a series of objectives and strategies that will achieve The Parade’s overall vision.

# OBJECTIVES

The objectives of the 2023–2024 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 OF  
ELEMENTS THAT WORK  
TOGETHER TO CREATE  
A SUCCESSFUL PRECINCT.



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



**Diversity**

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 convenience.



**Identity**

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



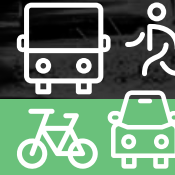
**Drawcards**

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 2023–2024 Parade Precinct Annual Business Plan is \$215,000 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

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**STRATEGY 01 - EVENTS & PLACEMAKING** **\$40,000**

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**STRATEGY 02 - MARKETING & COMMUNICATIONS** **\$70,000**

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Website \$5,000  
Social Media \$10,000  
Advertising \$55,000

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**STRATEGY 03 - IDENTITY & BRAND** **\$90,000**

---

Sponsorship \$5,000  
Signage & Street Decorations \$40,000  
Merchandise \$5,000  
Competitions \$40,000

---

**STRATEGY 04 - BUSINESS SUPPORT & DEVELOPMENT** **\$11,000**

---

Networking Events \$3,000  
Training & Workshops \$4,000  
Business Support \$4,000

---

**STRATEGY 05 - ADMINISTRATION** **\$4,000**

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Catering \$1,000  
Precinct Documents \$3,000

---

**TOTAL** **\$215,000**

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# STRATEGIES

<b>Strategy 01</b> Events & Placemaking	11
<b>Strategy 02</b> Marketing & Communications	12
<b>Strategy 03</b> Identity & Brand	13
<b>Strategy 04</b> Business Support & Development	14
<b>Strategy 05</b> Administration	15

## STRATEGY 01

## EVENTS &amp; 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.

## STRATEGY 02

## MARKETING &amp; 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 &amp; 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 Sponsorship**

Provide targeted sponsorship for external events and activities aimed at increasing awareness of, and patronage to, The Parade for the benefit of all businesses within the Precinct.

**3.2 Signage & Street Decorations**

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

**3.3 Merchandise**

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

**3.4 Competitions**

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

## STRATEGY 04

## BUSINESS SUPPORT &amp; DEVELOPMENT



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

**4.1 Networking**

Provide opportunities for business and property owners to build and strengthen relationships through networking forums and events.

**4.2 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.

**4.3 Business Support**

Address and respond to the economic challenges caused by construction and development work within the Precinct. Specifically, support adjacent businesses directly impacted by developments through marketing and promotion.

## STRATEGY 05

## ADMINISTRATION



ENSURE THE ONGOING  
AND EFFECTIVE  
ADMINISTRATION OF  
THE COMMITTEE.

**5.1 Catering**

Catering for Committee Meetings.

**5.2 Precinct Documents**

Develop, promote and consult on Committee documentation including, but not limited to Committee Membership and the Norwood Parade Precinct Annual Business Plan.



# MONITORING & REPORTING

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

**City of Norwood Payneham & St Peters**  
Economic Development & Strategy  
175 The Parade, Norwood  
[theparadenorwood.com](http://theparadenorwood.com)

### Contact Us



**Stacey Evreniadis**  
Economic Development Coordinator  
[sevreniadis@npsp.sa.gov.au](mailto:sevreniadis@npsp.sa.gov.au)  
08 8366 4616

**Tyson McLean**  
Economic Development Officer  
[tmclean@npsp.sa.gov.au](mailto:tmclean@npsp.sa.gov.au)  
08 8366 4512

### Get Social With Us

#ParadeNorwood  
@ParadeNorwood  
/TheParadeNorwood

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

Telephone 8366 4555  
Email [townhall@npsp.sa.gov.au](mailto:townhall@npsp.sa.gov.au)  
Website [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)  
Socials  /cityofnpsp  @cityofnpsp



City of  
**Norwood  
Payneham  
& St Peters**

# 2023 EASTSIDE BUSINESS AWARDS

## Who will be the best in the East?

Have you received outstanding service from a local business? Have a favourite place to shop? Know the best place for a perfect lunch and coffee? If you're a customer—or a business owner—it's time to show your love for local businesses in Adelaide's east!

Voting open from 16 February – 16 March 2023



←  
VOTE TO WIN

#bestintheeast  
#eastsidebusinessawards

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City of  
Norwood  
Payneham  
& St Peters










## City of Norwood Payneham & St Peters Smart City Plan




### Priority Actions for 2023


The following actions have been identified as high priority in establishing a foundation for further smart city development in the City of Norwood Payneham & St Peters. The actions set out below are accompanied by milestones for measuring progress and guiding implementation. The Priority Actions also align to the five (5) strategic themes contained in the Smart City Plan, namely:

- Building a Smart Community;
- Strengthening the Digital Economy;
- Developing a Smart Council;
- Securing our Smart & Sustainable Future; and
- Facilitating Accessibility & Mobility.

Strategic Theme	Priority Action	Milestones	Status
Smart Community	Investigate opportunities to design and deliver digital skills training through local libraries.	<ul style="list-style-type: none"> <li>• Conduct structured meetings with local libraries and digital literacy providers.</li> <li>• Review current education programs delivered through local libraries.</li> </ul>	 <p>Promotion of online training courses via libraries to citizens, as well as businesses received a disappointing uptake. Alternate methods of promotion and training topics will be considered in 2023.</p>
	Review Council's security, privacy and data management policies to reflect best practice.	<ul style="list-style-type: none"> <li>• Report to the Council with key insights and recommendations.</li> </ul>	 <p>KMPG submitted a proposal to undertake a Cyber Security Maturity Assessment, however Council's Manager, Information Services indicated that funding had been received from LG Risk Services to undertake a Cyber Maturity Assessment. The findings of this assessment have not yet been presented to the SCPST or the Council.</p>
	Engage with the local community using digital options to improve community accessibility to provide input into council projects and initiatives	<ul style="list-style-type: none"> <li>• Conduct community engagement and collect insights / information as required. Use key findings to adapt current stakeholder engagement processes.</li> </ul>	 <p>Council's Manager, Traffic &amp; Integrated Transport utilised Social Pinpoint software to undertake community engagement on a traffic management issue. The use of this software garnered a significant number of community responses. Alternative forms of</p>

			community engagement will continue to be investigated and implemented on a case-by-case basis.
<b>Digital Economy</b>	Examine options to improve integration of smart tech into new developments, buildings and precincts.	Review development application processes and forms to identify areas for smart city integration.	 <p>Members of the SCPST continue to meet with staff in the City Projects Unit to discuss opportunities for integration of smart tech into new developments, buildings and precincts (i.e. digital kiosks, smart benches, people counters/sensors).</p>
	Engage with local businesses to identify digital skill gaps and opportunities to address.	<ul style="list-style-type: none"> <li>• Conduct structured meetings with local businesses.</li> </ul>	 <p>A number of formal workshops were conducted throughout 2022 that were targeted at improving the digital literacy of businesses. A number of the workshops were focused on the use of social media. These workshops were not well attended and further efforts will be made in 2023 to continue to develop the digital literacy of local businesses.</p>
	Design a program of smart city training and development for Council staff.	<ul style="list-style-type: none"> <li>• Conduct structured meetings with internal smart city stakeholders / leaders.</li> <li>• Prepare a DRAFT Digital Literacy &amp; Smart City Training Program Outline.</li> <li>•</li> </ul>	 <p>Informal and formal meetings continued to be had throughout 2022 with smart city stakeholders / leaders on a range of initiatives. This includes ELT, Project Managers and Team Leaders (i.e. training for Team Leaders who use the smart irrigation control panels).</p> <p>A DRAFT Training Program Outline has not been created and will be considered in 2023.</p>
<b>Smart Council</b>	Prepare and enact a smart city communications and advocacy strategy.	<ul style="list-style-type: none"> <li>• Review current communications and advocacy policies and frameworks.</li> </ul>	

		<ul style="list-style-type: none"> <li>• Develop Smart City Communications &amp; Advocacy Strategy.</li> </ul>	<p>A communications strategy was completed in 2021. In 2023, a series of Smart City promotional information will be uploaded to the Council website Smart City Plan, principles, showcase key achievements and timeline of events.</p>
	<p>Investigate transition of Council fleet to low-emission and electric vehicles.</p>	<ul style="list-style-type: none"> <li>• Investigate low / zero emission vehicles for Council fleet.</li> <li>• Investigate the procurement of EV charging stations.</li> </ul> <p>Explore options for enhanced Council fleet management software.</p>	 <p>The Council vehicle fleet continues to be transitioned to low emission (hybrid) vehicles. The Council has also partnered with EV Charging Station providers Evie and Jolt to install 6 of 15 charging stations throughout the City.</p>
<b>Smart &amp; Sustainable</b>	<p>Explore options for smart lighting systems and infrastructure.</p>	<ul style="list-style-type: none"> <li>• Investigate options and pathways for implementation of smart lighting systems.</li> </ul>	 <p>Implementation of smart lighting systems was undertaken in 2021 and 2022 and will continue to be investigated and implemented in 2023. Council's City Projects Unit continue to investigate providers and systems.</p>
	<p>Identify opportunities to expand intelligent irrigation systems.</p>	<ul style="list-style-type: none"> <li>• Identify high-value areas and parks for testing, trialling and deploying smart irrigation systems.</li> </ul>	 <p>Further opportunities to install smart irrigation systems will be evaluated in 2023.</p>

<b>Smart Mobility</b>	<p>Use data, digital signage, real-time information (etc.) to improve pedestrian outcomes.</p>	<ul style="list-style-type: none"> <li>• Investigate locations for digital signage and for pedestrian and vehicle traffic.</li> <li>• Develop business cases for digital signage and present to the Council.</li> </ul>	 <p>Digital Kiosks continue to be investigated as part of The Parade Masterplan, which has faced delays due to the re-organising of priorities. SAGE have been engaged as a smart technology consultant for the progression of The Parade Masterplan.</p> <p>The Council also won a Commendation Award at the Planning Institute of Australia (SA Division) Awards for Planning excellence in the category of Technology and Innovation for the implementation of Australia's first smart school crossing at William Street, Norwood. The crossing collects high quality data which feeds into a dashboard, allowing for more informed decisions to be made, improving pedestrian and vehicle outcomes.</p>
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## 5.2 ACTIVITY PRECINCTS OCCUPANCY REPORT 2022

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**REPORT AUTHOR:** Economic Development Officer  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 8366 4512  
**FILE REFERENCE:** qA109047  
**ATTACHMENTS:** A - B

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### PURPOSE OF REPORT

The purpose of this report is to present the *Activity Precincts Occupancy Report 2022*, to the Business & Economic Development Advisory Committee, for its consideration and endorsement.

### BACKGROUND

The Council commenced monitoring the occupancy and vacancy rates within The Parade Precinct in 2020, following the release of the *Adelaide Retail High Street Overview*, a bi-annual report produced by JLL Australia, which analyses the vacancy rates of Adelaide's major high street precincts, including The Parade, Norwood. A copy of the most recent edition of the *Adelaide Retail High Street Overview* is contained in **Attachment A**.

Following the release of the JLL report, staff noticed some discrepancies in the methodology (ie scope of tenancies measured) and parameters which are used to assess the vacancy rates within these mainstreet precincts and in particular, The Parade, Norwood. As a result, an annual assessment of The Parade Precinct's occupancy levels is now undertaken by Council staff. The results of both the JLL Australia report and the staff analysis are presented annually to both the *Business & Economic Development Advisory Committee* and the *Norwood Parade Precinct Committee*, to determine how The Parade is performing and how it compares to other mainstreets in the Metropolitan Adelaide region.

In recognition that occupancy levels provide a strong measure of how a mainstreet is performing and provide an indication of the likely demand on the rental market, it was decided that a similar assessment should also be undertaken for Magill Road. This would allow a better understanding of the overall health of the Precinct, as well as creating a complete database of businesses that exist, therefore enabling more targeted marketing and promotion. The analysis also enables trends to be identified and assumptions to be made, and if and when necessary, actions to be taken.

To assist with presenting and displaying all of the data that continues to be collected for both The Parade and Magill Road, the *Activity Precincts Occupancy Report 2022*, has been created and a copy is contained within **Attachment B**.

Over time, more of the key precincts within the City of Norwood Payneham & St Peters will be included in the initiative monitored to assist with creating an accurate picture of the business community across the City. The intent is that the next iteration of the *Activity Precincts Occupancy Report*, will also contain data for the Kent Town Precinct.

### DISCUSSION

The *Activity Precincts Occupancy Report 2022* contains the data for The Parade and Magill Road precincts, as well as high level information on what elements contribute to creating successful precincts and mainstreets. This report is designed in a way which will not only allow data for other key precincts to be included, which will result in a more comprehensive report over time, but the individual precinct data can be easily extracted as standalone documents.

## Overview

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. Generally, the occupancy level measures the health of the local property market by representing the level of activity and demand for property.

It should also be noted that in undertaking these assessments, 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.

## The Parade

The assessment which has been undertaken by Council staff was conducted on Tuesday, 13 September 2022 and encompasses the entire Parade Precinct, which extends from Fullarton Road to Portrush Road. It should be noted that the details from the assessment are correct as at that date (i.e. 13 September 2022) and any changes that have occurred within the Precinct since that date, are not included.

The research found the following:

- there is currently a total of 373 tenancies within The Parade Precinct;
- 345 tenancies were occupied by a business;
- there were twenty-eight (28) vacant tenancies (9 more than at the same time in 2021) within The Parade Precinct, which equates to an occupancy level of 92.5% (down from 94.84% in 2021);
- eleven (11) vacant tenancies are located on the northern side of The Parade (same as 2021) and the northern side has an occupancy level of 94.4% (184 out of 195 tenancies); and
- seventeen (17) vacant tenancies are located on the southern side of The Parade (9 more than at the same time in 2021) and the southern side has an occupancy level of 90.4% (161 out of 178 tenancies).

In an attempt to build on the data that is collected, staff have also commenced monitoring 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 or function as a day and night mainstreet. In contrast, the establishment of some types of business clusters, can also create competition, which is a positive outcome for visitors. **Table 1** below, showcases the tenancy mix within the Precinct:

**TABLE 1: TENANCY MIX OF THE PARADE PRECINCT – 2022**

Sector	Number	Percentage (%)
Retail	101	29.3%
Dining & Entertainment	70	20.3%
Professional	65	18.8%
Medical, Health & Wellbeing	55	16.2%
Hair/Beauty	35	10.1%
Training/Employment	9	2.6%
Community	5	1.4%
N/A (i.e. Leased signage but no business yet)	5	1.4%

**Table 2** below, segregates the ‘Retail’ and ‘Professional’ sectors into sub-sectors to enable a better understanding. Retail is segregated into ‘Product’, which is inclusive of businesses that specialise in homewares, furniture, grocery stores, toys etc and ‘Clothing’. 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 2: RETAIL AND PROFESSIONAL SECTOR BREAKDOWN**

<b>Sector Breakdown</b>	<b>Number</b>	<b>Percentage (%)</b>
Retail – Product	66	65.3%
Retail – Clothing	35	34.7%
Professional – Technical	35	53.8%
Professional – Financial	24	36.9%
Professional – Real Estate	6	9.2%

As illustrated by the data contained in **Table 2**, The Parade has a great diversity in its tenancy mix and whilst ‘Retail’ is the dominant sector, when it is broken down further, there is a good spread between ‘Retail – Product’ and ‘Retail – Clothing’. Given that this is the first-time that the tenancy mix has been measured and assessed in detail, an analysis of the trends has not been possible. However, it will be interesting to monitor how this may potentially change over the next twelve (12) months and beyond, particularly given the increase in interest rates and the general perception that the Precinct is increasing its offering in the areas of ‘Dining & Entertainment’ and ‘Hair/Beauty’, which reflect the highest and best use (i.e. higher rents) at this point in time. The more data that is collected over time, the better the analysis that can be made, which will help to identify what level of intervention could potentially be implemented by the Council to sustain the Precinct.

There are many contributing factors associated with why The Parade has been able to sustain its vitality and vibrancy over the many years, unlike many of the other main streets across Australia, which have seen a decline, or at the very least, fluctuations in their vacancy rates over time. Of all the contributing factors, the diversity of The Parade’s offering is probably the single most important factor. It is therefore critical that the balance between the various uses be retained/sustained.

The changes experienced within the Precinct, include the introduction of a number of new businesses, as well as a number of relocated businesses. The new and relocated businesses to date, have contributed to the strong business mix within the Precinct, adding to the resilience of The Parade Precinct. In total, there were twenty-two (22) new or relocated business within the Precinct and twenty-three (23) businesses that have left the Precinct. This results in an annual turnover rate of 13% (in comparison to 14% in 2021). The turnover rate is determined by adding the number of new businesses and vacant tenancies and dividing this by the total number tenancies to create a percentage.

One of the key changes from the previous assessments, is that the southern side of the Precinct now has more vacant tenancies, with an occupancy level of 90.4%, in comparison to the northern side, which currently has an occupancy level of 94.4%. This is largely due to the change in the tenancies located between Osmond Terrace and Church Avenue, which have been vacated as a result of the new development which has been approved for this site. There are seven (7) vacant tenancies within this section of the Precinct. These vacancies, together with the vacancies at the former Beaurepaires/Tell Henry site and at the former Cono and Soal Sister sites, have resulted in a significant change to the appearance of the southern side of The Parade.

On the northern side, the property at 231 The Parade has recently been listed for sale and as a result has lost its three (3) previous tenants (Di Nino, Properte and Nicholls Gervasi Lawyers). The remainder of vacant tenancies on the northern side of the Precinct are scattered, with no obvious concentration in any particular section of The Parade.

The next assessment, which is scheduled to be undertaken in late 2023, will include all of the new tenancies that will form part of the COMO development. Discussions with the developer have indicated that the majority of these tenancies have been filled.

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 = 91.3% (116 out of 127)
- The Parade between Osmond Terrace and George Street = 93.5% (130 out of 139)
- The Parade between George Street and Portrush Road = 92.5% (99 out of 107)

### Magill Road

The assessment undertaken by Council Staff encompasses the entire length of Magill Road that falls within the City of Norwood Payneham & St Peters, which extends from Fullarton Road to Portrush Road (both the northern and southern sides), and from Portrush Road to Glynburn Road (northern side only as the southern side falls within the City of Burnside). The assessment undertaken by Council Staff was conducted on Friday, 28 October 2022 and all of the details from the assessment are correct as of that date.

The assessment conducted by Council Staff found the following:

- there is a total of 215 tenancies (excluding residential) within the Magill Road Precinct;
- 202 tenancies were occupied by a business;
- there were thirteen (13) vacant tenancies, resulting in an occupancy level of 94% (down from 95.3% earlier in the year);
- eleven (11) vacancies are located on the northern side of Magill Road (up from 9), however this is to be expected given the extended length of the Precinct on the northern side;
- the northern side has an occupancy level of 92.1% (down from 93.6%);
- two (2) vacancies are located on the southern side of Magill Road;
- the southern side has an occupancy level of 97.3% (down from 98.6%);
- Magill Road, between Fullarton Road and Osmond Terrace has an occupancy level of 93.8% (down from 95.2%);
- Magill Road, between Osmond Terrace and Portrush Road has an occupancy level of 93.7% (down from 97.5%); and
- Magill Road, between Portrush Road and Glynburn Road (north side only) has an occupancy level of 94.4% (up from 93%).

Tenancy mix is another feature that Council staff have commenced monitoring within the Magill Road Precinct and is important in understanding the diversity of businesses, as well as any trends that are becoming apparent. Similar to The Parade, too many of a particular type of business can impact on the Precinct as a destination, but can also ensure competition is resulting in positive outcomes for visitors. **Table 3** below, showcases the tenancy mix within the Precinct:

**TABLE 3: Tenancy Mix of the Magill Road Precinct – 2023**

Sector	Number	Percentage (%)
Retail	79	39.1%
Medical, Health & Wellbeing	33	16.3%
Dining & Entertainment	32	15.8%
Professional	31	15.3%
Hair/Beauty	23	11.4%
Community	3	1.5%
Training/Employment	1	0.5%

**Table 4** below, segregates the ‘Retail’ and ‘Professional’ sectors into sub-sectors to enable a deeper understanding of these high-level sectors. Retail is segregated into ‘Product’ which is inclusive of businesses that specialise in homewares, furniture, grocery stores, toys etc and ‘Clothing’. The Professional sector is segregated into ‘Technical’ which includes, architects, graphic design, IT, marketing agencies etc, ‘Financial’ includes accountants, banks, brokers etc, and ‘Real Estate’.

**TABLE 4: Retail and Professional Sector Breakdown**

Sector Breakdown	Number	Percentage (%)
Retail – Product	75	94.9%
Retail – Clothing	4	5.1%
Professional – Technical	25	53.8%
Professional – Financial	4	12.9%
Professional – Real Estate	2	6.5%

As can be seen by the data contained in **Table 4**, Magill Road is dominated by ‘Retail – Product’ businesses, which is very much in alignment with the look and feel of the Precinct and its promotion as a homewares and furniture destination, a key driver for the establishment of the Council’s *Eastside Design for Living* publication. Outside of this sector, the Precinct has an extremely diverse mix, which contributes to a well performing and healthy destination precinct.

As more data is collected over time, a greater analysis of trends will occur, allowing for more informed assumptions and decisions to be made. It is also worth noting that it is likely that the 2023 assessment will result in more tenancies coming into the Precinct as a result of the Norwood Green development. Indications from the developer are that all commercial tenancies have been filled.

In respect to turnover within the Precinct, there have been nine (9) known new businesses commence operation along Magill Road since the previous assessment and eight (8) known businesses have left the Precinct since the previous assessment. This results in an annual turnover rate of 11% (in comparison to 9% in 2021). The turnover rate is determined by adding the number of new businesses and vacant tenancies and dividing this by the total number tenancies to create a percentage.

**Comparison against other mainstreets in the Metropolitan area**

It is also important to compare both The Parade and the Magill Road Precincts against other mainstreets within Metropolitan Adelaide. **Table 5** below, indicates how The Parade and Magill Road Precincts compare against the other mainstreets identified in the JLL Australia report.

**TABLE 5: Retail High Streets Occupancy Levels Comparison**

Street	Occupancy Rate 3Q21	Occupancy Rate 1Q22	Occupancy Rate 3Q22	Change (3Q21-3Q22)
Prospect Road, Prospect	97%	95.5%	95.9%	-1.1%
Hindley Street, Adelaide	82.7%	84.8%	87.3%	+4.6%
Rundle Street, Adelaide	86.3%	90.5%	92.7%	+6.4%
King William Road, Goodwood	92.1%	92.9%	94.5%	+2.4%
O’Connell Street, North Adelaide	87.5%	88.5%	91.7%	+4.2%
Jetty Road, Glenelg	95.3%	91.2%	90.3%	-5.0%
The Parade, Norwood	93.6%	95.4%	94%	+0.4%
<b>The Parade, Norwood (NPSP)</b>	<b>94.8%*</b>		<b>92.5%**</b>	<b>-2.3%</b>
<b>Magill Road (NPSP)</b>	<b>95.3%*</b>	<b>N/A</b>	<b>94%**</b>	<b>-1.3%</b>

Notes: (NPSP) refers to the data collected by the City of Norwood Payneham & St Peters. All other data is provided by JLL Australia.

- \* depicts the data collected in 4<sup>th</sup> Quarter of 2021
- \*\* depicts the data collected in the 4<sup>th</sup> Quarter of 2022

As shown in **Table 5** above, whilst Magill Road has experienced a slight decrease in occupancy levels, it appears to be performing well against the other mainstreets. Magill Road is the equal third best performing mainstreet alongside The Parade (94% - JLL data), both of which sit slightly below Prospect Road (95.9%) and King William Road (94.5%). However, it is important to note that the defined study areas for both Prospect Road and King William Road are significantly shorter than the 3.2km stretch of Magill Road or the 1.6km of The Parade that form the geographical scope of the Council staff assessment.

Given the importance of monitoring the occupancy levels within all of the Council's activity precincts, and in particular The Parade and Magill Road Precincts, Council Staff will continue to conduct annual occupancy assessments and provide written reports to the Business & Economic Development Advisory Committee and the Council to ensure that healthy and vibrant activity precincts are maintained and opportunities to capitalise and grow the City's economic development sectors are identified early.

### **OPTIONS**

Not Applicable.

### **CONCLUSION**

Whilst it is acknowledged that there has been a slight decline in the occupancy rate of The Parade and Magill Road Precincts over the previous twelve (12) months, both precincts are performing extremely well and remain healthy, based on the fact that there is no obvious pattern for the vacant tenancies, there has been a range of new businesses entering the Precinct and there is a relatively positive tenancy mix in both precincts.

### **COMMENTS**

Whilst it is acknowledged that a low vacancy rate is a positive representation of the health of the Precinct, research has shown that when vacancy rates fall below 5%, the rental market is considered to be in a good state. This can unfortunately lead to landlords subsequently increasing rents, which in turn can have a negative impact on the tenancy mix. It also means that landlords can afford to be selective about the type of tenants that they place in individual tenancies. Staff will continue to monitor this activity to identify any such patterns, should they arise.

### **RECOMMENDATION**

1. That the *Activity Precincts Occupancy Report 2022* contained in **Attachment B**, be received and noted by the Committee.
2. That the Committee notes that an annual assessment of The Parade and Magill Road's occupancy levels, together with other key Activity Precincts over time, will be undertaken, with the results of the assessment to be presented back to the Business & Economic Development Advisory Committee through the annual Activity Precincts Occupancy Report.

# Attachment A

## Activity Precincts Occupancy Report 2022

---

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

Telephone 8366 4555  
Facsimile 8332 6338  
Email [townhall@npsp.sa.gov.au](mailto:townhall@npsp.sa.gov.au)  
Website [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)

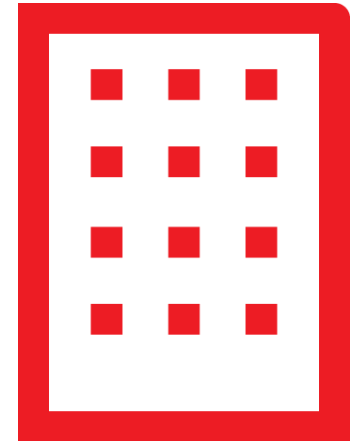


*City of*  
**Norwood  
Payneham  
& St Peters**



Research Australia

# Adelaide Retail High Street Overview



Rundle Street | Hindley Street | O'Connell Street | The Parade | Jetty Road  
| King William Road | Prospect Road

## Executive Summary

Retailer demand for space along Adelaide's high streets continued to improve as we move through 2022 with blended vacancy across all tracked high streets sitting at the tightest level since 2017. Hybrid working continues to rebalance with workers returning to the office more regularly. According to the latest Property Council of Australia's CBD Occupancy Survey, the proportion of workers returning to Adelaide CBD (78%) outpaced all other Australian capital city office markets. In our 3Q22 JLL Adelaide Retail High Street report, the CBD retail high streets have been clear beneficiaries of this rebalance, with vacancy levels along Rundle and Hindley Streets decreasing to pre-pandemic levels.

Retailer demand for inner suburban high street space remains very strong with the vacancy rate along King William Road falling to the lowest rate since JLL began tracking the market and vacancy along The Parade and Prospect Road sitting well below the overall blended vacancy rate of 8.0%.

Precinct	3Q22 Vacancy (%)	1Q22 Vacancy (%)	
Rundle Street, CBD	7.3	9.5	▼
Hindley Street, CBD	12.7	15.2	▼
O'Connell Street, North Adelaide	8.3	11.5	▼
The Parade, Norwood	6.0	4.6	▲
King William Road, Goodwood / Hyde Park	5.5	7.1	▼
Jetty Road, Glenelg	9.7	8.8	▲
Prospect Road, Prospect	4.1	4.5	▼
<i>Blended</i>	<i>8.0</i>	<i>9.0</i>	▼



## Consumer Sentiment & Retail Turnover

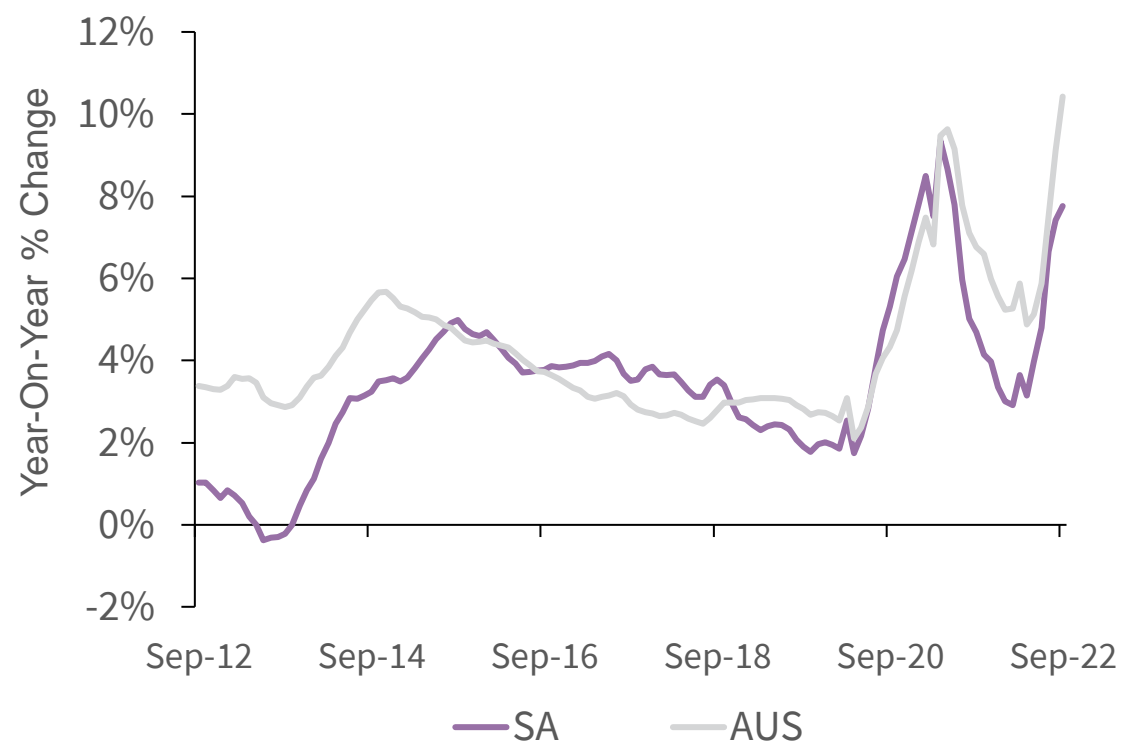
The economic headwinds of looming recessions in numerous global mature western economies, the highest inflation in Australia since 1990, and the sharp rise in the official Australian cash rate negatively impacting mortgage interest rates, has yet to dampen consumer retail spending. Rolling annual retail trade growth in South Australia (SA), reached 7.8% in September 2022 – rebounding strongly from the cyclical low of 2.9% recorded in February 2022.

Spending in discretionary retail categories continues to drive growth. As at September 2022, rolling annual retail trade growth in the fashion category reached 11.1%. Spending has been positive in the category since early 2021 with rolling annual growth remaining above 5.0% for 20 consecutive months.

Similarly, retail trade on household goods remains strong. As at September 2022, rolling annual retail trade growth in the category was 10.2%, driven largely by spending in the hardware, building and garden supplies (19.6% y-o-y) and the furniture, floor coverings, houseware and textile goods (15.8% y-o-y) categories.

Conversely, consumer spending growth in restaurants, cafés and takeaway food category is lower. As at September 2022, rolling annual retail trade growth in the category was 3.1%, slowing from a peak of 13.6% y-o-y in November 2021.

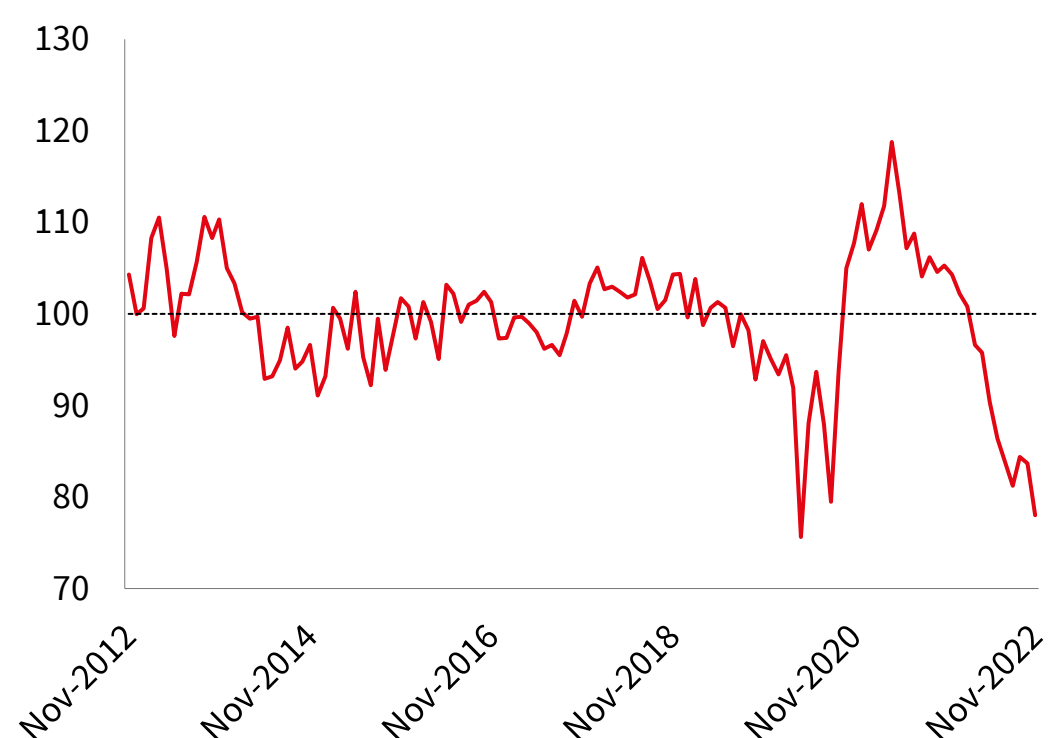
### Retail Turnover (y-o-y): South Australia & Australia



Source: Australian Bureau of Statistics, JLL Research

There is a growing disconnect between retail trade and consumer confidence indices with robust spending levels juxtaposing plummeting confidence. According to the latest Westpac-Melbourne Institute Index of Consumer Sentiment, sentiment fell by 6.9% to 78.0 in November 2022 from 83.7 in October. This index figure of 78.0 now sits below the GFC low (79.0) and only slightly higher than when the COVID pandemic first hit in April 2020 (75.6).

### Westpac-Melbourne Institute Index of Consumer Sentiment



Source: Westpac-Melbourne Institute, JLL Research

## Rundle Street, CBD

Occupier demand along Rundle Street continues to improve. After two years of elevated vacancy which peaked at 13.7% in 3Q21, vacancy has now fallen for consecutive six monthly periods. As a result, vacancy has decreased by 6.4 percentage points over the last 12 months, reaching 7.3% in 3Q22.

The CBD retail high streets have benefitted from the ongoing rebalance of hybrid working. With more workers returning to the CBD more frequently through the working week, increased daily spending has improved the attractiveness of CBD retail space for occupiers.

In 3Q22, Rundle Street's position as Adelaide's premier fashion high street was consolidated with new store openings from Crumpler, which relocated from Gawler Place, US footwear retailer Florsheim which committed to its first SA flagship store, Carla Zampatti which opened its fourth SA store, and Viktoria & Woods opening its first SA store.

Additionally, national beauty retailer Jurlique relocated from Rundle Mall into the former Seafolly space at 259 Rundle Street.

To reiterate our forecast from previous reports, we maintain our view that the medium-term outlook for Rundle Street is positive. The precinct is expected to benefit from the strip's proximity to the rapidly growing employment zone Lot Fourteen. The recently completed Crowne Plaza hotel, as well as residential developments like The Adelaidean, Realm, and the East End Apartments have also supported increased foot traffic. While international student numbers are expected to increase moderately in 2023 and beyond, enrolments nationally are still below pre-COVID-19 levels.

## Hindley Street, CBD

While Hindley Street remains the highest vacancy rate of all tracked Adelaide retail high streets, similarly to Rundle Street, retailer demand improved in 1Q22 as workers and students incrementally returned to the city. Vacancy tracked down again in 3Q22, falling 15.2% in 1Q22 – a 2.1 percentage point decrease which represented the second largest period-on-period decrease across all Adelaide's retail high streets.

Two new night-time economy openings highlighted the new offerings along Hindley Street over the last six months. The long awaited Hindley Street Music Hall opened at 149 Hindley Street. The new 1,800 seat live music venue opened in the former HQ Nightclub space and is a joint venture of Live Nation, Secret Sounds, Five Four Entertainment, and the team behind Fortitude Music Hall and The Triffid in Brisbane. Additionally, new nightclub Cherry Bar has occupied multiple retail tenancies at 83-87 Hindley Street.

The return of international university students to Adelaide will play an important role in daily day-time expenditure levels along Hindley Street over the medium-term. However, the recovery of international student enrolments has been slow. The latest Australian Government data (January-July 2022) indicates that current international student enrolments total 527,300 – 4% less than the corresponding period in 2021.

Over the medium term, the western end of Hindley Street is uniquely positioned to capture a large influx of daily pedestrian activity as a result of the ongoing health sector clustering within the Bio-Med City precinct, comprising the Royal Adelaide Hospital, SAHMRI and SAHMRI2, as well as two university research facilities. With the expectation that commercial office development will soon be underway in the precinct, the day-time economy along the western end of Hindley will increase significantly.

## O'Connell Street, North Adelaide

Vacancy along O'Connell Street has decreased for consecutive six-monthly periods, reaching 8.3% in 3Q22. This represents a vacancy rate approaching pre-COVID-19 levels.

The vacancy rate decreased 3.1 percentage points over the last six months. Notable new retailers included new hospitality venue The Black Rhino Hotel at 7 O'Connell Street – the latest SA venture from national pub group Black Rhino Group, and expanding local specialty food operator St George's Bakehouse opening a new store in a street-facing tenancy at North Adelaide Village shopping centre.

O'Connell Street remains the high street with the largest proportion of restaurants and cafes, which accounts for 44% of the total tenancy mix. It is expected that the major mixed-use development at 88 O'Connell Street which commenced construction in April 2022, will provide a significant uplift in daily pedestrian footfalls along the strip. This, in turn, is likely to translate to a revitalisation of the precinct and increase occupancy levels over the medium term.

## Jetty Road, Glenelg

Occupier demand along Adelaide's beachside retail high street Jetty Road continues to trend downwards. Vacancy increased 0.9 percentage points to 9.7% over the six months to 3Q22. This follows on from the vacancy rate almost doubling to 8.8% in 1Q22. Low tourist inflows into Adelaide over the COVID-19 period, coupled with a more recent rebalance of remote working by local residents has likely negatively impacted daily footfalls and spending rates along the strip.

More positively, a \$50.0 million 65-room hotel development on the corner of Jetty Road and Colley Terrace has commenced construction. This is expected to revitalise the ground floor retail offerings that span the development, as well as be a long-term tourism draw for the area. Already the churn from the development has materialised with Royal Copenhagen Ice Cream Cone Company and Sunglass Hut relocating to new tenancies along the strip – both retailers previously occupied space that has been withdrawn as a result of the new hotel development.





## The Parade, Norwood

Retailer demand along The Parade remained positive in 3Q22 with vacancy increasing marginally to 6.0%. It must be noted that the increase in vacancy is partially a result of a street facing retail asset that was sold with vacant possession with future plans for the building currently unknown. More broadly, occupier demand for space along The Parade has been very strong with vacancy falling rapidly from a COVID-19 peak of 14.7% recorded in 3Q20.

The tenancy mix was broadly stable over the six months to 3Q22. Retailer activity included eyewear retailer Bailey Nelson opening a new store at 152 The Parade. This space was vacated by National Pharmacies Optical, which relocated to 158 The Parade.

Two high density residential projects on the strip in the form of Como (at the Coles Norwood site), currently under construction, and a DA approved complex at 120-128 The Parade, will increase the local resident population and daily retail spend along The Parade over the medium term.

## King William Road, Goodwood / Hyde Park

Occupier demand along King William Road has been comparatively more resilient than other retail high streets over the COVID-19 period. The vacancy rate decreased over the early COVID period as a result of a higher proportion of workers staying closer to home. However, vacancy continues to trend downwards in 2022 reaching 5.5% in 3Q22 – the lowest vacancy rate recorded along the strip since JLL began tracking the market in 2015.

New entrants to the precinct over the last six months included national retail burger chain Betty's Burgers, which opened a new store in the former Food Works supermarket site at 181 King William Street, art gallery Ex Animo Art (134 King William Street), and Hong Kong dessert retailer Phoenix Sweets (113 King William Street).

Medium density residential development will increase the immediate retail catchment area of King William Road. Hyde Park Place at 248 Unley Road and Two Four Six at 246 Unley Road have recently completed construction.

# Prospect Road, Prospect

Author

The vacancy rate along Prospect Road edged downwards 0.4 percentage points to 4.1% in 3Q22. Prospect Road remains the tightest retail high street tracked by JLL. However, it must be noted that it is also the smallest by tenancy count.

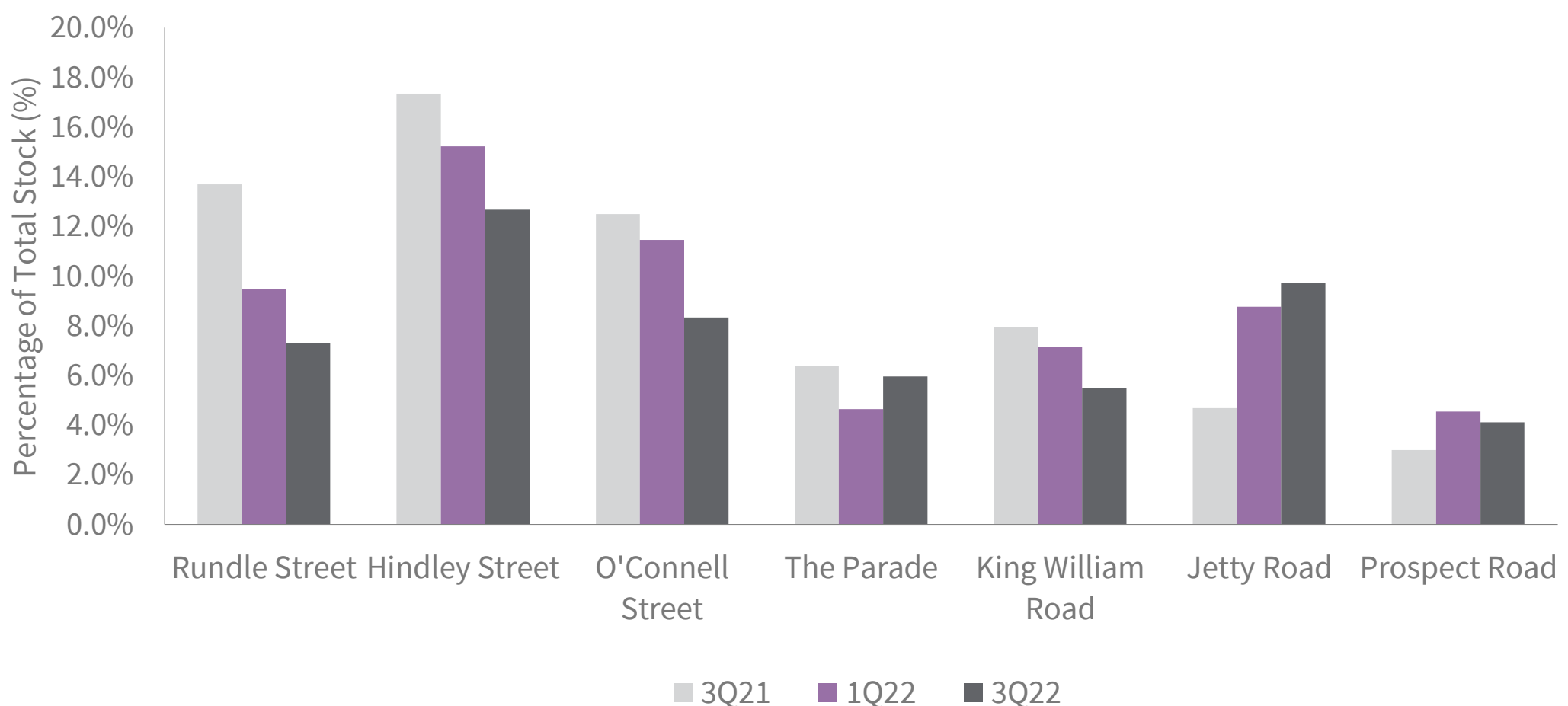
New retailers to the market included a new office for real estate agency Century 21 (90 Prospect Road), as well as national bubble tea chain Chatime opening a new store at 118 Prospect Road.

New supply over the short-term will result in additional retail space added to total stock. A new Foodland supermarket anchored complex at 85 Prospect Road is nearing construction commencement with site clearance already completed.



Rick Warner  
Director, Research  
+61 8 8233 8812  
rick.warner@ap.jll.com

## Overall Vacancy: Adelaide Retail High Streets, 3Q21 to 3Q22



Source: JLL Research

### jll.com.au

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# Attachment B

## Activity Precincts Occupancy Report 2022

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

Telephone 8366 4555  
Facsimile 8332 6338  
Email [townhall@npsp.sa.gov.au](mailto:townhall@npsp.sa.gov.au)  
Website [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)



*City of*  
**Norwood  
Payneham  
& St Peters**

CITY OF NORWOOD  
PAYNEHAM & ST PETERS

# Activity Precincts Occupancy Report

2022



# Contents

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A Successful Precinct	09
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## **Kaurna Acknowledgement**

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

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



Located directly to the east of Adelaide's Central Business District (CBD) and covering an area of approximately 180 hectares, is the City of Norwood Payneham & St Peters, home to over 7,000 businesses and approximately 24,367 workers.

# Introduction

Nestled amongst the predominately residential setting of the City are six major activity precincts, comprising of The Parade, Magill Road, Payneham Road, Glynde, Stepney and Kent Town, as well as two significant commercial strips located along Kensington Road and Glynburn Road. The location of each of the City's activity precincts and commercial strips, is shown on the Activity Precincts Map.

The activity precincts within the City, and in particular, the mainstreets, are a large and vital component of the retail, commercial and visitor landscape of the City. These are places for residents and visitors to gather, meet, shop, recreate and be entertained, as well as key service delivery points and important providers of jobs.

The character of these precincts, together with their historical and cultural significance, have contributed towards making them places that help to define the local community and its culture and more broadly the City of Norwood Payneham & St Peters, as the commercial centre of Adelaide's eastern region.

Each of these activity precincts comprise of a characteristically diverse range of businesses, services and settings, which over time have been proven to be essential in ensuring their sustainability and longevity—recognising that mainstreets and activity precincts across the world continue to face significant competition from 'hardtop' centres, the growth of online sales and the automation and agglomeration of jobs and business activity. The success or failure of an activity precinct is determined by its ability to adapt and evolve over time, and where necessary, change its primary role, in order to maintain a competitive advantage and to meet the changing trends and demands.

One of the unexpected and more positive consequences of the restrictions that were introduced during the COVID-19 Pandemic, has been the 'rediscovery' of the suburban mainstreets and relocation of businesses to activity precincts outside of Adelaide's Central Business District. This distribution of activities has helped to reinvigorate and strengthen the City's activity precincts.

# Purpose

The purpose of this document is to:

01

Measure the occupancy and vacancy rates within all of the Council's activity precincts and to monitor and report on their changes over time.

02

Identify and monitor the business and industry mix within each of the Council's activity precincts and establish a baseline to be able to monitor the changes over time, in order to identify trends and patterns.

03

Provide a consistent measure of all of the occupancy and vacancy rates and the business and industry mix within each of the City's activity precincts.

04

Highlight the contribution that each of these activity precincts make to the City's economy.

The Activity Precincts investigated in this report are:



THE PARADE  
NORWOOD

**MAGILL** 

This document has been designed to enable the Council to expand the number of activity precincts that are measured and monitored, which over time will provide a more holistic picture of the business environment within the City of Norwood Payneham & St Peters.

# Role of the Council



The characteristics, diversity of use and clustering of complementary activities around the City's activity precincts, means that they are generally resilient and have the capacity to change form and function.

However, given that the City's activity precincts are not owned and managed by a single entity (that is, there are multiple land owners), there is an absence of a coordinated management service to guide and determine the best use and mix of the tenancies.

As the third tier of government and the overarching central authority, the Council has the opportunity to contribute and play a critical role, particularly in the areas of marketing and promotion. The Council has

electd to adopt this approach, with funding for these activities currently provided through a combination of the Differential Rate, which is applied to all commercial properties and through the collection of a Separate Rate, which is levied on the affected properties, in the case of The Parade, Norwood.

Through the collection of data, the Council can identify the strengths and weaknesses of a precinct and identify opportunities, deliver streetscape and amenity improvements and introduce

policies and programs to support the businesses and assist to market and promote a precinct in order to increase visitation and investment.

A critical component of the data collection is understanding a precinct's occupancy rate, vacancy rate and turnover. It is through the collection of this data that the Council can monitor the 'health' of the key precincts within the City and can identify trends and opportunities to assist its activity precincts to evolve and thrive.

# Strategic Alignment

The monitoring of the City's activity precincts aligns with a number of the Council's strategic documents including *CityPlan 2030: Shaping Our Future*, the *Economic Development Strategy 2021–2026*, and the *Kent Town Economic Growth Strategy 2020–2025*.



## CityPlan 2030: Shaping Our Future

*CityPlan 2030: Shaping Our Future* is the Council's long-term Strategic Management Plan, which outlines the long-term Vision and Outcomes for the City. Monitoring the occupancy levels and tenancies within the City's activity precincts strongly aligns with

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

The specific Objectives and Strategies that support this Outcome are:

**Objective 3.1** – A diverse range of businesses and services.

**Strategy 3.1.2** – Attract diverse businesses to locate in our City.

**Objective 3.2** – Cosmopolitan business precincts contributing to the prosperity of the community.

**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.

**Strategy 3.5.1** – Support opportunities for people to collaborate and interact in business precincts.



**Economic Development Strategy 2021–2026**

The *Economic Development Strategy 2021–2026*, is designed to guide economic development within the City, identify the priority areas over the five year period and articulate the Council’s role in supporting business and economic development.

The relevant Themes, Outcomes and Strategies which align with the collection of data on the occupancy levels and tenancies within the City’s activity precincts are:

**Theme 1: Dynamic & Diverse City**

**Outcome** - Support 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.

**Theme 2: Destination City**

**Outcome** - 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 2.2** - Support the City’s vibrant mainstreet precincts.

**Theme 3: Innovative City**

**Outcome** - Attract and maintain competitive businesses with the capacity for resilience and ongoing sustainability, innovation and growth.

**Strategy 3.3** - Facilitate communication, education and networking programs to support businesses.



**Kent Town Economic Growth Strategy 2020–2025**

The Kent Town Economic Growth Strategy 2020–2025 recognises the commercial importance of Kent Town and acknowledges the suburb’s location, accessibility and convenience, all of which make it a desirable location for future growth. The Kent Town Economic Growth Strategy is driven by the following three key themes to attract investment, support growth and create prosperity.

**Theme 1: Attract Investment**

**Objective** - Attract investment opportunities that build on the existing

strengths of Kent Town and drive business and residential population growth.

**Theme 2: Support Growth**

**Objective** – To facilitate growth and equip businesses to thrive by providing support and facilitating relationships and connections that are linked to the broader well-being of the community.

**Theme 3: Create Prosperity**

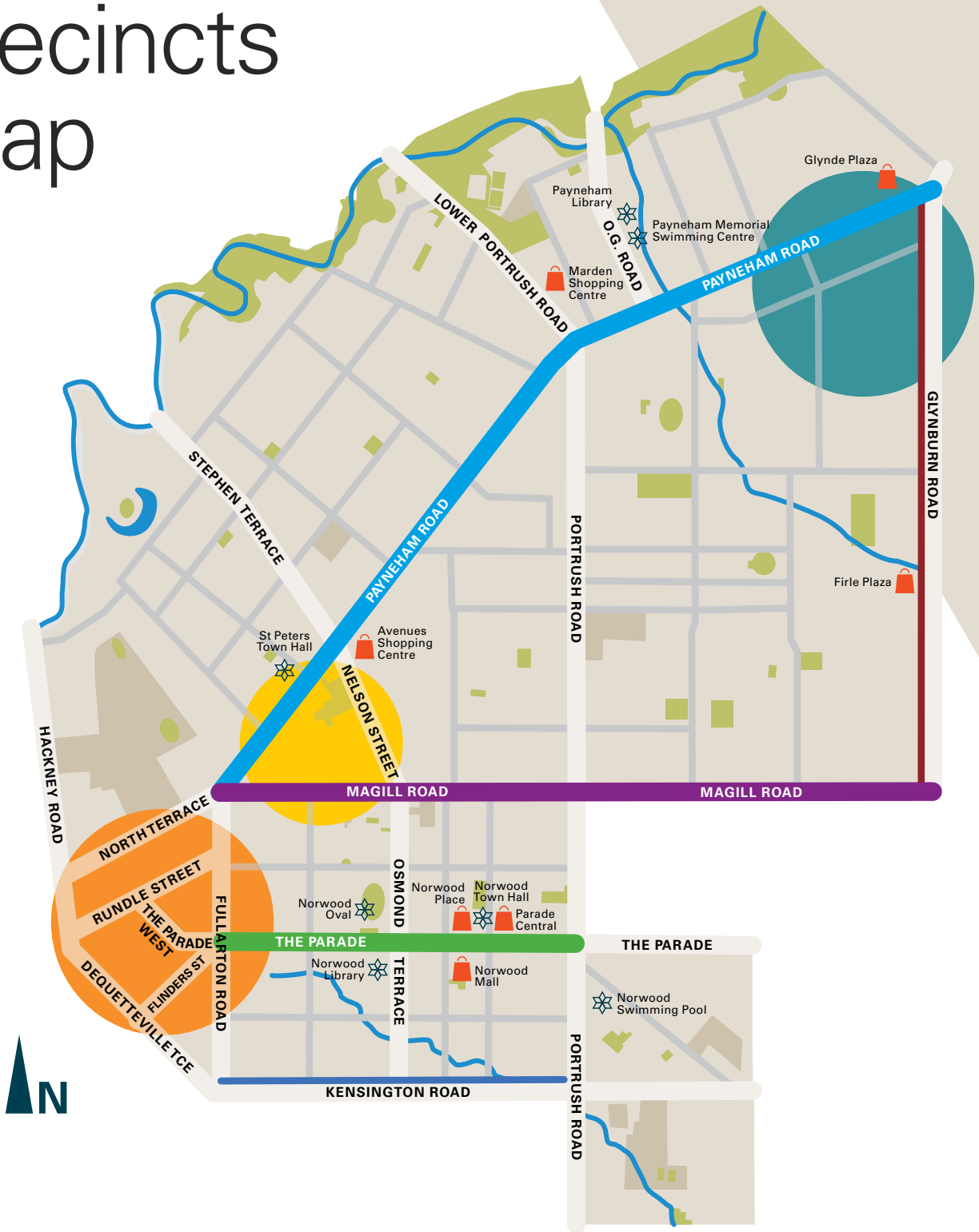
**Objective** - To maximise the economic potential of Kent Town by creating a supportive business environment and a vibrant and liveable community.

**Community Alignment**

Based on the comments which the Council has received through consultation on a number of the Council’s strategic documents, the citizens within the City of Norwood Payneham & St Peters define a successful precinct as:

- an attractive, vibrant and diverse location
- having places and/or businesses that act as a drawcard
- comprising of a unique and eclectic mix of businesses
- having a connection with the local community, and
- accessible (pedestrian and cycle friendly).

# Activity Precincts Map



- |   |                 |   |               |   |                    |
|---|-----------------|---|---------------|---|--------------------|
|  | Glynde          |  | Payneham Road |  | Shopping Centres   |
|  | Stepney         |  | Magill Road   |  | Council Facilities |
|  | Kent Town       |  | The Parade    |   |                    |
|  | Kensington Road |  | Glynburn Road |   |                    |

# A Successful Precinct

A successful precinct drives connection through a concentration of activity and people and builds on existing competitive strengths.

There are a number of key elements that work together to create a successful precinct.



## Diversity

A diverse mix of businesses with a healthy combination of day-time and night-time trade.



## Local Economy

A strong connection to the local area, offering residents and visitors quality and convenience.



## 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, such as sporting facilities, a supermarket, movie complex, restaurants and flagship retail stores.



## Placemaking

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



## Accessibility

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



Occupancy levels have become a common indicator of the success or failure of precincts.

30 ACRES



### **What is occupancy?**

Occupancy levels have become a common indicator of the success or failure of precincts, however as a measurement tool, it is not scientific. Occupancy is measured as a percentage of all available tenancies within a precinct that are being actively occupied at a particular point in time. The measurement of occupancy over time reflects the ability of a precinct to attract and retain businesses.

### **Is there an 'optimal' level of vacancy?**

The general consensus is that a high occupancy level is a positive reflection of the health of a precinct. However, research has shown that when vacancy rates fall below 5%, the rental market is considered to be in a good state, which can lead to landlords increasing rent. This can have a negative impact on the precinct. Therefore, maintaining an occupancy rate of between 90% and 95% is the optimal level for a successful precinct.

### **What causes vacancies?**

It is inevitable that there will be some degree of vacancy within any precinct and there are often a number of factors that contribute to this, such as:

- High leasing rates
- Leasing terms
- Landlord sentiment
- Unsuccessful traders
- Accessibility
- Perception
- Functionality
- Changing demographics
- Fit-out costs
- Closure of nearby businesses
- Retirement
- Development disruption
- Competition

### **The effects of low occupancy levels**

If occupancy levels fall below the 'optimal' range, it can have significant consequences for a precinct, such as:

- making the precinct feel like it is in decline;
- making the precinct feel unkept;
- making the precinct feel unsafe;
- impacts on business attraction and retention;
- impacts on overall visitation and expenditure; and/or
- impacts on the identity and character of a precinct.

# Methodology

The Parade and Magill Road are two key commercial precincts within the City of Norwood Payneham & St Peters and are the first activity precincts within the City to have their occupancy levels measured and monitored. Monitoring of The Parade first commenced in 2020 and Magill Road commenced in 2021.

A consistent methodology ensures that the data that is collected and reported on, is comparable between each annual period of measuring occupancy.

## Timing

The assessment of precinct occupancy occurs on an annual basis and generally, the on-ground assessment is undertaken annually in September or October.

## Stages

The audit of the individual precincts comprises of two stages:

**Field Survey** - Physically conducting an assessment of each precinct and recording the location and name of each business in each tenancy.

**Reporting** - The data from each precinct assessment is then used to update the Activity Precinct Occupancy Reports, as well as update the statistics found in this document. The findings from each annual assessment are presented to the Norwood Parade Precinct Committee and the Council's Business & Economic Development Advisory Committee, prior to being presented to the Council.

The intent over time is that all of the City's activity precincts will be measured and monitored to track their success and performance.

Monitoring the occupancy levels of precincts ensures that decision making is informed and the necessary marketing, promotion and support is being provided. Being aware of the occupancy levels and overall performance of the precincts within the City allows for comparisons to be made with other precincts across metropolitan Adelaide such as Prospect Road, Jetty Road, Unley Road, King William Road, Hindley Street, Rundle Street and O'Connell Street.

# Definitions

## Average Daily Expenditure

Taken from Spendmapp by Geografia and is an account of total expenditure within the suburb during each calendar year. This expenditure is from both citizens of the City of Norwood Payneham & St Peters and visitors. Spendmapp data takes real banking transaction data (EFTPOS and credit/debit) and transforms it to create a comprehensive representation of the City's economy, taking into account a cash component which is informed by a survey conducted by the Reserve Bank of Australia (RBA). The process also ensures that outlier transactions do not skew the data, and seeks to maintain the privacy of merchants and cardholders by applying a degree of randomisation when there are small transaction volumes.

## Industry Mix

Percentages may not add up to 100% due to rounding. Industry categorisation and inclusions are explained below.

### **Retail**

**Product:** Includes businesses that retail in paint, alcohol (i.e. Parade Cellars, Dan Murphy's etc), homewares, furnishings, fuel, groceries, toys, equipment (bikes etc), jewellery, books, pet stores, dog day cares and cleaning services.

**Clothing:** Includes businesses that sell clothing (op shops included), footwear, lingerie as their main offering.

### **Dining & Entertainment**

Includes cafes, restaurants, gelato/ice-cream, cinemas, theatres, pubs, bars, cellar doors, takeaway outlets and painting studios (i.e. Pinot & Picasso).

### **Medical, Health & Wellbeing**

Includes general practitioners, dentists, supplement stores, pilates and yoga studios, gyms, physiotherapy clinics, care providers, psychologists, specialist health providers (i.e. SA Heart), health food providers, optometrists and Vet's.

### **Professional**

**Technical:** Includes architects, graphic designers, IT support, engineers, business advisors, lawyers, builders, local Members of Parliament, phone providers, travel agencies, photographers, marketing agencies, taekwondo studios and car repairers.

**Financial:** Includes accountants, banks, mortgage brokers, financial advisers, conveyancers and tax agencies.

**Real Estate:** Includes real estate agencies.

### **Hair/Beauty**

Includes women and men hairdressers, massage providers, day spas, hair removal, manicures and pedicures.

### **Training/Employment**

Includes employment agencies, training centres and educational tutoring.

### **Community**

Includes libraries, sporting ovals, parks, churches and community centres.

### **N/A**

Includes tenancies that have a 'Leased' sign up, however no business has moved in, meaning no tenancy mix can be allocated. Also includes George House on The Parade.

## New Businesses

Businesses that have opened and were not previously within the precinct.

## Occupancy Rate

Defined as a percentage of all available occupiable commercial properties (residential not included) in a particular area that have a business actively trading from the premises.

## Relocated Businesses

The total number of businesses that were previously operating within the Precinct and have since moved to another tenancy within the Precinct.

## Turnover Rate

The number of new businesses and vacant tenancies as a percentage of the total number of tenancies within the Precinct.

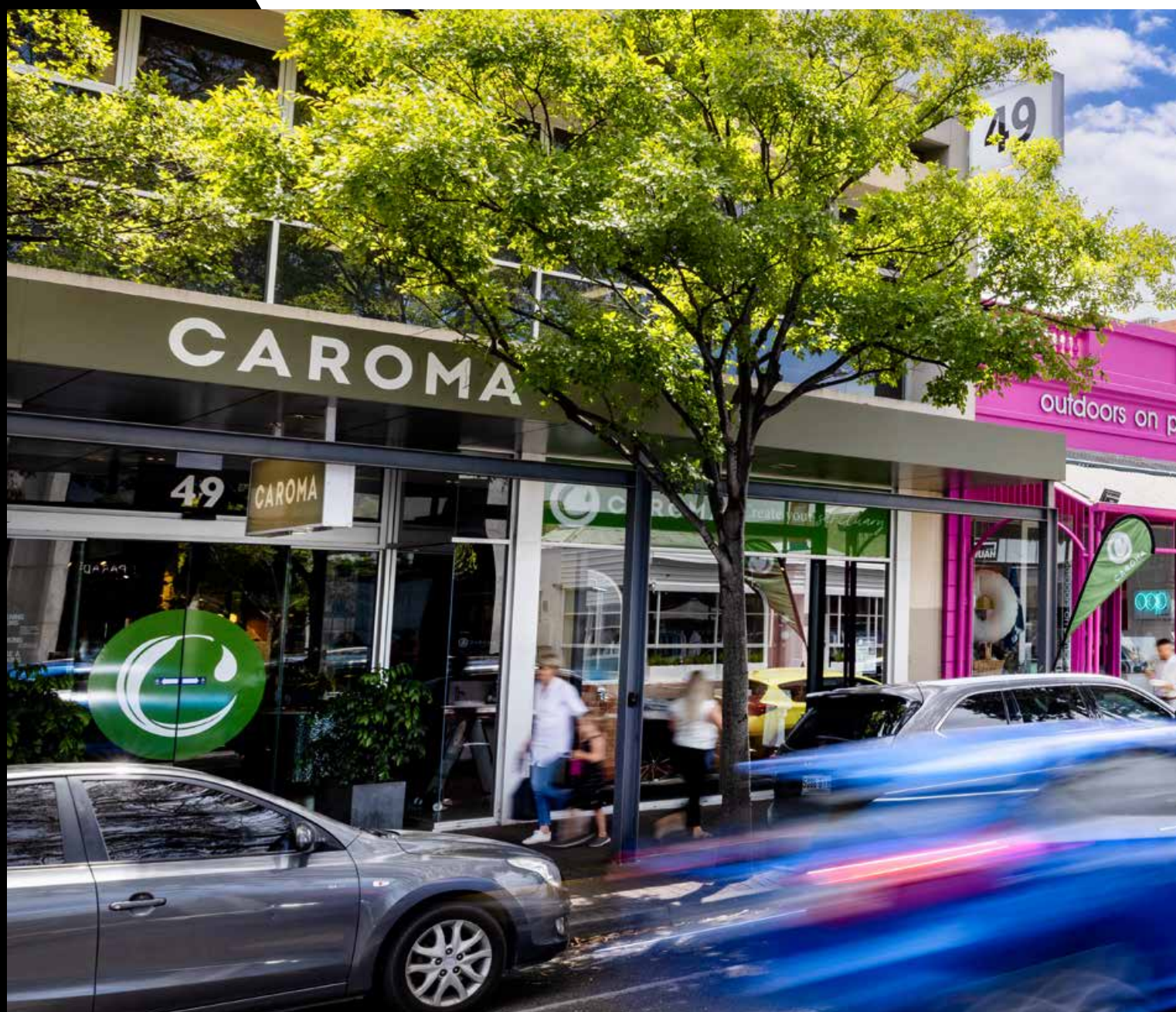
## Vacant Tenancy

Tenancies are noted as being vacant if:

- there is signage indicating that the tenancy or part of multi-tenancy building was for lease
- the tenancy had a 'leased' sign yet the premises was still vacant and the Council was not aware of a new business preparing to occupy the space, or
- the tenancy did not have any signage indicating it was for lease, however the space was vacant and the Council was not aware of a new business preparing to occupy the space.

# THE PARADE

The Parade, Norwood is located only a short distance east of the Adelaide CBD and is the major drawcard to the City of Norwood Payneham & St Peters.



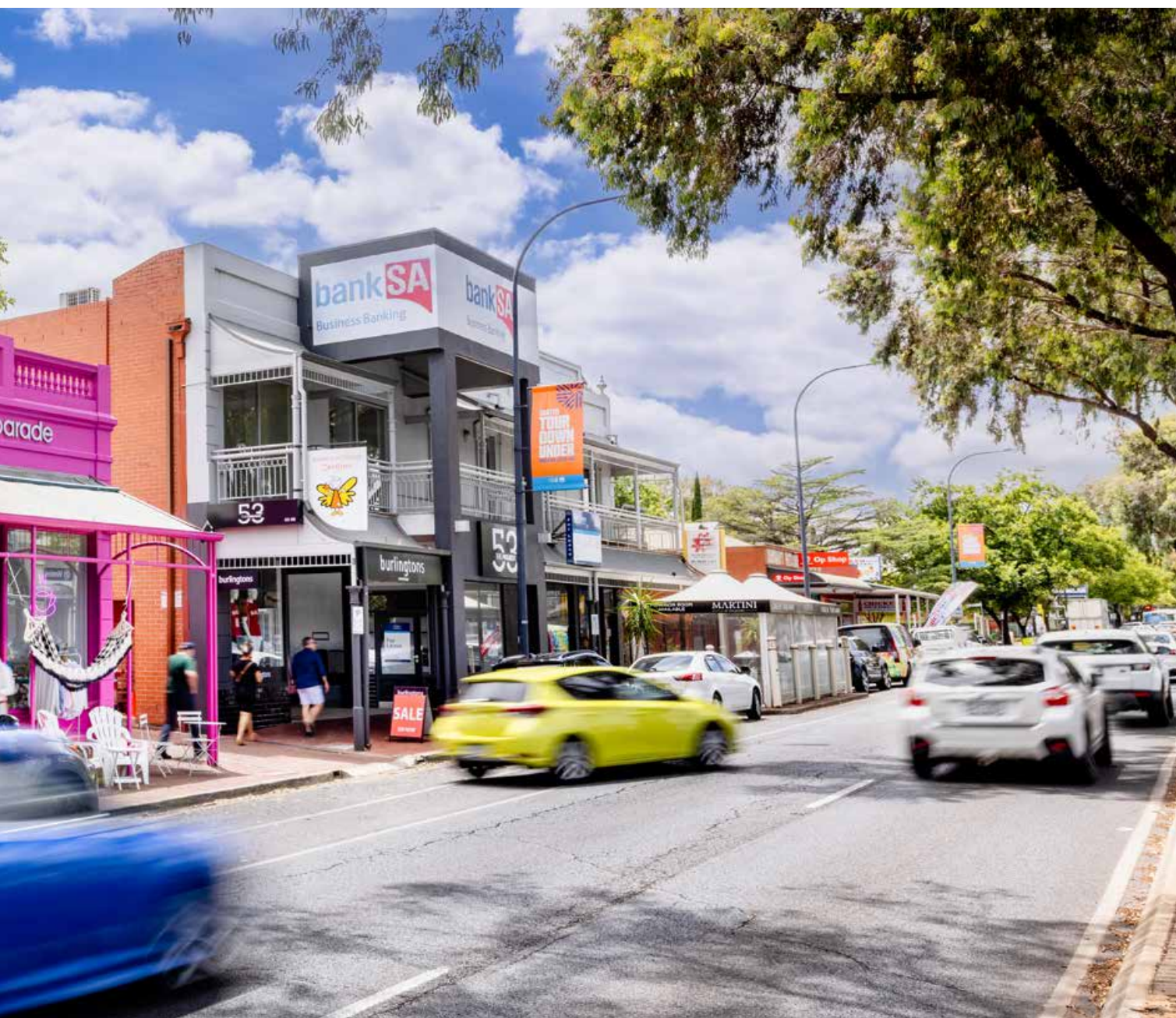
The Parade is approximately 1.6km in length and is recognised as Adelaide's premier mainstreet, offering a diverse range of businesses including dining and entertainment, clothing and retail, professional and financial services and hair and beauty. The Norwood Town Hall and the adjacent cinema complex located near the heart of the Precinct, are iconic and help to define the street.

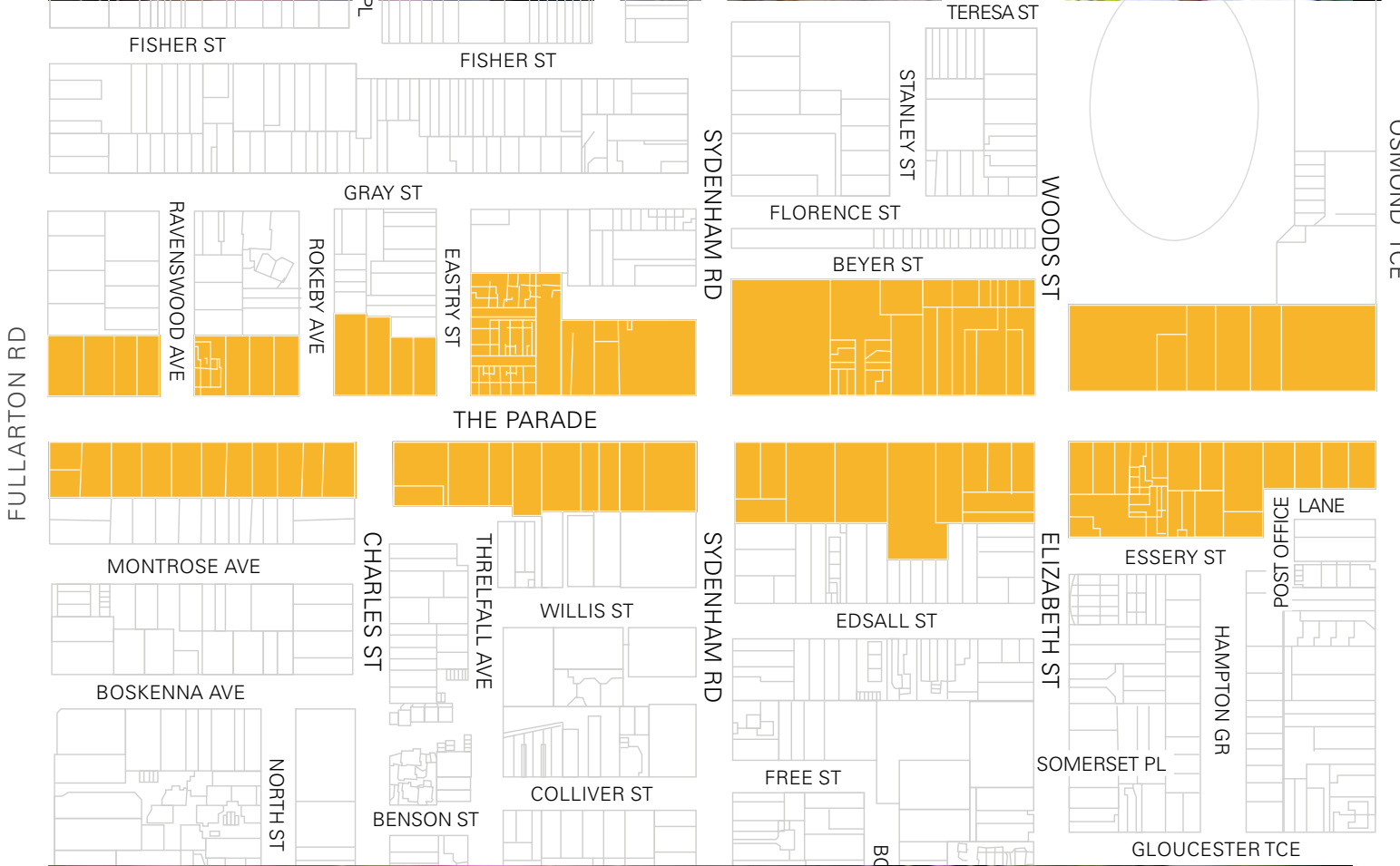
The Foodland and Coles (currently being redeveloped) supermarkets are major anchors and attractions to the

street. Although strongly represented by independent retailers and other businesses, The Parade also hosts a number of major retailers and national brands. Over the last 20 years The Parade has continued to evolve and change, with the completion of The Bath and Nuova Apartments and the imminent completion of the COMO Development providing new medium density housing and a number of ground-floor retail spaces. These major developments along the street attract and create opportunity for

new businesses to enter the street, which subsequently plays a vital role in attracting visitors to the City, whilst also servicing local residents.

The Parade Precinct is currently the only mainstreet in the City where the Council collects a separate rate. The Parade Separate Rate is money which is raised through a levy on properties to be used for marketing and promotional purposes.




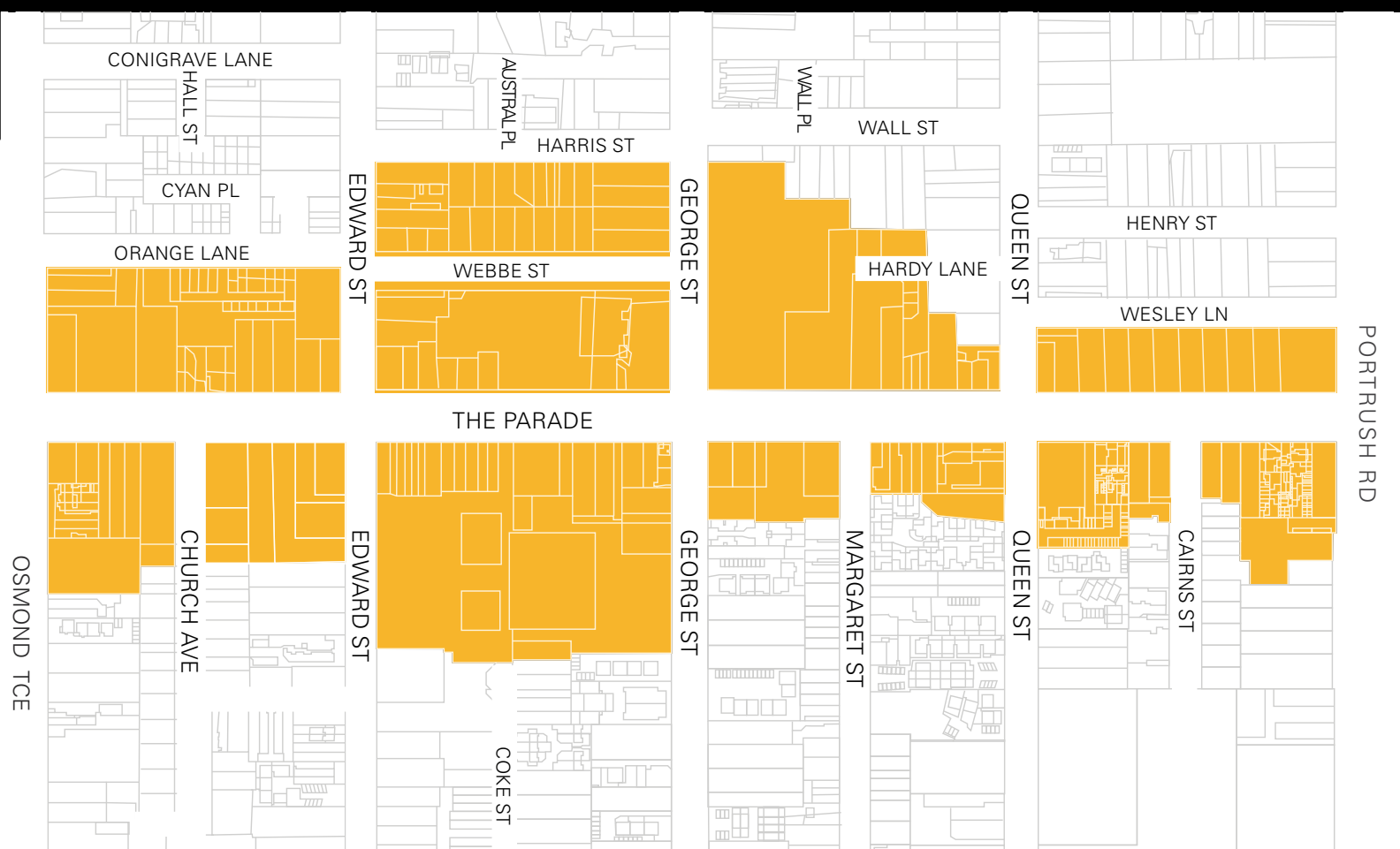


# The Parade Precinct Boundary

The boundary for the assessment of occupancy levels within The Parade Precinct is based on Planning Zones defined within the Planning & Design Code 2016.

These zones highlight where commercial activity may be legally permitted and also form the basis for defining the Precinct for the collection of The Parade Separate Rate. The Precinct extends from Fullarton Road to Portrush Road and includes all ground level and non-ground level tenancies.

 The Parade Precinct



Occupancy Rate



373 Total Tenancies

Compared to 368 in 2021 and 381 in 2020

345

Total Businesses

Compared to 349 in 2021 and 341 in 2020



19

New Businesses

Compared to 34 in 2021 and 24 in 2020

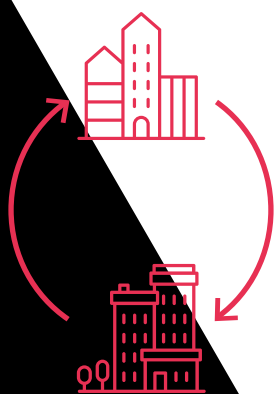
28

Total Vacant Tenancies

Compared to 19 in 2021 and 40 in 2020







# 13%

## Turnover Rate

Compared to **14%** in 2021 and **23%** in 2020

# 3 Relocated Businesses

Compared to **8** in 2021 and **0** in 2021



# 91%

Occupancy rate compared to **94%** in 2021 and **91%** in 2020

Between Fullarton Rd & Osmond Tce

# 94%

Occupancy rate compared to **95%** in 2021 and **91%** in 2020

Between Osmond Tce & George St

# 93%

Occupancy rate compared to **95%** in 2021 and **87%** in 2020

Between George St & Portrush Rd

# Industry Mix

The Norwood Parade Precinct consists of a variety of business industries as depicted below. This industry mix contributes to The Parade being Adelaide's premier mainstreet due to its unique and vibrant offering.

**20%**  
**Dining & Entertainment**

**19%**  
**Professional**  
54% Technical  
9% Real Estate  
37% Financial

**16%**  
**Medical, Health & Wellbeing**

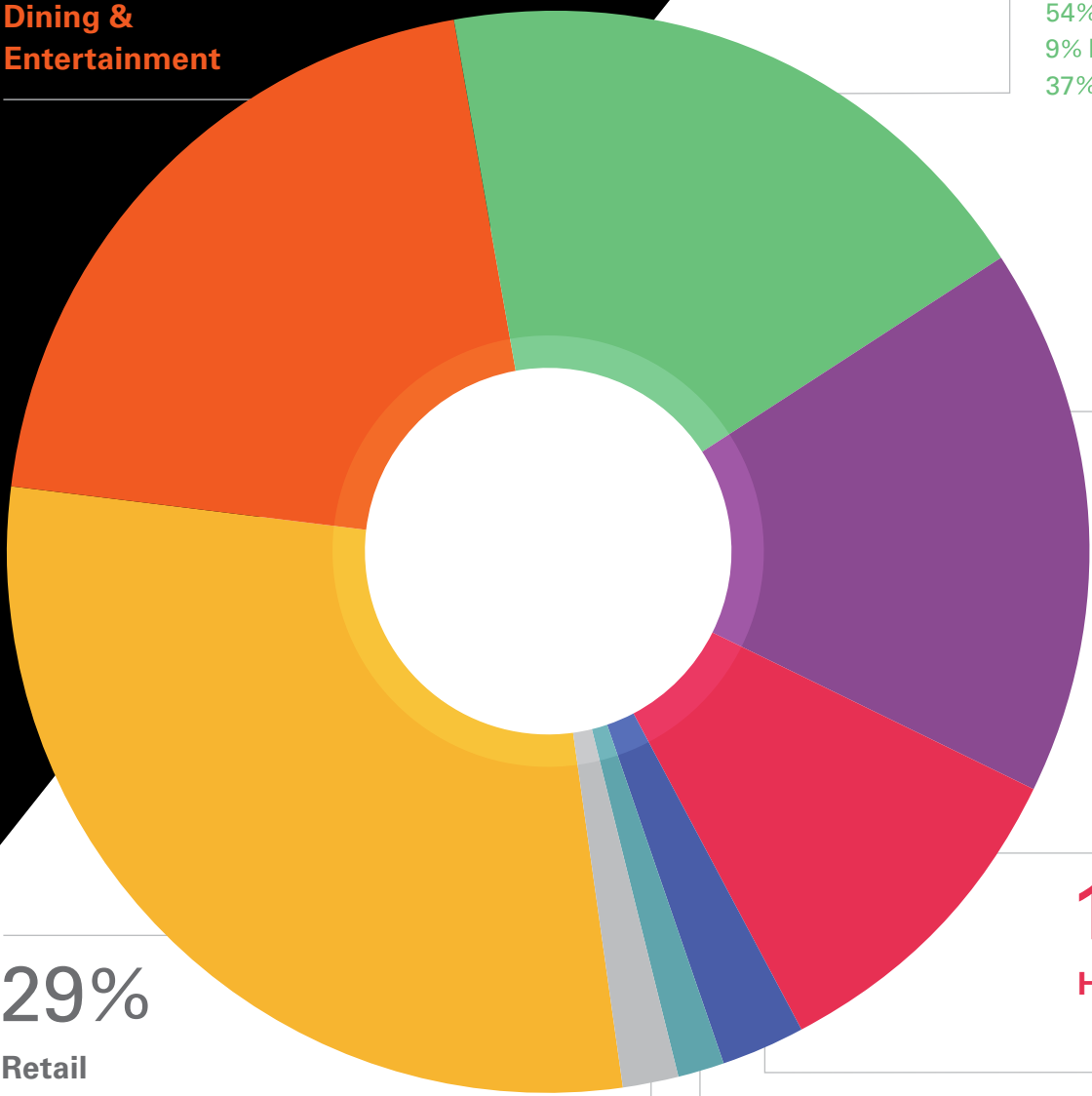
**10%**  
**Hair/Beauty**

**29%**  
**Retail**  
65% Products  
35% Clothing

**1%**  
N/A

**1%**  
**Community**

**3%**  
**Training/ Employment**



# Expenditure



## Norwood Total Yearly Expenditure

**\$562.40m\***

Compared to **\$603.97m** in 2021 and **\$540.64m** in 2020

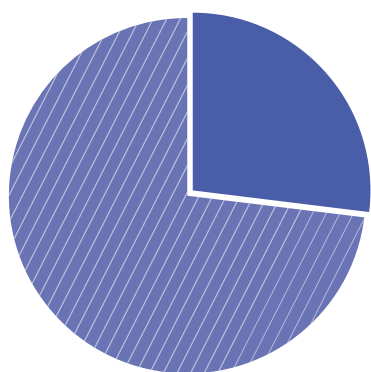


## Norwood Average Daily Expenditure

**\$1.54m\***

Compared to **\$1.66m** in 2021 and **\$1.48m** in 2020

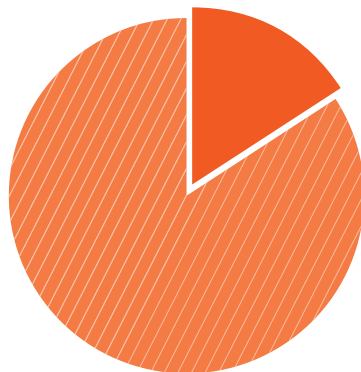
## Top 3 Expenditure Categories



**27%**

**Dining & Entertainment**

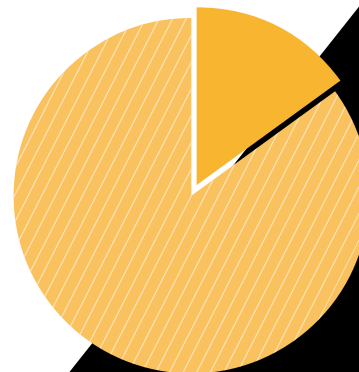
Compared to **27%** in 2021 and **23%** in 2020



**16%**

**Grocery Stores & Supermarkets**

Compared to **15%** in 2021 and **18%** in 2020



**15%**

**Professional Services**

Compared to **15%** in 2021  
In 2020 **Specialised & Luxury Goods** made up **14%**

*\*The data represents the activity in the entire suburb of Norwood.*

# MAGILL ROAD

Magill Road is located a short distance from the Adelaide CBD and extends for a length of approximately 3.2km, from Payneham Road to Glynburn Road, recognising that the southern side of Magill Road, between Portrush Road and Glynburn Road, falls within the City of Burnside.



The Magill Road Precinct encompasses an eclectic mix of retail, as well as some residential premises and larger manufacturers that break up the continuity of the commercial land uses. Unlike The Parade, Magill Road is predominantly represented by independent small businesses, however in recent years this main street has seen the emergence of some major retailers such as Aldi.

Over the last five years Magill Road has evolved, gaining a reputation as a destination due to its substantial

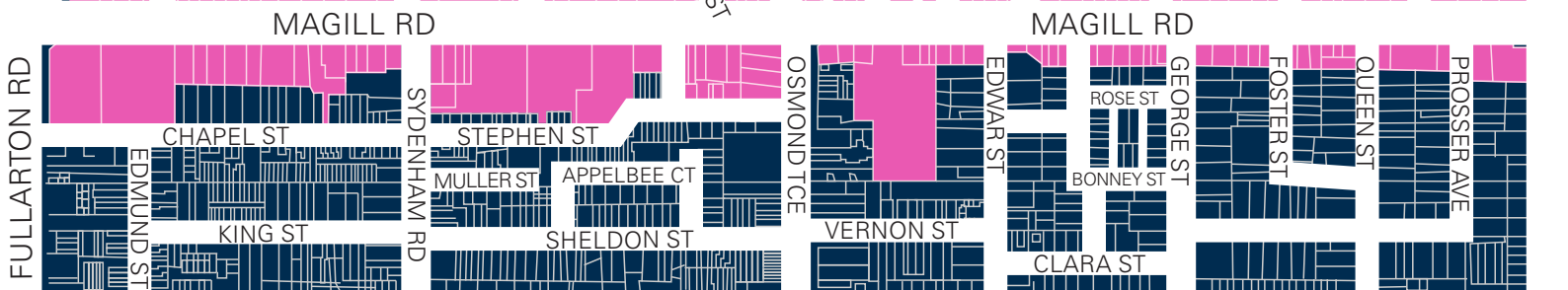
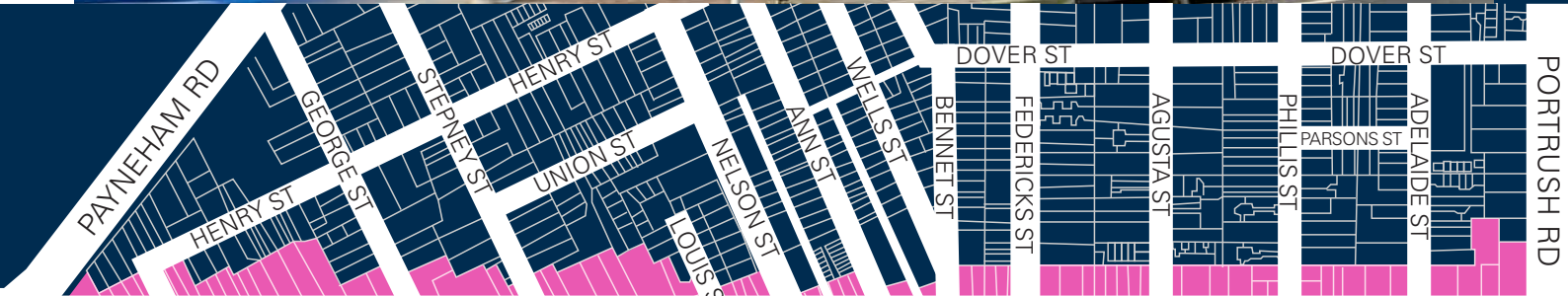
offering including homewares, furniture, retail, dining & entertainment and professional services. In addition to being one of Adelaide's most recognised mainstreets, Magill Road is also a major transport thoroughfare, connecting the CBD with the eastern suburbs.

In the case of Magill Road, while a large proportion of the businesses are owned and run by small business operators who are serving the local catchment, there is a portion of the businesses that are highly regarded providers of

unique goods and services, acting as an attractor to visitors from outside the catchment.

The distinctive brand identity that captures the unique essence and vibrancy of the street attracts customers, businesses and the community, and offers them an experience through its mix of eclectic and eccentric products and services. It is envisaged that the retail tenancies that form part of the Norwood Green development will complement the retail offering of this mainstreet.



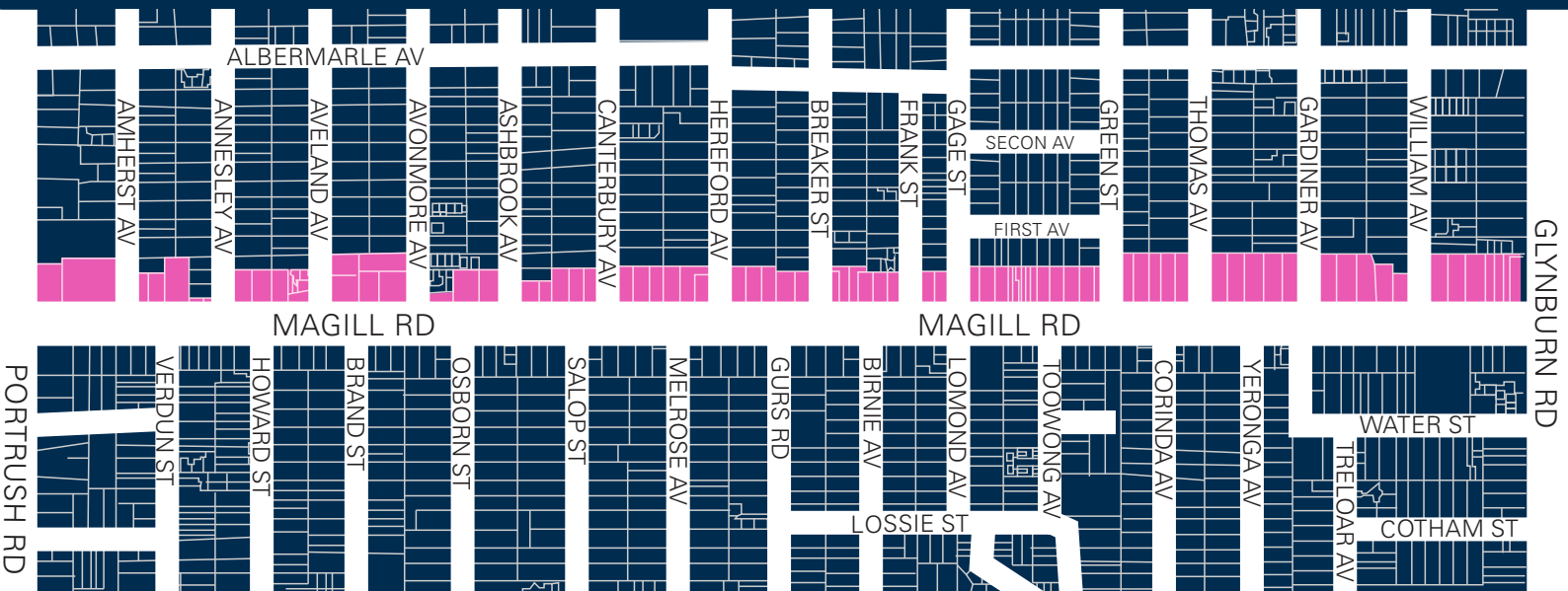


# Magill Road Precinct Boundary

The boundary for the assessment of occupancy levels within the Magill Road Precinct is defined as being the entirety of Magill Road that falls within the City of Norwood Payneham & St Peters Council area.

This extends from Fullarton Road to Portrush Road, along both sides of the road and then from Portrush Road to Glynburn Road, only on the northern side of the road, recognising that the southern portion falls within the City of Burnside. Both ground level and non-ground level tenancies are included in the assessment.

 Magill Road Precinct



Occupancy Rate



215

Total Tenancies

202

Total Businesses

Compared to 205 in 2021



10

New Businesses

Compared to 10 in 2021

13

Total Vacant Tenancies

Compared to 10 in 2021



11%

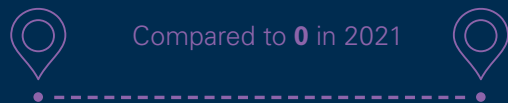
Turnover Rate

Compared to 9% in 2021

1

Relocated Businesses

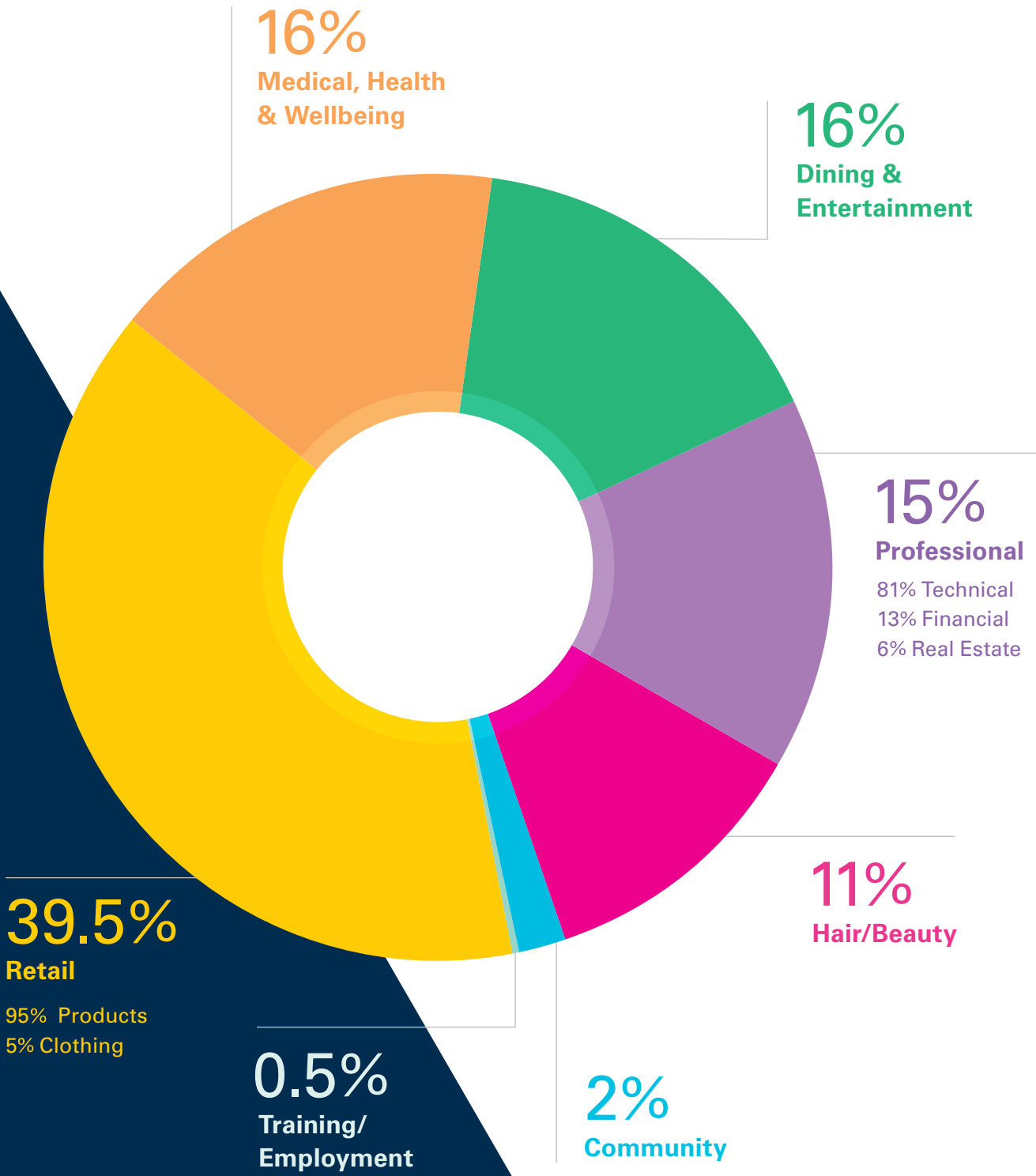
Compared to 0 in 2021







# Industry Mix

Magill Road consists of a variety of business industries as illustrated below.



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

Telephone 8366 4555  
Email [townhall@npsp.sa.gov.au](mailto:townhall@npsp.sa.gov.au)  
Website [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)  
Socials  /cityofnpsp  @cityofnpsp



City of  
**Norwood  
Payneham  
& St Peters**

**5.3 2023 SCHEDULE OF MEETINGS FOR THE BUSINESS & ECONOMIC DEVELOPMENT ADVISORY COMMITTEE**

**REPORT AUTHOR:** Economic Development Officer  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 8366 4512  
**FILE REFERENCE:** qA109047  
**ATTACHMENTS:** Nil

**PURPOSE OF REPORT**

The purpose of this report is to advise the Business & Economic Development Advisory Committee of the proposed Schedule of Meetings for 2023.

**BACKGROUND**

In respect to meetings, the Committee's Terms of Reference state that:

7.2 *The Committee shall meet a minimum of four (4) times in every calendar year on dates to be set out in advance for each year or as determined by the Chief Executive Officer, at the Council's Principal Office, the Norwood Town Hall, 175 The Parade, Norwood or as determined by the Chief Executive Officer and in accordance with the responsibilities imposed upon them within these Terms of Reference.*

The purpose of this report is to present the proposed Schedule of Meetings for the 2023 calendar year to the Committee for its consideration and approval.

**DISCUSSION**

In accordance with the Terms of Reference, the Chief Executive Officer has determined that all of the Committee Meetings will be held in the Mayor's Parlour, located in the Norwood Town Hall at 175 The Parade, Norwood.

In respect to the time and date of the meetings, it is recommended that all of the meetings of the Committee in 2023 commence at 6.15pm on a Tuesday night and that the remainder of the 2023 meetings be held on the dates outlined in **Table 1** below. It is recommended that the Schedule of Meetings outlined in **Table 1** below, be approved by the Committee.

**TABLE 1: BUSINESS & ECONOMIC DEVELOPMENT ADVISORY COMMITTEE SCHEDULE OF MEETINGS 2023**

Meeting	Date	Start Time
2	Tuesday, 13 June 2023	6.15pm
3	Tuesday, 12 September 2023	6.15pm
4	Tuesday, 28 November 2023	6.15pm

**RECOMMENDATION**

That the Business & Economic Development Advisory Committee's Schedule of Meetings for 2023 as set out below, be approved.

**BUSINESS & ECONOMIC DEVELOPMENT ADVISORY COMMITTEE SCHEDULE OF MEETINGS 2023**

Meeting	Date	Start Time
2	Tuesday, 13 June 2023	6.15pm
3	Tuesday, 12 September 2023	6.15pm
4	Tuesday, 28 November 2023	6.15pm

**6. OTHER BUSINESS**  
(Of an urgent nature only)

**7. NEXT MEETING**  
Tuesday, 13 June 2023 (to be confirmed at this meeting)

**8. CLOSURE**