

Council Meeting Agenda & Reports

3 October 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.*

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

28 September 2023

To all Members of the Council

NOTICE OF MEETING

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

Tuesday 3 October 2023, commencing at 7.00pm.

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

Yours faithfully



Mario Barone
CHIEF EXECUTIVE OFFICER

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City of
**Norwood
Payneham
& St Peters**

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VENUE Council Chambers, Norwood Town Hall

HOUR

PRESENT

Council Members

Staff

APOLOGIES Cr Christel Mex

ABSENT

1. **KAURNA ACKNOWLEDGEMENT**
2. **OPENING PRAYER**
3. **CONFIRMATION OF THE MINUTES OF THE SPECIAL COUNCIL MEETING HELD ON 11 SEPTEMBER 2023**
4. **MAYOR'S COMMUNICATION**
5. **DELEGATES COMMUNICATION**
6. **QUESTIONS WITHOUT NOTICE**
7. **QUESTIONS WITH NOTICE**
Nil
8. **DEPUTATIONS**
Nil
9. **PETITIONS**
Nil
10. **WRITTEN NOTICES OF MOTION**

10.1 WRITTEN NOTICE OF MOTION – RE-ESTABLISHMENT OF THE CITY OF NORWOOD PAYNEHAM & ST PETERS HERITAGE GRANT SCHEME – SUBMITTED BY MAYOR ROBERT BRIA

NOTICE OF MOTION: Re-establishment of the City of Norwood Payneham & St Peters Heritage Grant Scheme
SUBMITTED BY: Mayor Robert Bria
FILE REFERENCE: qA1039
ATTACHMENTS: Nil

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

NOTICE OF MOTION

That staff prepare a report for the February 2024 Council meeting regarding the costs and benefits of re-establishing the City of Norwood Payneham & St Peters Heritage Grant Scheme, taking into account the following:

- a) scope of a re-established Scheme (types of restoration works considered appropriate for grant funding);
- b) workload implications for Council staff to promote and assess grant applications;
- c) funding envelope for the Scheme to make it both attractive and accessible for eligible applicants (this relates to the total grant figure as well as the maximum allowed eligible per applicant);
- d) eligibility criteria;
- e) broadening access to the Scheme to allow owners of residential and commercial properties to apply (under the previous Scheme, only owners of residential properties were eligible to apply); and
- f) any other matters considered relevant.

REASONS IN SUPPORT OF MOTION

In 2006, the Council established a Heritage Grants Scheme (“The Scheme”). Initially, the Scheme was limited to applications from owners of Local Heritage Places (LHP) for certain types of restoration works, which included heritage tiling, stonework, re-pointing and reinstatement of verandahs consistent with the architectural style of the dwelling and the period in which it was built. Grants were based on a maximum 50% contribution from the Council with a condition that no restoration works had started at the time the grant application was submitted.

Following the Council’s Heritage Development Plan Amendment (DPA) in 2005-2006, the Scheme was expanded to include applications from owners of Contributory Items (CI), which are now known as Representative Buildings. This change created a two-tiered Scheme with different amounts of funding available depending on the heritage status of the dwelling. The grant funding cap was \$4,500 for a Local Heritage Place and \$2,500 for a Contributory Item (now referred to as Representative Buildings).

Over the life of the Scheme (2006-2014), the Council disbursed more than \$330,000 in grant funding to owners of LHPs or CIs, with the multiplier effect valued in the millions. The Scheme was extremely popular and provided a catalyst for major restoration works, which in turn enhanced the character of our City, and generated a renewed sense of pride for the homeowner and an appreciation for the Council’s efforts in promoting the preservation of our City’s built heritage.

After nearly a decade without a Scheme and with the recent adoption of Council's *Built Heritage Strategy*, I believe it is timely for the Council to re-visit the Scheme to consider the costs and benefits of its re-establishment. The Notice of Motion is intended to guide staff regarding the issues to be considered should a Scheme be re-established and to do it now as part of the annual reporting process for the Strategy.

Among the considerations listed is whether the Scheme should make provision for owners of commercial properties that are LHPs to apply for grants. There are several examples across the City's main streets such as Payneham Road, Magill Road and The Parade, where shops built in the late 18th and early 19th centuries have contemporary canopies or verandas, which I believe compromises its presentation of the building to the street in terms of its heritage value. Expanding the Scheme to include commercial property owners is one way to revitalise shops that may otherwise be left untouched by their owner(s) as there is no incentive to undertake any restoration works. Providing such grants will also be seen as Council providing additional support to the local business community.

The timing of the presentation of the report could potentially coincide with the release of the South Australian Government's Planning and Design Code Reform Options, which will include references to Heritage and Character. As such, the outcomes from the Government's report may influence any decision Council may make in regard to re-establishing a Heritage Grants Scheme or providing other heritage-related incentives, services and supports to owners of heritage-listed buildings. Regardless, I believe it is prudent for the Council to use the annual review process for the Strategy to revisit the Heritage Grants Scheme.

STAFF COMMENT
PREPARED BY MANAGER, URBAN PLANNING & SUSTAINABILITY

A report as requested, can be provided to the February 2024 Council meeting.

10.2 WRITTEN NOTICE OF MOTION – AMENDMENT OF THE NORWOOD PARADE PRECINCT COMMITTEE’S TERMS OF REFERENCE – SUBMITTED BY MAYOR ROBERT BRIA

NOTICE OF MOTION: Amendment of the Norwood Parade Precinct Committee’s Terms of Reference
SUBMITTED BY: Mayor Robert Bria
FILE REFERENCE: qA1039
ATTACHMENTS: Nil

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

NOTICE OF MOTION

That 7.1 of the Terms of Reference for the Norwood Parade Precinct Committee be amended from:

A quorum for a meeting of the Committee shall be seven (7) Members of the Norwood Parade Precinct Committee, comprising of a minimum of five (5) property owner/trader/business owner representations and one (2) Elected Member, which may or may not be the Mayor

to:

A quorum for a meeting of the Committee shall be seven (7) Members of the Norwood Parade Precinct Committee, comprising of a minimum of four (4) property owner/trader/business owner representations and a minimum of one (1) Elected Member, which may or may not be the Mayor.

REASONS IN SUPPORT OF MOTION

In August 2023, two (2) meetings of the Norwood Parade Precinct Committee (the Committee) were cancelled due to a lack of quorum. In the case of the Committee meeting scheduled for 29 August, while there were seven (7) Committee Members available to attend, only four (4) were property owners or traders, one short of the requisite five (5). Therefore, the Committee was inquorate.

The cancellation of that meeting meant that the meeting had to be re-scheduled to Tuesday, 5 September 2023 for the Committee to make a recommendation to the Council to approve expenditure associated with the *Day of Fashion* event to be held in October 2023.

As a result, the resolutions of the Committee made on 5 September 2023, required a Special Council Meeting to be held on 11 September 2023, in accordance with Section 82 (1) (a) of the *Local Government Act (1999)*, to ensure the *Day of Fashion* could proceed.

Given the Committee only meets every 8-10 weeks, the cancellation of meetings has significant flow-on effects for both the Committee and the Council, specifically the implementation of decisions. For example, Council staff cannot implement decisions if the Committee has not met to make recommendations, as they require endorsement by the Council.

This means critical deadlines for a range of initiatives may be missed and payments to contractors and suppliers cannot be made on time. Given the Committee’s main focus is on promotion and marketing of The Parade, the risks that cancelled meetings pose to the successful and timely delivery of the objectives of the NPPC’s Annual Business Plan e.g. competitions, promotions, advertising, events, Christmas decorations, merchandise etc are real and omnipresent.

Particularly noteworthy is the risk of reputational damage to the Committee and by extension, the Council, if money collected from The Parade Separate Rate continues to be underspent because meetings are not being held as scheduled to recommend authorisation of expenditure to the Council.

By amending the Norwood Parade Precinct Committee's Terms of Reference as proposed above, the Committee will still require seven (7) Members to form a quorum. However, by reducing the minimum number of property/business owners from five (5) to four (4) which still comprises a majority, and reducing the minimum number of Elected Members required from two (2) to one (1), the Committee will enjoy increased flexibility and agility to form a quorum when there are multiple apologies, therefore reducing the chances of meetings being cancelled.

STAFF COMMENT
PREPARED BY GENERAL MANAGER, GOVERNANCE & CIVIC AFFAIRS

The Terms of Reference for the Norwood Parade Precinct Committee can be amended to reflect the proposed changes as requested in the Notice of Motion.

11. STAFF REPORTS

Section 1 – Strategy & Policy

Reports

11.1 IMPLEMENTATION OF THE BUILT HERITAGE STRATEGY 2022-2027

REPORT AUTHOR: Senior Urban Planner
GENERAL MANAGER: Urban Planning & Environment
CONTACT NUMBER: 8366 4561
FILE REFERENCE: qA88791
ATTACHMENTS: A - B

PURPOSE OF REPORT

This report presents the first annual report on implementation of the Council's *Built Heritage Strategy 2022-2027*.

There are a number of strategy documents that sit underneath the Council's Strategic Management Plan, *CityPlan 2030: Shaping Our Future*. These documents set out a range of actions to implement the Council's objectives and strategies. It is important to regularly report on the implementation of these strategies to track progress and to identify any gaps or barriers to implementation.

A report (presented in table format) has been prepared which documents progress against the fourteen (14) Objectives and twenty (20) Initiatives contained in the Strategy. This implementation update is contained in **Attachment A**.

BACKGROUND

The City of Norwood Payneham & St Peters formally endorsed the *2022-2027 Built Heritage Strategy* at its meeting of 5 September 2022, and resolved the following:

1. *That the Built Heritage Strategy, as contained in Attachment A, be endorsed as being suitable for publication and operation.*
2. *That the Chief Executive Officer be authorised to make any necessary minor amendments to finalise the Strategy prior to publication."*

On page 19 of the Strategy (on p. 19) it states that:

"The progress and outcomes of the initiatives will be reported annually to the Council to allow an analysis of the success commensurate to each initiative and could include a range of reporting methods such as a percentage of project completion or project outcomes when completed, levels of community satisfaction as indicated by the community survey, or take up rates of the Council's services."

In the first year since endorsement of the Strategy, an important context to the strategy's implementation is that there has been a pause in communication about a review of the new planning system, which in turn impinges on some initiatives for heritage protection that are contained in the Strategy. At this stage, the State Government's response to the Expert Panel's Planning System Implementation Review remains under consideration by Cabinet. Many of the Expert Panel's recommendations are known to relate to heritage and character area protection in South Australia, however, how this will manifest is unknown.

As Elected Members may recall there was a request for the Strategy to include the name of the relevant Department within the organisation that has responsibility for the implementation of each Objective as a means of improving the level of accountability and transparency in terms of the annual reporting process to the Council, while also providing clarity for staff in terms of their specific role and responsibilities in implementing the strategy. The Actions and Initiatives section of the Strategy has been reformatted to include the Department responsible and is contained in **Attachment B**. If this format is endorsed, the revised Strategy will be updated in digital format on the website and a limited print run will be produced, containing this new information.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Outcome 2: Cultural Vitality

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

Objective

2.2 A community embracing and celebrating its social and cultural diversity

2.3 A City which values and promotes its rich cultural and built heritage

2.4 Pleasant, well designed, and sustainable urban environments

FINANCIAL AND BUDGET IMPLICATIONS

No direct budget implications arise from reporting on the progress of the implementation of the Strategy. The actual implementation tasks may, in some instances, rely on a budget allocation, either presently available or to be sought in the future through future budgets.

EXTERNAL ECONOMIC IMPLICATIONS

Nil

SOCIAL ISSUES

Not Applicable.

CULTURAL ISSUES

The Council's role in supporting the retention of buildings and places of heritage value strongly aligns with one of the key objectives of the Council, which is to protect and enhance the City's valued built form and character.

Cultural heritage also encompasses items in places such as museums and the Cultural Heritage Centre, intangible cultural heritage, indigenous heritage, and natural heritage.

Although the Strategy that was adopted by the Council in 2022 focused on Built Heritage, there are synergies and future opportunities for collaboration with the Council's draft *Arts and Culture Plan*.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

Monitoring and reporting on the implementation of the Strategy has been undertaken within existing staff resources.

RISK MANAGEMENT

There are no legislative risks associated with this issue.

CONSULTATION

- **Elected Members**
Not Applicable.
- **Community**
Not Applicable.
- **Staff**
General Manager, Urban Planning & Environment
Manager, Urban Planning & Sustainability
Manager, Arts, Culture & Community Connections
- **Other Agencies**
Nil

DISCUSSION

Reporting Framework

The *2022-27 Built Heritage Strategy*, provides an overarching strategic document which outlines the Council's approach to protecting, managing and promoting built heritage.

The Strategy contains fourteen (14) Objectives and twenty (20) Initiatives, which are categorised under the following four themes:

- *Celebrate, Promote and Support* - celebrating and promoting the value of built heritage and supporting owners of heritage properties;
- *Protect* - maintaining and strengthening heritage protections;
- *Advise, Influence and Advocate* - advocating and influencing good heritage outcomes in legislation and policy, and providing information and advice to the community; and
- *Lead by Example* - protecting and promoting heritage buildings and historic public realm features which are under the care and control of the Council.

The Initiatives and Actions are varied, including Actions that reflect existing services or initiatives which are already offered by the Council, as well as new initiatives involving the Council and other partners. Ongoing communication was considered valuable for the community.

The following summary of progress that has been made to date follows the structure of the Strategy and is also reflected in the summary table attached:

Celebrate, Promote and Support

Measures that have been progressed are largely of an ongoing nature and a continuation of what was achieved in preceding years. Specific promotional initiatives have included articles in *Look East* which promote built heritage. The exception is the plaque program with responsibility for this to be transferred to Urban Planning & Environment Department.

Potential future challenges in respect to *Celebrate, Promote and Support* relate to the need to transition some administrative arrangements to optimise the integration and delivery of built heritage and cultural heritage objectives and initiatives and other key functions in a seamless, efficient and effective way.

Protect

Some reporting on measures associated with the *Protect* Objective has occurred, including finalisation of a review of heritage items, completion of documentation and the prioritisation of areas and methodology for historic area protection.

In addition, the Council has made several submissions to the State Government and the State Planning Commission regarding heritage-related policy in the *Planning & Design Code*. This includes advocacy in response to concern which has been expressed by members of the community about the bulk and appearance of some upper-level dwelling additions in the Historic Area Overlay and tall multi-storey mixed-use development (currently under construction) at 120-132 The Parade, Norwood, in the Urban Corridor (Main Street) Zone.

Both of these matters were the subject of reports to the Council. Unfortunately, the delay in the release of the report of the Expert Panel Planning System Review has had the effect of delaying the opportunity to effectively progress this with the State Planning Commission. Correspondence has been forwarded to the Commission regarding these concerns and a meeting has been held with the Commission. Staff discussions have been held with staff from other Councils, to garner broader support for these issues, once the Government directions in response to the Expert Panel, are known.

A report was prepared and considered by the Council supporting the proposed listing of Dr Kent's Paddock, Kent Town as a State Heritage Place. A letter was sent to the South Australian Heritage Council outlining the support for this nomination. The confirmation of this proposal was unresolved at the time of writing, with the Minister for Heritage deferring a decision based on the SA Heritage Council's recommendation in order to conduct a review.

One of the actions relates to better clarity of the extent of individual Local Heritage Places. Work on this has not commenced and requires direction from the State Government and/or the State Planning Commission, including on whether preparing a standardised listing template is one of their short-term priorities to assist in better heritage information.

Potential future challenges relating to *Protect* measures include uncertainty about the heritage policy framework and its resourcing, which is expected to be communicated over the next six months or so. Following this, staff resources will be applied over the coming 18 month to two-year period to prepare the required analysis and documentation, consult and address issues raised in the consultation process.

Advise, Influence and Advocate

In late 2022, the Council identified improvements to the State's heritage legislation in its detailed submission to the review of the planning system being undertaken by Expert Panel appointed by the Minister for Planning, Hon. Nick Champion. It subsequently expressed support for a proposed Private Members Bill (by Robert Simms MLC) to address risk of serious deterioration of State Heritage Places due to neglect by owners. (The *Heritage Places (Protection of State Heritage Places) Amendment Bill* was introduced to the Legislative Council on 30 August 2023.)

Potential future challenges to this relate to a degree of unpredictability about potential reforms, their nature and timing.

Lead by Example

As in previous years, bluestone kerbing has been conserved in streets where maintenance work has been performed.

Potential future challenges include, potentially, financial issues associated with restoration and upgrading of assets, noting that effort is being made to anticipate, investigate and manage cost factors.

OPTIONS

Not Applicable.

CONCLUSION

The development of the *2022-2027 Built Heritage Strategy* with an annual reporting mechanism, provides for a greater level of transparency and communicates the Council's priorities and initiatives regarding built heritage. The initial round of reporting this year provides a model for reporting that includes a range of measurable indicators of progress which can be applied in future reporting.

COMMENTS

Nil

RECOMMENDATION

1. That the 2022-23 Built Heritage Strategy Annual Report on Implementation, as contained in Attachment A, be noted.
2. That the revised Actions and Initiatives table contained within the Strategy, with Departmental responsibilities listed, as contained in Attachment B, and to be updated on the Council's website and limited hard copy print run, be noted.

Attachments – Item 11.1

Attachment A

Implementation of Built Heritage Strategy



City of
Norwood
Payneham
& St Peters

**TABLE 1: BUILT HERITAGE STRATEGY 2022-2027 - IMPLEMENTATION PROGRESS**

Celebrate, Promote, Support					
Objective	Initiative	How will we do this	Timeframe	Responsible Department	Status
1.1 Support owners of heritage places and buildings in historic areas	1.1.1 Heritage Advisory Service	Provide owners of Local Heritage Place buildings, buildings in an Historic Area Overlay and applicants proposing new dwellings in an Historic Area Overlay, access to free specialist in-house heritage architectural services and advice	Ongoing	Urban Planning & Environment	The Heritage Advisor participated in 110 meetings or phone conversations with people seeking advice up to the end of August 2023 (over an 11-month period). Over \$50,000 was spent on the Heritage Advisory Service over this period. <i>See detailed table below.</i>
1.1 Support owners of heritage places and buildings in historic areas	1.1.2 Heritage information sessions	Host Heritage information sessions for owners of heritage and historic buildings on specialist conservation topics such as roofing, stonework, fencing and verandahs	Ongoing	Urban Planning & Environment	No heritage information session was initiated during this period. However, the Heritage Advisor, Manager, Development Assessment and Manager Urban Planning & Sustainability attended a public meeting organized by the Norwood Residents' Association (9 May 2023) to present and discuss the trend of two-storey, box-style additions to historic dwellings in heritage and character areas.
1.1 Support owners of heritage places and buildings in historic areas	1.1.3 Historic information available through the Council's Cultural Heritage Centre	Provide information and archival records through the Council's Cultural Heritage Staff to property owners and community members seeking information on the history of a property	Ongoing	Chief Executive's Office	Cultural Heritage Services staff responded to 227 requests for information over the six-month period February 2023 to July 2023 (records were not available prior to this time). <i>See detailed table below.</i>
1.1 Support owners of heritage places and buildings in historic areas	1.1.4 Facilitate appropriate and sensitive building improvements and adaptive reuse	Planning staff collaborating and engaging with applicants to achieve good design and flexible land use outcomes that complement the heritage or historic value of the building or the broader locality, within the confines of South Australia's development assessment system. Also recognising and encouraging the environmental benefits of the retention and re-use of buildings, where appropriate	Ongoing	Urban Planning & Environment	A methodology and performance measures to enable reporting on this initiative is still being developed. The central Planning Portal does not currently capture data on where (which Zone or Overlay) applications are lodged.
1.2 Celebrate and promote the value of heritage conservation	1.2.1 SA History Festival	Run activities to increase public awareness and appreciation of building heritage such as: information sessions / talks, practical workshops, and guided tours	Annually in May	Urban Planning & Environment	While no events were organised by the Council directly involving built heritage during the 2023 SA History Festival, Mary McKillop Museum and churches hosted local events or walks.
1.2 Celebrate and promote the value of heritage conservation	1.2.2 Heritage Plaques	Through the Heritage Plaques Program the Council will progressively install recognition plaques to Local Heritage Places to provide information and historical context of the Place (Minimum of 6 plaques to be installed in each financial year)	Commenced 2022	Urban Planning & Environment	The plaque scheme was not active over this period but will be re-activated shortly.
1.2 Celebrate and promote the value of heritage conservation	1.2.3 Council membership of the International League of Historic Cities	Maintain membership of the League of Historical Cities (member since 2007)	Ongoing	Chief Executive's Office	Membership has been maintained.
1.3 Educate and raise awareness of heritage within the planning framework	1.3.1 Provide educational opportunities to the community	Council staff to take up opportunities for presentations, information sessions and provide educational material for community groups and students	Ongoing	Urban Planning & Environment	Heritage Advisor and Manager, Development Assessment presented at a public meeting organized by Norwood Residents' Association to discuss the trend of two-storey, box-style additions to historic dwellings on 9 May 2023.
1.3 Educate and raise awareness of heritage within the planning framework	1.3.1 Provide educational opportunities to the community	Information articles in the Council's quarterly publication, Look East and other publications such as website and digital media platforms, where practical	Ongoing	Governance & Civic Affairs	The Council issued media releases announcing the Council's adoption of Built Heritage Strategy and submission to the Expert Panel Planning System Review, plus <i>Look East</i> (Winter 2023) articles on Rising Sun Inn and Council's new Cultural Heritage Coordinator.



TABLE 1: BUILT HERITAGE STRATEGY 2022-2027 - IMPLEMENTATION PROGRESS

Protect					
Objective	Initiative	How will we do this	Timeframe	Responsible Department	Status
2.1 Protect key examples of Interwar heritage	2.1.1 Expand the protection of buildings constructed between WW1 and WW2	Identify additional Interwar era buildings that may be worthy of heritage listing or additional protection. Engage and work collaboratively with the State Government to explore amendments to the Planning and Design Code to facilitate policy change that will enhance the protection of Interwar heritage buildings. <i>This is contingent on securing State approvals.</i>	Ongoing	Urban Planning & Environment	A consultant was engaged to review, update and supplement previous work. A Code Amendment has been revised with additional research and submitted to Planning and Land Use Services / State Planning Commission. Meetings have been conducted with Planning and Land Use Services to progress consideration of this Code Amendment.
2.2 Protect Historic Areas	2.2.1 Expand application of Planning and Design Code Overlays	Investigate areas containing vulnerable, at-risk buildings that have historic value but do not currently have any demolition protection that may warrant additional protections under the Planning and Design Code. Work collaboratively with the State Government to explore amendments to the Planning and Design Code to facilitate policy change to further protect historic areas. <i>This is contingent on securing State approvals for specific actions.</i>	Ongoing	Urban Planning & Environment	Research has been undertaken, report prepared and framework endorsed by the Council – work at confidential stage.
2.3 Clarify extent of Local Heritage Place listings	2.3.1 Progressively review descriptions of Local Heritage Places contained in the Planning and Design Code	Work collaboratively with PlanSA to amend current descriptions and mapping for Local Heritage Places contained in the Planning and Design Code to provide clarity on the extent of the listings and what aspects are considered to be of heritage value, in turn, providing greater clarity for planners, owners and applicants <i>This is contingent on securing State approvals for specific actions.</i>	Following State Government Heritage Reform Implementation	Urban Planning & Environment	Awaiting State Government's response to report of Expert Panel on Planning System Reform. This may have an important bearing on how to proceed.
2.4 Appropriate and sensitive development outcomes	2.4.1 Development assessment decisions and policy development which seek to conserve heritage places and areas	Working within the Planning and Design Code policy framework, Council's Planning Staff collaborate with the Council's Heritage Advisor to ensure original historic building fabric is retained where possible and demolition is pursued as a last resort, and to ensure new development does not detrimentally affect surrounding heritage places and historic streetscapes. The Council will also, where practicable, ensure that planning policies reflect the importance of maintaining a substantial curtilage and sense of open space around heritage buildings, so as to preserve the visual amenity and context of the protected building.	Ongoing	Urban Planning & Environment	Review of Historic Area Statements commenced. Have initiated meetings with planners in other Councils to compare notes on how to progress heritage and historic area issues with State Planning Commission. Staff have met with proponents of two Private Code Amendments and provided them with advice and information relating to heritage protection. Commenced preliminary investigation and liaised with Residents Association regarding resident request for local heritage listing.
2.5 Recognise new State Heritage Places	2.5.1 Nominate, or support nominations for buildings worthy of State Heritage Protection	Where buildings are identified (by the Council or by others) as being worthy of State Heritage Place criteria, prepare or support nominations of these buildings to the South Australian Heritage Council	Ongoing	Urban Planning & Environment	Council report prepared to examine nomination of Dr Kents Paddock (Kent Town) as State Heritage Place. Prepared advice to South Australian Heritage Council expressing support for listing. Provisionally listed by SA Heritage Council. Outcome subject to a review by Heritage Minister.

**TABLE 1: BUILT HERITAGE STRATEGY 2022-2027 - IMPLEMENTATION PROGRESS**

Advise, Influence and Advocate					
Objective	Initiative	How will we do this	Timeframe	Responsible Department	Status
3.1 Inform owners and prospective owners of heritage listed or historic properties	3.1.1 Provide advice on impacts of heritage and planning policy and legislation	Provide advice to property owners, prospective purchasers and applicants on the potential implications of heritage and historic area policy and legislation. <i>For any substantial changes proposed either by the Council or other parties affecting owners, an engagement plan will need to be adopted and implemented.</i>	Ongoing	Urban Planning & Environment	Advice was provided in response to 110 customer inquiries over the period October 2022 to August 2023 – see table below.
3.2 Advocate and influence good legislation and planning policy	3.2.1 Advocate to the State Government, for a strong, consistent and transparent legislative framework for State and Local Heritage Places	As part of State Government Heritage Reform program, identify opportunities for improvement in heritage protection legislation, advocate in writing and present information.	Ongoing	Urban Planning & Environment	Staff prepared Council report and detailed submission made to Expert Panel on Planning System Review.
3.2 Advocate and influence good legislation and planning policy	3.2.1 Advocate to the State Government, for a strong, consistent and transparent legislative framework for State and Local Heritage Places	Participate in consultation on draft changes to legislation and advocate for appropriate changes when legislation is being amended.	Ongoing	Urban Planning & Environment	Submission to Expert Panel Planning System Review. Staff prepared Council report and wrote to all Parliamentarians and the LGA to express support for Private Members Bill to legislate to protect State Heritage Places from neglect.
3.2 Advocate and influence good legislation and planning policy	3.2.2 Advocate to the State Government, Members of Parliament and the Local Government Association (SA) for good policy outcomes with respect to heritage places and historic areas	Proactively identify opportunities for improvement in the planning framework, advocate and present information to the State Government.	Ongoing	Urban Planning & Environment	Submission to Expert Panel Planning System Review. Wrote to State Planning Commission about the need for more nuanced policy, more particularly, height criteria affecting Historic Area, and height and setback criteria for development fronting The Parade in Norwood.
3.2 Advocate and influence good legislation and planning policy	3.2.2 Advocate to the State Government, Members of Parliament and the Local Government Association (SA) for good policy outcomes with respect to heritage places and historic areas	Participate in consultation on strategic documents, policy amendments and discussion papers.	Ongoing	Urban Planning & Environment	Submission to Expert Panel Planning System Review. Wrote to all Parliamentarians and the LGA to express support for Private Members Bill to legislate to protect State Heritage Places from neglect.
3.3 Collaboration with special interest groups	3.3.1 Work with interest groups and other organisations to support, encourage and advocate for heritage protection	Liaise and work with groups such as community organisations where the Council's strategic outcomes align with the advocacy aims of these groups	Ongoing	Urban Planning & Environment	Met with planners in other Councils to compare notes on how to progress heritage and historic area issues with State Planning Commission.

**TABLE 1: BUILT HERITAGE STRATEGY 2022-2027 - IMPLEMENTATION PROGRESS**

Lead by Example					
Objective	Initiative	How will we do this	Timeframe	Responsible Department	Status
4.1 Retain and enhance historic features of the public realm	4.1.1 The Council proactively conserves and enhances historic features of the public realm under its care and control	The Council will ensure that any public works seek to conserve and restore historic features such as bluestone kerbing, bridges and parapets (when old bluestone kerbing is removed, the Council retains the bluestone for future use wherever possible). Historic areas are enhanced, where possible, by appropriately designed features such as street lighting.	Ongoing	Infrastructure & Major Projects	Sir Edwin Thomas Smith Fountain (originally from former Kent Town Brewery site) relocated from Coles Mall on The Parade to the Depot for temporary storage. The intent is to refurbish it during a future financial year and re-install elsewhere. Bluestone kerbing conserved in various street works.
4.2 Council owned heritage buildings are conserved and celebrated	4.2.1 The Council proactively conserves and celebrates its heritage buildings	The Council will ensure the heritage buildings under its care and control are appropriately conserved through ongoing maintenance and restoration and adaptive reuse of buildings is supported wherever possible.	Ongoing	Infrastructure & Major Projects	No significant milestones to report
4.2 Council owned heritage buildings are conserved and celebrated	4.2.1 The Council proactively conserves and celebrates its heritage buildings	Feature lighting to highlight heritage buildings installed as part of The Parade Masterplan	Long term	Infrastructure & Major Projects	Preparation of detailed design for The Parade Public Realm Upgrade.
4.3 Council owned heritage buildings are accessible to the community	4.3.1 Council owned buildings are open and accessible to the community wherever possible	Where appropriate, the Council's heritage buildings will be available for hire and to visit to ensure heritage buildings are accessible and enjoyed by all	Ongoing	Governance & Civic Affairs	No change to the level of public accessibility in key buildings

**TABLE 2: HERITAGE ADVISORY SERVICE – OCTOBER 2022 TO AUGUST 2023**

Month	No. of Meetings/Calls	SHPs *	LHPs *	HAO *	CAO *	Staff re: Policy	Other	Comments	Monthly Invoice Amount
October 2022	17	2	6	9	-	-	-		\$ 5,544.00
November 2022	5	-	3	2	-	-	-		\$ 3,861.00
December 2022	7	-	4	3	-	-	-		\$ 2,574.00
January 2023	7	-	4	2	-	-	1	Other - not in heritage zone - 1 & 3 Rundle Street, Kent Town	\$ 4,158.00
February 2023	15	1	7	6	-	1	-		\$ 4,554.00
March 2023	8	-	4	2	-	2	-		\$ 5,148.00
April 2023	9	1	2	4	-	2	-		\$ 3,960.00
May 2023	11	-	3	6	1	1	-		\$ 6,930.00
June 2023	10	1	5	4	-	-	-		\$ 7,326.00
July 2023	7	-	2	5	-	-	-		\$ 4,752.00
August 2023	14	-	5	8	1	-	-		\$ 5,346.00
	110	5	45	51	2	6	1		\$ 54,153.00

* SHP = State Heritage Place; LHP = Local Heritage Place; HAO = property in Historic Area Overlay (not heritage place); CAO = property in Character Area Overlay (not heritage place)

TABLE 3: CULTURAL HERITAGE ENQUIRIES – FEBRUARY 2023 TO JULY 2023

Month	Total Enquiries	Enquiry Type									First Time User			Resident			How Request Received					Photos Requested	
		Biography / Family History	Business/Group History	Commercial Redevelopment Info	Commercial Property History/ Info General	Indigenous History	Residential Property Redevelopment Info	Residential Property History	Suburb History	Other	Yes	No	Unknown	Yes	No	Unknown	Email	Letter	Phone Enquiry	Visit to CHC	Other	Yes	No
February 2023	30	6	1	1	7	1	-	10	1	3	16	12	2	13	8	9	15	-	14	4	2	7	23
March 2023	44	8	-	-	3	-	-	14	4	15	21	20	3	30	9	5	21	3	6	17	-	9	35
April 2023	11	3	-	-	1	-	-	3	2	2	8	1	2	3	3	5	6	-	3	1	1	3	8
May 2023	47	18	1	1	5	-	-	6	5	11	23	13	11	9	14	24	24	1	11	9	2	8	39
June 2023	46	17	-	5	8	-	-	11	1	4	23	6	17	19	7	20	24	-	14	9	3	9	37
July 2023	49	3	-	9	13	-	-	19	3	2	26	17	6	32	-	17	23	10	10	7	1	15	34
	227	55	2	16	37	1	0	63	16	37	117	69	41	106	41	80	113	14	58	47	9	51	176

Attachment B

Implementation of Built Heritage Strategy



City of
Norwood
Payneham
& St Peters



Built Heritage Strategy

2022–2027



City of
Norwood
Payneham
& St Peters

Kurna Acknowledgement

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

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



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Mayor's Message



The City of Norwood Payneham & St Peters is home to some of the most stunning heritage buildings in South Australia.

People who live and visit our City universally acknowledge the high quality of our built heritage and the contribution it makes to the history of our State, as well as the value it provides to local streetscapes and how it defines our City.

From the majestic Norwood Town Hall on The Parade, to the bluestone villas in the tree-lined avenues of St Peters, to single-fronted workers' cottages in Stepney and iconic shops such as the former Mario's Store at the Glynde Corner, our City's history, culture and community has been shaped and influenced by its built heritage.

Over the past three decades, the Council, in partnership with the community, has been committed to recognising this heritage and increasing the level of protection of historic buildings that are important to our City which began with three separate entities in the mid-to-late 19th century.

This effort has resulted in 73 State Heritage Listed properties, 661 Local Heritage Listed properties and 1464

Representative Buildings (formerly known as Contributory Items) in our City, representing approximately 10 percent of the local housing stock.

In recent times, changes to planning laws in South Australia, combined with increased development pressures within inner urban suburbs has increased the urgency for the Council to reduce the risk of seeing the character of its suburbs potentially changing forever, particularly in areas where a number of valuable buildings have been demolished in recent years.

This dynamic environment has led the Council to review and renew its efforts to protect its local built heritage.

This is particularly important where there is a real risk of losing historical homes and buildings — the very structures that define our City.

With this in mind, the Council has developed its first ever Built Heritage Strategy for the City of Norwood Payneham & St Peters.

The Strategy is designed to ensure the community can look to the future with greater confidence, certainty and clarity about the Council's work in this area, based on a clear framework with short, long-term and ongoing actions.

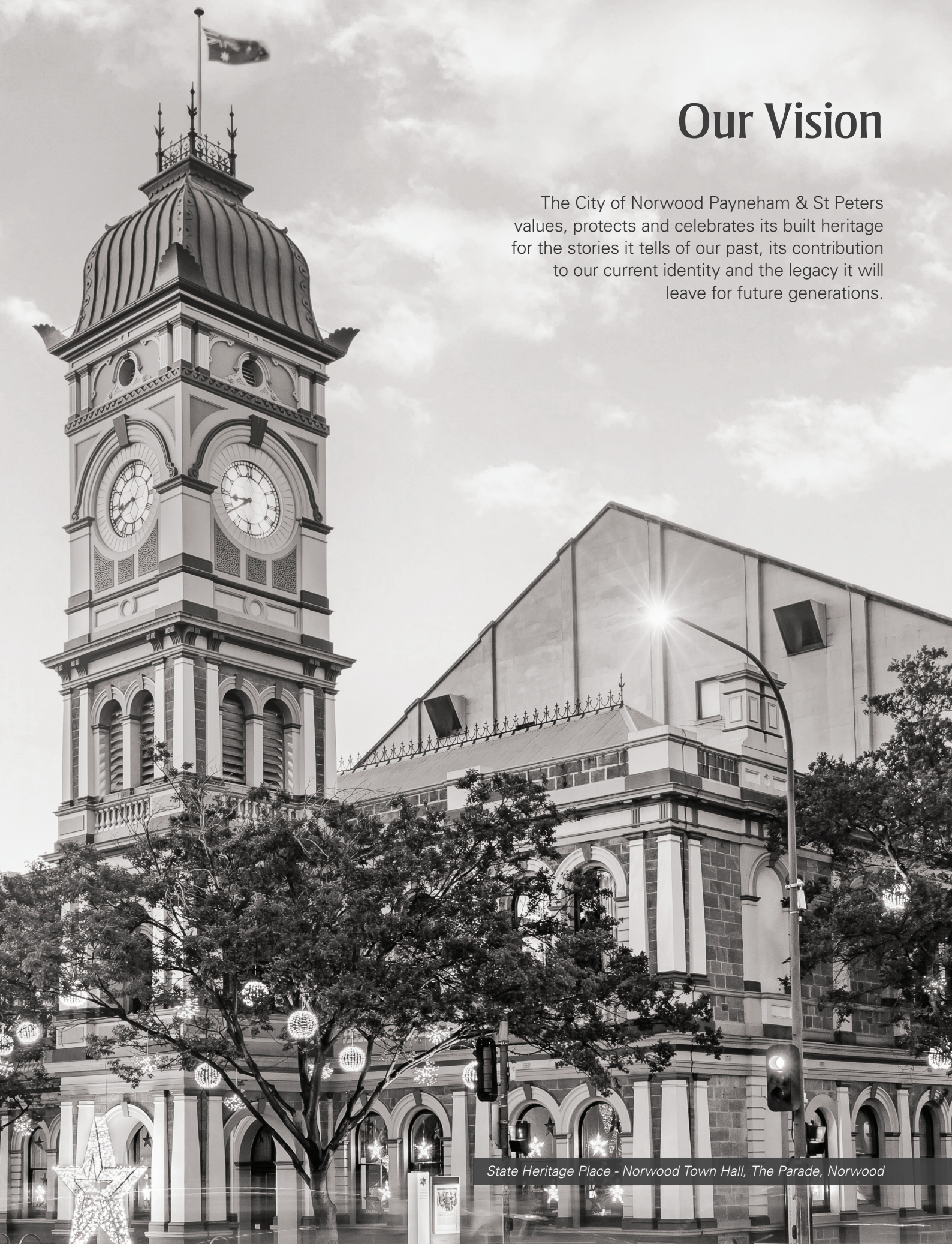
The City of Norwood Payneham & St Peters is committed to conserving its built heritage for current and future generations and invites the local community and other key stakeholders to join us in that important agenda.

Robert Bria
Mayor



Our Vision

The City of Norwood Payneham & St Peters values, protects and celebrates its built heritage for the stories it tells of our past, its contribution to our current identity and the legacy it will leave for future generations.



State Heritage Place - Norwood Town Hall, The Parade, Norwood

Scope and Aim of this Strategy

This Strategy is applicable to all elements of built heritage as recognised in the *Planning Development & Infrastructure Act 2016, Heritage Places Act 1993* and the *Planning & Design Code*, including:

- State Heritage Places
- Local Heritage Places
- Representative Buildings (formerly known as Contributory Items)
- Buildings and streetscapes within the Historic Area Overlay
- Buildings, places and areas which are being considered for inclusion in one of the above categories

This Strategy builds upon the strong legacy of a Council that values its rich built heritage and sets out the Council's desired outcomes and intended actions for the next five years, to ensure that the City's built heritage continues to be valued and protected. Some of the proposed actions will be ongoing and extend beyond the timeframe of this Strategy (i.e. 2027). Progress of the actions will be reported annually and the Strategy will be reviewed after five years, to reassess the priorities, particularly as the State's legislative or policy frameworks change.

In addition to setting out the strategic direction of the Council's heritage actions and initiatives, the Strategy intends to publicly express what the Council values and recognises with respect to built heritage and provide information to the community regarding heritage and historic area protection in the context of the State's planning framework.

The aim of this Strategy is to provide a clear framework for guiding the Council's actions, resources and budget to achieve the following outcomes:

Celebrate, Promote and Support Built Heritage

Celebrate and promote the City's built heritage and the contribution which it makes to the cultural identity, community sense of place, amenity and economy of the City of Norwood Payneham & St Peters.

Protect Built Heritage

Ensure the retention and conservation of heritage buildings and historic areas, while allowing these buildings to meet modern needs through ongoing and adaptive reuse and sensitive and appropriate new developments.

Advise, Influence and Advocate for Built Heritage

Collaborate, inform and build positive relationships with all stakeholders involved in managing built heritage.

Advocate for, contribute to and participate in a strong and transparent planning system which supports clear and comprehensive policies for built heritage protection.

Lead by Example on Built Heritage

Lead by example through protecting and honouring buildings, streetscapes and assets under the care and control of the Council.

What we value

Built heritage comes in various forms, all of which are valued by the Council, including:



Landmark Buildings

Buildings which are a key feature of the local area that are easily seen and recognised. Many of these buildings have played a significant role in the development of the community, such as the St Peters Town Hall.



Everyday Life Buildings

Buildings which represent everyday life of members of the community throughout history, such as humble workers' cottages, grand villas and local corner shops.



Notable Buildings

Buildings which represent notable architectural styles and eras, people or events. Protecting these buildings assists in conserving the stories of the past.



Historic Streetscapes and Areas

Historic streetscapes are a highly valued feature of the Council area. Historic area planning policy allows for the protection of buildings which, although individually may not meet heritage place criteria, collectively contribute to the historic character of the area.



Unique Structures and Places

Heritage is not limited to cottages, churches and town halls. It is also important to protect unique structures and places, such as the Koster Park Kiln.

Strategic Context

A key challenge for the Council is balancing the protection of heritage buildings and historic areas from demolition, with projected population growth, changing community needs and the associated development pressures resulting from these factors.

This requires careful consideration of the buildings and areas that warrant protection, the areas where sensitive infill development can occur and how this can be achieved through planning policy and zoning. In managing and assessing development which could affect heritage and historic areas, the Council is guided by five key strategic documents.

City Plan 2030: Shaping Our Future

The Council's priorities are outlined in its Strategic Management Plan, *CityPlan 2030: Shaping Our Future*, and includes strategies specifically relevant to the protection of built heritage.

Objective 2.2 A community embracing and celebrating its social and cultural diversity

2.2.3 Promote understanding of, and respect for, our cultures and heritage.

Objective 2.3 A City which values and promotes its rich cultural and built heritage

2.3.1 Protect and enhance places, streetscapes, precincts and landmarks which reflect the built and cultural history of our City.

2.3.2 Reflect our City's history through cultural heritage programs and initiatives.

2.3.3 Promote the value of heritage protection.

Objective 2.4 Pleasant, well designed, and sustainable urban environments

2.4.1 Encourage development that complements our City's built heritage and character areas.

The conservation of heritage buildings is also guided by:

The Burra Charter

A document published by the Australian International Council on Monuments and Sites which outlines theory and leading practices associated with heritage management.

State Planning Policies

The highest level of policy in the South Australian planning system, outlining the economic, environmental and social planning priorities for South Australia. The two State planning policies most relevant to this Strategy are:

- **State Planning Policy 3: Adaptive Reuse**
The adaptive reuse of existing buildings that enhance areas of cultural or heritage value, capitalise on existing investment and/or contribute to vibrant and livable places.
- **State Planning Policy 7: Cultural Heritage**
To protect and conserve heritage places and areas for the benefit of our present and future generations.

30 Year Plan for Greater Adelaide

The Regional Plan for Greater Adelaide which sets out the plan for how Adelaide should grow to become more liveable, competitive and sustainable.

State Planning and Design Code

The Code provides the planning policy used in the assessment of development applications under the *Planning, Development and Infrastructure Act 2016*. It has replaced the 72 former Council Development Plans.

Preserving our Historic Legacy



The management of built heritage has long been of importance to the City of Norwood Payneham & St Peters.

The City of Norwood Payneham & St Peters was formed in November 1997, unifying the three former local government areas of City of Kensington and Norwood, the City of Payneham and the Town of St Peters. Each of these original jurisdictions evolved from land first purchased in early colonial settlement during the 1830s,

represented in building styles from simple workers' cottages to grand mansions. In areas close to the City (in parts of former St Peters and Kensington and Norwood local government areas) land was subdivided for residential settlement while large land holdings around Payneham were used mainly for agricultural purposes and market gardening, with residential subdivision not occurring until much later in the 1880s. A common theme, reflected in the buildings of the time,

was the construction of important places of community gathering (be it churches or community buildings), along with produce growing, flour mills and other factories.

The influence of the horse drawn tram, established in the 1870s, can be seen in all three councils, but particularly in Payneham and St Peters where settlement patterns intensified around these important transit routes.

The legacy of the East Adelaide Investment Company remains today



St Peters Town Hall, St Peters, State Heritage Place

with the layout of St Peters' 'Avenues' and the construction of stone villas in the 1880s, often in groups of similar style buildings, resulting in a strong architectural consistency.

At the turn of the century, infill development occurred in existing suburbs and included new buildings styles such as Arts and Crafts. Development after World War 1 expanded the pattern of settlement into Stepney, Joslin, Maylands and Evandale. The subsequent period of post-World War 2 migration resulted in a population boom in Kensington and Norwood with the arrival of migrants

from southern Europe. This era also saw substantial development of previously vacant or agricultural land in Payneham.

These communities share a rich common history and today come together as the City of Norwood Payneham & St Peters, with its main administration centre of the Norwood Town Hall, a State Heritage listed building, constructed in 1883.

As a result of this development over time, the Council contains a rich and varied heritage character and

in recognition of this, the City of Norwood Payneham & St Peters is the only Local Government Authority in South Australia, and one of only three in Australia, which has been admitted as a member of the International League of Historical Cities; an organisation which aims to strengthen affiliations between historic cities to exchange knowledge and experience. This heritage character has been preserved through conscious efforts in identifying and protecting buildings and places through planning controls.

Regulatory Framework for Buildings of Heritage Value in South Australia

The planning framework in South Australia contains different types of heritage places, historic area protections and different governance and assessment pathways.

The City of Norwood Payneham & St Peters area proudly contains:

- 73 State Heritage Places
- 661 Local Heritage Places
- 1464 Representative Buildings (formerly referred to as Contributory Items)
- Historic Area Overlay (formerly Historic (Conservation) Zone) applying to 25 areas

The identification of these places and areas has evolved over time under various planning legislation and policy frameworks. As such, there is some variation in the nature and number of heritage properties which have been identified in different areas across the City of Norwood Payneham & St Peters.



Norwood Town Hall

State Heritage Place

Governance

State Government
Heritage SA
South Australian Heritage Council

Regulatory Tool

Heritage Places Act 1993
Planning, Development and Infrastructure Act 2016

What is a State Heritage Place?

A place entered in the South Australian Heritage Register which reflects important aspects of South Australia's history and culture.

Places recommended for State Heritage listing must satisfy one or more of the criteria set out under Section 16 of the *Heritage Places Act 1993*.

State Heritage Places are given statutory protection under both the *Heritage Places Act 1993* and the *Planning, Development and Infrastructure Act 2016*. Development controls extend to anything which may materially affect a State Heritage Place.



St Peters Soldiers Memorial



Norwood Historic Area Overlay

Local Heritage Place

Governance

Local Government
City of Norwood Payneham & St Peters

Regulatory Tool

Planning and Design Code operating under the
Planning, Development and Infrastructure Act 2016

What is a Local Heritage Place?

A place that is designated in the Planning and Design Code (and formerly the Development Plan), which is considered to have heritage value to the local area or region because it plays an important role in identifying and preserving the community's collective identity.

Places recommended for Local Heritage listing must satisfy one or more criteria set out under Section 67 of the *Planning, Development and Infrastructure Act 2016*.

Local Heritage Places are given statutory protection under the *Planning, Development and Infrastructure Act 2016*. Development controls extend to anything specified by the Planning and Design Code which may materially affect a Local Heritage Place, however some specific types of work (such as the installation of solar panels in certain circumstances) are exempt from requiring a development approval.

Historic Area Overlay and Representative Buildings

Governance

Local Government
City of Norwood Payneham & St Peters

Regulatory Tool

Planning and Design Code operating under the
Planning, Development and Infrastructure Act 2016

What is the Historic Area Overlay?

An overlay in the Planning and Design Code which applies to areas with distinct historic character contributed by the buildings, spaces, topography or general street pattern. The application of the Historic Area Overlay can be altered through a Planning and Design Code Amendment.

The establishment of the Historic Area Overlay applies additional policies to ensure the integrity and character of the area is not compromised through uncontrolled demolition and unsympathetic development.

What is a Representative Building?

Buildings which display characteristics of importance in a particular area, typically (but not exclusively) in the Historic Area Overlay. Buildings which were formerly identified as Contributory Items in Council Development Plans were transitioned to the new planning system as Representative Buildings.

Timeline of the Council's Heritage Initiatives

1997

Local Heritage Places (Built Heritage) Plan Amendment Reports in progress (Approved in 2000 & 2001)

2001

Historic Signs Trail initiated

2004

Heritage (Payneham) and Heritage (St Peters, Kensington & Norwood) Plan Amendment Reports initiated (Approved 2006)

2010

Urban Design Award recognising: Best Heritage Development

2013

Urban Design Award recognising: Best Heritage Development

2014

Heritage Information Sessions initiated
Heritage Advisory Service expanded

2021

Renewed Local Heritage Place Plaques program

The Community identified 'Preserving heritage buildings and character areas' as a key issue for the Council to focus on in the next three years

2022

Built Heritage Strategy adopted by the Council

2005

Heritage Advisory Service initiated

2006

Heritage Grant Scheme initiated (2006–2014)

2007

Urban Design Award recognising: Best Heritage Development

Council admitted as a member of The League of Historical Cities

2016

Submission in response to State Government Local Heritage Reform Paper

2018

Advocacy for strong heritage protections during the Parliamentary Inquiry into Heritage Reform (2018–2020)

Advocacy to the State Government for inclusion of Contributory Items in new planning system (2018–2020)

2019

Influencing heritage policies in the Planning and Design Code

Community Survey - Owners of Contributory Items (82% of respondents felt the demolition controls for Contributory Items were satisfactory or should be strengthened)

Heritage Challenges and Responses

The City of Norwood Payneham & St Peters' approach to addressing key heritage challenges is outlined below:

The Challenge	Our Response
<p>Balancing development opportunities with conserving heritage buildings and historic areas.</p>	<p>The Council will work to enhance state-wide planning policies and facilitate appropriate development opportunities in historic areas to cater for the demographic make up of the City's future population and employment growth, whilst ensuring development opportunities affecting historic buildings are mainly restricted to sensitive alterations and additions and adaptive re-use of buildings.</p>
<p>Reaching community consensus on how much, and what type of built heritage to protect.</p>	<p>Undertake periodic reviews of development opportunities across the City, seeking input from the community and keeping the community informed about the value of protecting heritage listed buildings.</p>
<p>Budgeting for the cost of conservation and maintenance work on Council owned buildings of historic significance.</p>	<p>The Council will keep up-to-date Asset Management Plans to ensure expenditure is available when required, to conserve and maintain Council owned buildings of heritage significance. The Council will also proactively seek grants and other funding opportunities to assist with heritage conservation.</p>
<p>Community desire for immediate heritage protection of un-listed buildings which are at imminent risk of demolition.</p>	<p>The Council will work to maintain a comprehensive and proactive approach to identifying heritage places. However, where there is an imminent risk to an un-listed building, the Council will provide clear and consistent advice about the extent of development control which applies to buildings and what heritage protection pathways are available, as well as liaising with the property owner to seek alternative design outcomes, where practical and without prejudice.</p>





Maid and Magpie, Stepney, State Heritage Place

Building on Strong Foundations

Actions and Initiatives

The Council is seeking to continue strengthening and supporting a consistent and comprehensive heritage policy framework through the following actions and initiatives to further identify, conserve and promote the City's built heritage.

1. CELEBRATE, PROMOTE, SUPPORT				
Objective	Initiative	How will we do this?	Timeframe	Responsible Department
1.1 Support owners of heritage places and buildings in historic areas	1.1.1 Heritage Advisory Service	Provide owners of Local Heritage Place buildings, buildings in an Historic Area Overlay and applicants proposing new dwellings in an Historic Area Overlay, access to free specialist in-house heritage architectural services and advice.	Ongoing	Urban Planning & Environment
	1.1.2 Heritage information sessions	Host heritage information sessions for owners of heritage and historic buildings on specialist conservation topics such as roofing, stonework, fencing and verandahs.	Ongoing	Urban Planning & Environment
	1.1.3 Historical information available through the Council's Cultural Heritage Centre	Provide information and archival records through the Council's Cultural Heritage Staff to property owners and community members seeking information on the history of a property.	Ongoing	Chief Executive Office
	1.1.4 Facilitate appropriate and sensitive building improvements and adaptive reuse	Planning staff collaborating and engaging with applicants to achieve good design and flexible land use outcomes that complement the heritage or historic value of the building or the broader locality, within the confines of South Australia's development assessment system. Also recognising and encouraging the environmental benefits of the retention and re-use of buildings, where appropriate.	Ongoing	Urban Planning & Environment
1.2 Celebrate and promote the value of heritage conservation	1.2.1 SA History Festival	Run activities to increase public awareness and appreciation of built heritage such as: <ul style="list-style-type: none"> • Information sessions/talks; • Practical workshops; and • Guided tours. 	Annually in May	Urban Planning & Environment
	1.2.2 Heritage Plaques	Through the Heritage Plaques Program the Council will progressively install recognition plaques to Local Heritage Places to provide information and historical context of the Place (Minimum of 6 plaques to be installed in each financial year).	Commenced 2022	Urban Planning & Environment
	1.2.3 Council membership of the International League of Historical Cities	Maintain membership of the League of Historical Cities. (member since 2007).	Ongoing	Chief Executive Office
1.3 Educate and raise awareness of heritage within the planning framework	1.3.1 Provide educational opportunities to the community	Council staff to take up opportunities for presentations, information sessions and provide educational material for community groups and students.	Ongoing	Urban Planning & Environment
		Information articles in the Council's quarterly publication, Look East and other publications such as website and digital media platforms, where practicable.	Ongoing	Governance & Civic Affairs

The following outcomes and actions have been developed under four key themes:

■ Celebrate, Promote, Support

■ Advise, Influence and Advocate

■ Protect

■ Lead by Example

2. PROTECT				
Objective	Initiative	How will we do this?	Timeframe	Responsible Department
2.1 Protect key examples of Interwar heritage	2.1.1 Expand the protection of buildings constructed between WW1 and WW2	Identify additional Interwar era buildings that may be worthy of heritage listing or additional protection. Engage and work collaboratively with the State Government to explore amendments to the Planning and Design Code to facilitate policy change that will enhance the protection of Interwar heritage buildings.	Ongoing	Urban Planning & Environment
2.2 Protect Historic Areas	2.2.1 Expand application of Planning and Design Code Overlays	Investigate areas containing vulnerable, at-risk buildings that have historic value but do not currently have any demolition protection that may warrant additional protections under the Planning and Design Code. Work collaboratively with the State Government to explore amendments to the Planning and Design Code to facilitate policy change to further protect historic areas.	Ongoing	Urban Planning & Environment
2.3 Clarify extent of Local Heritage Place listings	2.3.1 Progressively review descriptions of Local Heritage Places contained in the Planning and Design Code	Work collaboratively with PlanSA to amend current descriptions and mapping for Local Heritage Places contained in the Planning and Design Code to provide clarity on the extent of the listings and what aspects are considered to be of heritage value, in turn, providing greater clarity for planners, owners, and applicants.	Following State Government Heritage Reform implementation	Urban Planning & Environment
2.4 Appropriate and sensitive development outcomes	2.4.1 Development assessment decisions and policy development which seek to conserve heritage places and areas	Working within the Planning and Design Code policy framework, Council's Planning Staff collaborate with the Council's Heritage Advisor to ensure original historic building fabric is retained where possible and demolition is pursued as a last resort, and to ensure new development does not detrimentally affect surrounding heritage places and historic streetscapes. The Council will also, where practicable, ensure that planning policies reflect the importance of maintaining a substantial curtilage and sense of open space around heritage buildings, so as to preserve the visual amenity and context of the protected building.	Ongoing	Urban Planning & Environment
2.5 Recognise new State Heritage Places	2.5.1 Nominate, or support nominations for buildings worthy of State Heritage protection	Where buildings are identified (by the Council or by others) as being worthy of State Heritage Place status due to meeting State Heritage Place criteria, prepare or support nominations of these buildings to the South Australian Heritage Council.	Ongoing	Urban Planning & Environment

Building on Strong Foundations

Continued

3. ADVISE, INFLUENCE AND ADVOCATE				
Objective	Initiative	How will we do this?	Timeframe	Responsible Department
3.1 Inform owners and prospective owners of heritage listed or historic properties	3.1.1 Provide advice on impacts of heritage and planning policy and legislation	Provide advice to property owners, prospective purchasers and applicants on the potential implications of heritage and historic area policy and legislation.	Ongoing	Urban Planning & Environment
3.2 Advocate and influence good legislation and planning policy	3.2.1 Advocate to the State Government, for a strong, consistent and transparent legislative framework for State and Local Heritage Places	As part of State Government Heritage Reform program, identify opportunities for improvement in heritage protection legislation, advocate in writing and present information.	Ongoing	Urban Planning & Environment
		Participate in consultation on draft changes to legislation and advocate for appropriate changes when legislation is being amended.	Ongoing	Urban Planning & Environment
	3.2.2 Advocate to the State Government, Members of Parliament and the Local Government Association (SA) for good policy outcomes with respect to heritage places and historic areas	Proactively identify opportunities for improvement in the planning framework, advocate and present information to the State Government.	Ongoing	Urban Planning & Environment
		Participate in consultation on strategic documents, policy amendments and discussion papers.	Ongoing	Urban Planning & Environment
3.3 Collaboration with special interest groups	3.3.1 Work with interest groups and other organisations to support, encourage and advocate for heritage protection	Liaise and work with groups such as community organisations where the Council's strategic outcomes align with the advocacy aims of these groups.	Ongoing	Urban Planning & Environment

4. LEAD BY EXAMPLE

Objective	Initiative	How will we do this?	Timeframe	Responsible Department
4.1 Retain and enhance historic features of the public realm	4.1.1 The Council proactively conserves and enhances historic features of the public realm under its care and control	The Council will ensure that any public works seek to conserve and restore historic features such as bluestone kerbing, bridges and parapets (when old bluestone kerbing is removed, the Council retains the bluestone for future use wherever possible). Historic areas are enhanced, where possible, by appropriately designed features such as street lighting.	Ongoing	Infrastructure & Major Projects
4.2 Council owned heritage buildings are conserved and celebrated	4.2.1 The Council proactively conserves and celebrates its heritage buildings	The Council will ensure the heritage buildings under its care and control are appropriately conserved through ongoing maintenance and restoration and adaptive reuse of buildings is supported wherever possible.	Ongoing	Infrastructure & Major Projects
		Feature lighting to highlight heritage buildings installed as part of The Parade Masterplan.	Long term	Infrastructure & Major Projects
4.3 Council owned heritage buildings are accessible to the community	4.3.1 Council owned buildings are open and accessible to the community wherever possible	Where appropriate, the Council's heritage buildings will be available for hire and to visit to ensure heritage buildings are accessible and enjoyed by all.	Ongoing	Governance & Civic Affairs

What does success look like?

This Strategy contains a range of actions and initiatives which vary in timeframe and deliverables. The indicators of success for these initiatives will therefore also vary. Some initiatives will have clear indicators, such as the number of heritage plaques installed, while the success of other initiatives will be harder to quantify, such as planning staff collaborating and engaging with applicants to achieve good design outcomes. With respect to timeframes, many initiatives are ongoing services to the community delivered on a regular or as-needs basis, while others are specific projects which are dependent on other bodies such as the State Government.

For example, amendments to the Planning and Design Code require State Government approval at various stages in the process.

The progress and outcomes of the initiatives will be reported annually to the Council to allow an analysis of success commensurate to each initiative and could include a range of reporting methods such as percentage of project completion or project outcomes when completed, levels of community satisfaction as indicated by the community survey, or take up rates of the Council's services.



Felixstow Reserve - Cultural Marker - WITU (Common Reed)

Looking Forward

The scope of this Strategy is limited to built heritage in the context of the planning framework. However, built heritage is only one element of the broader cultural heritage of the community.

Opportunities exist in the future for the Council to explore and produce similar aims and strategies encompassing other elements of cultural heritage, including:

Natural heritage;

Indigenous heritage;

Intangible cultural heritage; and

Buildings and streetscapes in character areas.

Further information

For information on the Built Heritage Strategy 2022–2027, please visit www.npsp.sa.gov.au or phone 8366 4555.

You can also visit the Council's Citizen Service Centre at the Norwood Town Hall, 175 The Parade, Norwood.

Additional copies

The Built Heritage Strategy 2022–2027 can be viewed online at www.npsp.sa.gov.au

Copies may also be obtained by:

- visiting any of the Council's Libraries
- emailing townhall@npsp.sa.gov.au
- contacting the Council on 8366 4555
- writing to the Council at PO Box 204, Kent Town SA 5074



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Thinking of the environment

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City of
**Norwood
Payneham
& St Peters**

Section 2 – Corporate & Finance
Reports

11.2 MONTHLY FINANCIAL REPORT – JULY AND AUGUST 2023

REPORT AUTHOR: Chief Financial Officer
GENERAL MANAGER: General Manager, Governance & Civic Affairs
CONTACT NUMBER: 8366 4585
FILE REFERENCE: A748778
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to provide the Council with information regarding its financial performance for the months ended July and August 2023.

BACKGROUND

Section 59 of the *Local Government Act 1999* (the Act), requires the Council to keep its resource allocation, expenditure and activities and the efficiency and effectiveness of its service delivery, under review. To assist the Council in complying with these legislative requirements and the principles of good corporate financial governance, the Council is provided with monthly financial reports detailing its financial performance compared to its Budget.

RELEVANT STRATEGIC DIRECTIONS AND POLICIES

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

Financial sustainability is as an ongoing high priority for the Council. The current Adopted Budget forecasts an Operating Surplus of \$1,386,997 for the 2023-2024 Financial Year.

DISCUSSION

For the periods ending July and August 2023, the Council's financial performance remained stable, with an Operating Surplus of \$2,314,687 against a budgeted Surplus of \$2,204,476, resulting in a favourable variance of \$110,211.

There are number of variances in certain expense categories, impacting the overall performance.

There are no material variances which have impacted on the forecasted revenue.

Employee Costs

In the first 2 months of the year, there has been a reduction of \$116,192 in Employee Costs. This variance is primarily attributed to the vacant positions that have not yet been filled. While some of these roles are covered by temporary staff (which offset the reduction in Employee Costs), several positions are currently in the recruitment process. As these roles are filled in the coming months, it is expected that Employee Costs will increase to budgeted levels.

Contracted Services, Levies and Other Expenses

Offsetting variances in expenses related to Contracted Services, Government Levies and Other expenses, are mainly due to the timing of actual expenses that have been incurred, which differs from the timing used in the Budget. While this variance is relatively less than other expense variances, it is crucial to align the budgeting process more closely with the actual timing of expenses to improve cost control in future months.

Legal Fees

There has been an overspend of \$106,599 in Legal Fees, primarily associated with Planning matters. This overspend is the result of increased legal support and expenses required for various projects and regulatory compliance matters. Legal expenses will continue to be monitored however, it is essential to ensure we meet all legal obligations and project requirements.

The Monthly Financial report is contained in **Attachment A**.

CONCLUSION

Not Applicable.

COMMENTS

Nil

RECOMMENDATION

That the July and August 2023 Monthly Financial Report be received and noted.

Attachments – Item 11.2

Attachment A

Monthly Financial Report July and August 2023

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

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



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& St Peters**



City of
**Norwood
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& St Peters**

MONTHLY FINANCIAL REPORT

JULY AND AUGUST 2023

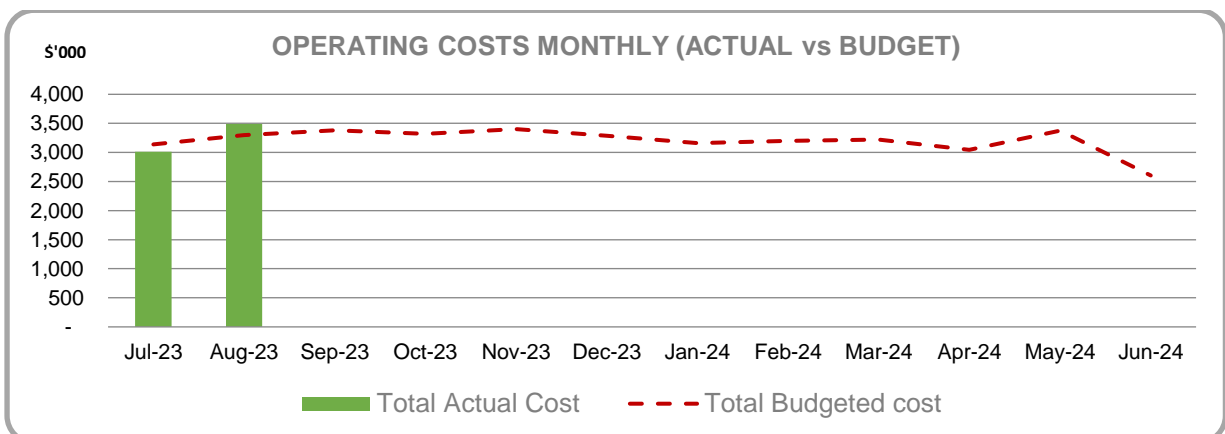
MONTHLY FINANCIAL REPORT

JULY 2023 and AUGUST 2023

FINANCIAL PERFORMANCE OVERVIEW

For the period ended August 2023, the Council's financial performance remained stable, with an Operating Surplus of \$2,314,687 against budgeted Surplus of \$2,204,476. There are notable variances in certain expense categories, impacting the overall performance. This report provides a summary analysis of these variances and the respective impact on the Council's financial results. These variances will continue to be monitored and actions will be taken to maintain its financial stability.

Financial Performance for the period ended 31 August 2023					
LYTD Actual		YTD Actual	YTD Revised Budget	Var	Var %
\$'000		\$'000	\$'000	\$'000	
	Revenue				
6,647	Rates Revenue	7,261	7,253	8	0%
317	Statutory Charges	414	400	14	4%
490	User Charges	605	597	7	1%
420	Grants, Subsidies and Contributions	460	432	28	7%
7	Investment Income	10	20	(10)	(50%)
69	Other	76	78	(2)	(3%)
4	Reimbursements	(8)	3	(11)	(385%)
7,954	Total Revenue	8,818	8,783	35	0%
	Expenses				
2,460	Employee Expenses	3,034	3,150	116	4%
2,114	Contracted Services	2,125	2,073	(52)	(3%)
346	Government Levies	441	407	(35)	(9%)
93	Parts, Accessories and Consumables	113	152	39	26%
164	Utilities	109	163	53	33%
151	Insurance	161	151	(10)	(7%)
198	Subscriptions, Memberships & Licences	126	88	(38)	(44%)
66	Legal Expenses	128	22	(106)	(493%)
285	Other Expenses	124	231	107	46%
-	Depreciation, amortisation & impairment	-	-	-	
44	Finance Costs	89	76	(13)	(18%)
-	Net Loss - Joint Ventures & Associates	51	66	15	23%
5,922	Total Expenses	6,504	6,579	60	1%
2,031	Operating Surplus/(Deficit)	2,315	2,204	110	5%



Key Variances

Income:

No material variances noted.

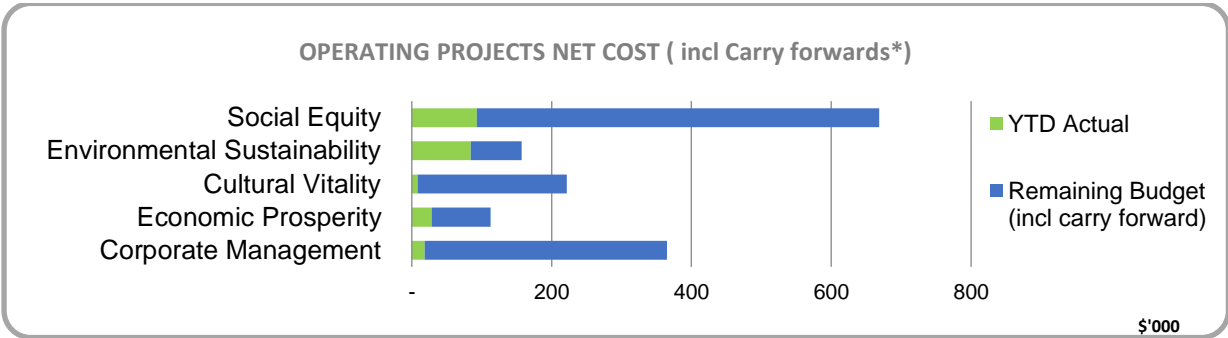
Expenses:

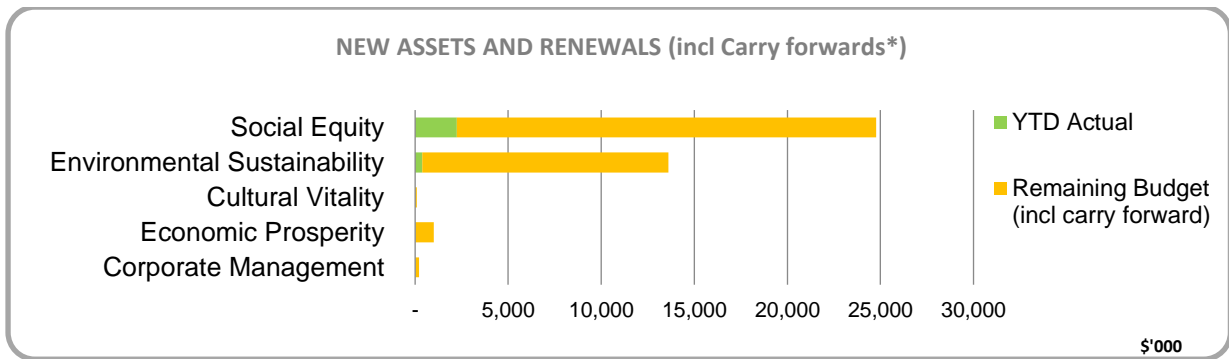
- **Employee Costs:** In the first 2 months of the year, there has been a reduction of **\$116,192** in Employee Costs. This variance is primarily attributed to the vacant positions that have not yet been filled. While some of these roles are covered by temporary staff (which offset the reduction in Employee Costs), several positions are currently in the recruitment process. As these roles are filled in the coming months, it is expected that Employee Costs will increase to budgeted levels.
- **Contracted Services and Government Levies:** Increase in expenses related to Contracted Services and Levies is mainly due to the timing of actual expenses incurred, which differs from the timing used in the budget. While this variance is relatively less than some of other expense variances, it is crucial to align the budgeting process more closely with the actual timing of expenses to improve cost control in future months.
- **Legal Fees:** There was an overspend of \$106,599 in the Legal Fees category, primarily within the Urban Planning department. This overspend is the result of increased legal support and expenses required for various projects and regulatory compliance matters. While we will continue to closely monitor legal expenses, it is essential to ensure we meet all legal obligations and project requirements.
- **Other Expenses:** The variance is mainly related to the timing difference between actual cost and budgeted costs timeframe.

PROJECTS OVERVIEW

The Council’s financial performance has been based not only on recurring expenses but also on the progress of Operating and Capital projects. Table provides an overview of both Operating and Capital projects, those carried forward from the previous financial year and new projects initiated as part of the 2023-2024 Adopted Budget. At the start of this financial year, significant focus has been placed on completing carried forward projects from the previous financial year.

Project Summary for period ended 31 August 2023			
	YTD Actual	YTD Budget	Remaining Budget (incl carry forward)
	\$'000	\$'000	\$'000
Operating Projects			
Corporate Management	18	62	347
Economic Prosperity	28	24	85
Cultural Vitality	8	12	213
Environmental Sustainability	84	12	73
Social Equity	93	97	576
Net Cost of Operating Projects	232	206	1,293
Capital Projects			
Corporate Management	13	30	197
Economic Prosperity	14	20	980
Cultural Vitality	5	-	90
Environmental Sustainability	378	1,549	13,234
Social Equity	2,243	2,092	22,524
Net Cost of Capital Projects	2,653	3,691	37,024





*Carry forwards only for the limited projects included in the Adopted budget

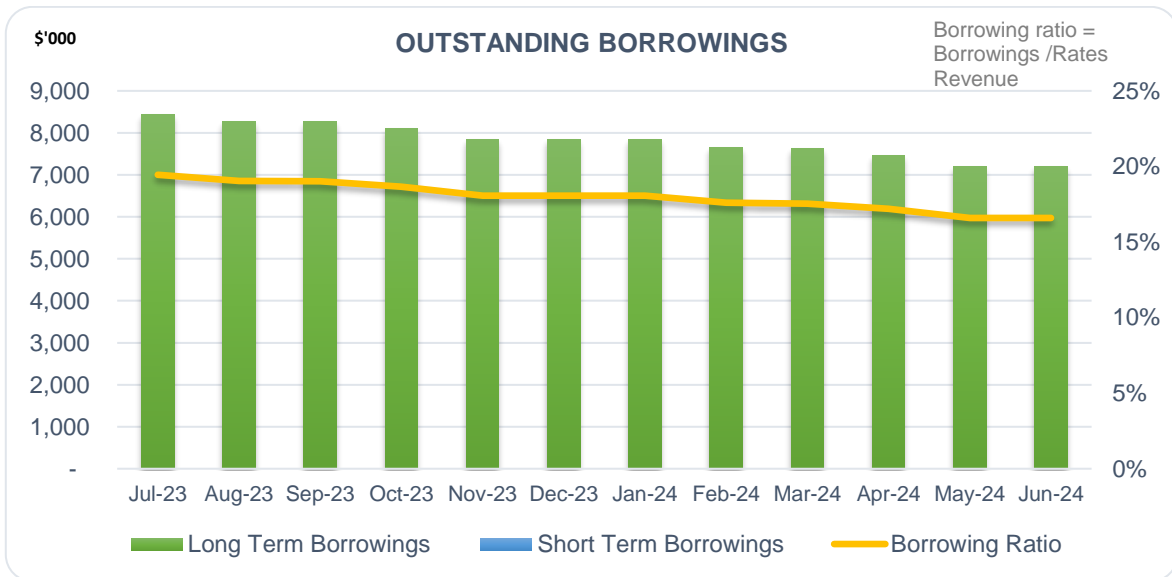
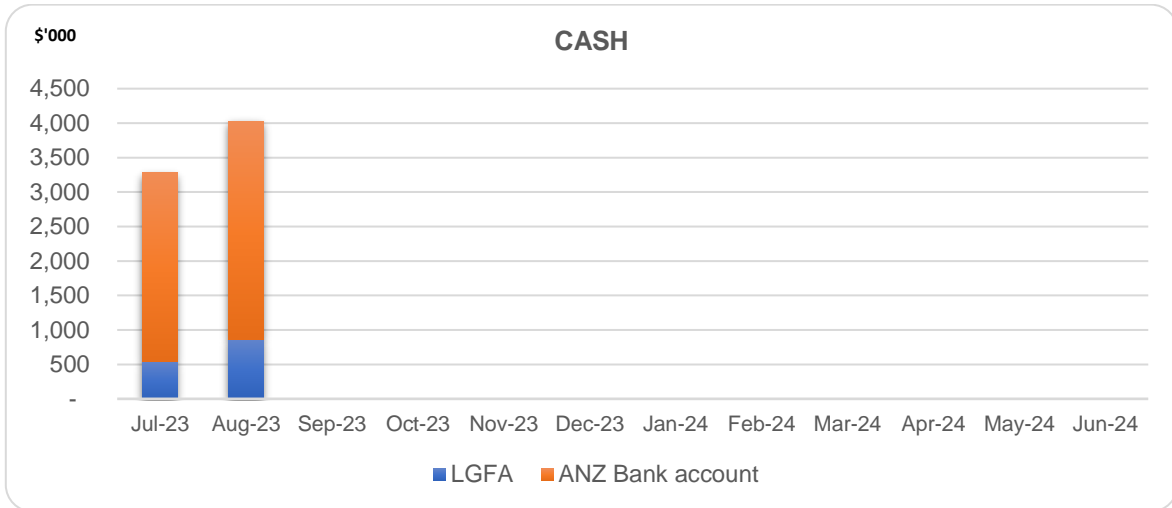
STATEMENT OF FINANCIAL POSITION

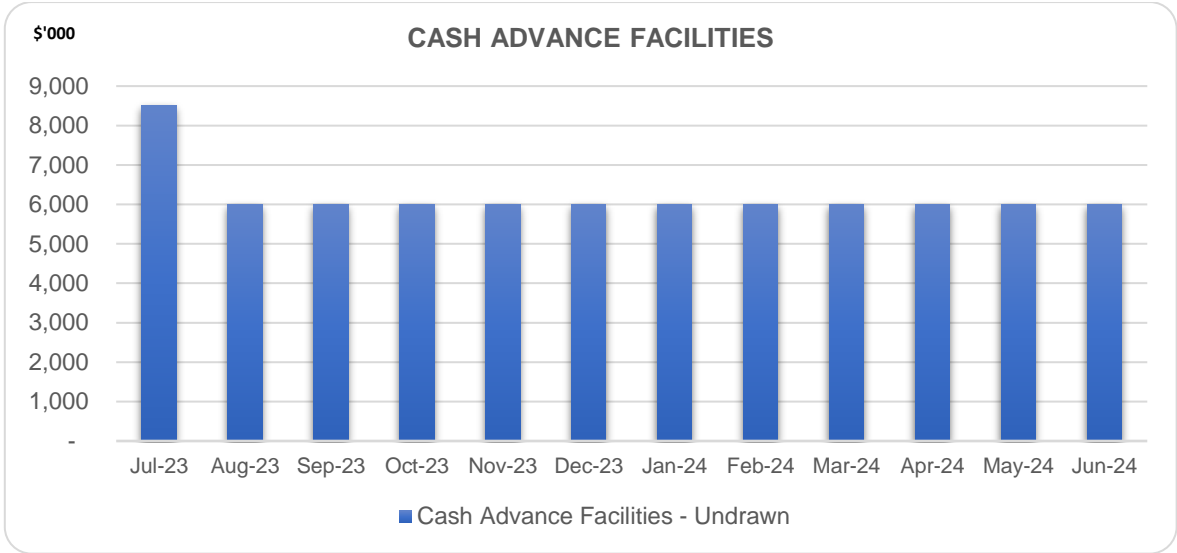
	June 2023	August 23	Movement	
	Draft	Actual		
	\$'000	\$'000	\$'000	%
ASSETS				
Current Assets				
Bank and Cash	4,227	3,950	278	7%
Accounts receivables	2,806	2,561	245	9%
Less : Provision for Bad Debts	(580)	(580)	-	0%
Total Current Assets	6,453	5,931	523	8%
Non-current Assets				
Financial Assets		(0)	-	0%
Investments in Joint Ventures	1,000	2,078	(811)	-64%
Infrastructure, Property, Plant and Equipment	584,006	586,959	(2,653)	0%
Other Non-current Assets	-	-	-	-
Total Non-current Assets	585,006	589,037	(3,464)	-1%
Total Assets	591,459	594,968	(2,941)	0%
LIABILITIES				
Current Liabilities				
Trade and Other Payables	4,429	4,429	(743)	-20%
Borrowings	-	-	-	-
Provisions	2,965	3,010	(45)	-2%
Total Current Liabilities	7,394	7,438	(788)	-12%
Non-current Liabilities				
Borrowings	8,446	8,285	160	2%
Provisions	1,250	1,250	-	0%
Investments in Joint Ventures	-	(0)	0	-
Total Non-current Liabilities	9,696	9,535	161	2%
Total Liabilities	17,090	16,973	(627)	-4%
NET ASSETS	574,369	577,995	(2,314)	0%
EQUITY				
Accumulated Surplus	68,758	68,758	-	-
Profit/(Loss) for the year-to-date	-	2,314	(2,314)	-
Asset Revaluation Reserve	506,923	506,923	-	-
TOTAL EQUITY	575,681	577,995	(2,314)	0%

KEY PERFORMANCE INDICATORS

	Budget 2024	Expected 2024	Variance
Operating Surplus / (Deficit) Ratio	2.6%	3.2%	0.6%
Net Financial Liabilities Ratio	81.9%	81.9%	0.0%
Asset Sustainability Ratio - net Asset renewals	157.0%	157.0%	0.0%
Asset Sustainability Ratio - Rolling 3 year average	93.7%	93.7%	0.0%
Debt Servicing	3.4%	3.3%	-0.1%

TREASURY





11.3 2022-2023 WORKS IN PROGRESS

REPORT AUTHOR: Chief Financial Officer
GENERAL MANAGER: General Manager, Governance & Civic Affairs
CONTACT NUMBER: 8366 4585
FILE REFERENCE: qA
ATTACHMENTS: Nil

PURPOSE OF REPORT

The purpose of this report is to present for the Council's consideration the 2022-2023 Works in Progress which are continuing in 2023-2024.

BACKGROUND

At its meeting held on 10 July 2023, the Council adopted the 2023-2024 Annual Business Plan and Budget. The 2023-2024 Budget included funding for new projects, services and programs and the Capital Works program.

At that time, the Council was advised that the adoption of the 2023-2024 Annual Business Plan and Budget, did not include provisions for those Works in Progress (WIPs), (often referred to as Carried Forwards), which were funded as part of the 2022-2023 Budget, on the basis that the Council had allocated funding for these WIPs as part of the 2022-2023 Annual Business Plan and Budget.

The Council was also advised that details of the 2022-2023 Works in Progress would be provided to the Council at a later date, following the "closure" of the 2022-2023 year end.

RELEVANT STRATEGIC DIRECTIONS AND POLICIES

Not Applicable

FINANCIAL AND BUDGET IMPLICATIONS

Based on the status of the 2022-2023 Works in Progress, a total of \$11,374,319 will be Carried Forward to the 2023-2024 financial year.

This will ensure the successful completion of these projects, maintain fiscal responsibility and capitalise on emerging opportunities that have been identified.

DISCUSSION

Based on the current status of the 2022-2023 WIPs, a review of the status (including the financial status), of each of the WIPs has been undertaken.

In addition, the review has included the impact on unspent grant funding and other factors which impact on the delivery of the WIPs.

During 2022-2023, the Council was advised on the progress of WIPs over the course of the year and the status of the allocated budgets was considered as part of the Quarterly Budget Reviews.

In addition, potential variations to both WIP budgets and the scope of the respective project, was presented to the Council at Council Meetings as required.

The 2022-2023 Works in Progress - Capital to be carried forward to the 2023-2024 financial year, are set out in Table 1 below.

TABLE 1: 2022-2023 WORKS IN PROGRESS - CAPITAL

Project	Amount to be Carried Forward
All Things are One – Installation of Artwork Installation of the sculpture is complete. Landscaping to be completed.	\$40,000
Burchell Reserve Upgrade As previously advised, construction has now commenced.	\$2,513,000
George Street Upgrade Coordinating stormwater drainage design and works and streetscape works almost finalised. Construction to commence in early 2024.	\$800,000
Dunstan Adventure Playground Redevelopment Discovery of latent conditions on site. In order to minimise costs on the project, a redesign was undertaken to minimise the amount of excavation required.	\$1,357,825
Cruikshank Reserve Facility upgrade Commencement of the Project delayed due to SAPN works associated with underground power supply to the new building.	\$690,000
Private Laneway Delays to the project were caused by concerns raised by Contractors regarding contract clauses relating to insurance requirements.	\$165,087
Borthwick Park Creek Improvements Design & Construction Project is complete. Minor additional works to be completed.	\$12,000
The Parade Master Plan Detail Design Focus has been on completion of the George Street detail design and stormwater drainage upgrade. Detail design for The Parade upgrade is still in progress.	\$1,195,000
Recreation & Open Space Infrastructure Works Program Hackney Road Irrigation and Manning Reserve to be completed.	\$49,973
River Torrens Linear Park Path Upgrade As previously advised, project being delivered over 2022-2023 & 2023-2024 financial years.	\$1,520,935
Capital Works Program Traffic Control Traffic management associated with incomplete renewal programs as per below.	\$28,061
Capital Works Program Road Resealing Some components of the Program have been delayed, largely due to designs not being finalised in time to allow for works to be completed in 2022-2023.	\$1,951,110
Capital Works Program Kerb Some components of the Program have been delayed, largely due to designs not being finalised in time to allow for works to be completed in 2022-2023.	\$5,321
Building Works Program Projects are still in the design phase (office refurbishment and solar PV installation project at St Peters Townhall Complex).	\$249,602
Civil Capital Upgrade Works Program Design for the streetscape adjacent the St Peters Billabong (along sections of Eighth Avenue, River Street and to the intersection of Ninth Avenue) has been put on hold. Consultation has identified an efficiency opportunity to incorporate this work into the Ninth Avenue (Richmond Street) Bikeway Upgrade design, which is scheduled to be undertaken this financial year.	\$199,784

The 2022-2023 Works in Progress - Operating to be carried forward to the 2023-2024 financial year, are set out in Table 2 below.

TABLE 2: 2022-2023 WORKS IN PROGRESS - OPERATING

Project	Amount to be Carried Forward
Service Reviews Timing - all of the invoices are yet to be received.	\$85,000
Internal Audit Services Timing	\$30,000
Tree Management Policy and Strategy Project completed - follow up details to be finalised.	\$10,000
Open Space & Playground Strategy Preparation of Strategy has commenced.	\$15,000
Age Friendly Wayfinding Signs Project has commenced and final design is currently underway.	\$20,000
View Your Fine Software Project is in its final stage.	\$9,500
Resilient East Project Timing - invoicing and procurement of thermal imaging devices, which have now been procured.	\$3,000
City-wide Parking Review Ongoing implementation of the time-limited on-street parking controls.	\$50,000
Signalised Pedestrian Activated Crossing on Magill Road Waiting for final DIT approval.	\$230,000
Heritage Protection Opportunities Waiting on State Government response regarding the review of State Planning & Design Code.	\$59,121
Additional Level on the Webbe St Car Park Project completed - commercial feasibility component to be finalised.	\$25,000
Sydneham Road Lighting Upgrade Delays due to contract negotiations with SAPN, which have now been resolved.	\$60,000

CONCLUSION

The 2022-2023 Works in Progress are scheduled for completion by the end of the 2023-2024 financial year.

COMMENTS

Nil

RECOMMENDATION

That the report be received and noted.

Section 3 – Governance & General Reports

11.4 GLYNDE AND STEPNEY FOOD AND BEVERAGE MANUFACTURING PRECINCTS

REPORT AUTHOR: General Manager, Governance & Civic Affairs
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4549
FILE REFERENCE: qA109047
ATTACHMENTS: Nil

PURPOSE OF REPORT

The purpose of the report is to present for the Council's consideration a recommendation to the Council which has been made by the Council's Business & Economic Development Advisory Committee to allocate funding to undertake a detailed economic and strategic options analysis to develop the Council's strategic vision and strategic planning for the Employment Zones in Glynde and Stepney.

DISCUSSION

The objective of the Council's Business & Economic Development Advisory Committee (the Committee), is to provide high level, independent strategic advice to the Council regarding economic development matters and employment growth opportunities in the City of Norwood Payneham & St Peters, as well as providing oversight of the implementation of the Council's *Business & Economic Development Strategy*.

At its meeting held on 12 September 2023, the Committee considered a report regarding the opportunities, constraints/challenges and priorities associated with the Glynde and Stepney Food and Beverage Manufacturing Precincts and more generally, the manufacturing and light industrial uses located within these two (2) precincts.

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

1. *That the Committee recommends to the Council that it allocates a budget of up to \$50,000 to undertake a detailed economic and strategic options analysis to inform the Council's strategic vision and strategic planning for the Employment Zones in Glynde and Stepney.*
2. *That the Committee recommends to the Council that it advises the State Planning Commission, through its submission on the Greater Adelaide Regional Plan – Discussion Paper, that the Council is committed to the retention of the Employment Zones in Glynde and Stepney and is undertaking its own detailed investigations to form a long term vision for these two (2) precincts.*
3. *That the results of the economic and strategic options analysis for the Glynde and Stepney precincts be presented to the Business & Economic Development Advisory Committee for its consideration and that the Committee use the results to make a recommendation to the Council.*

As the Committee does not enjoy the delegation of any powers, functions and duties of the Council, all decisions of the Committee therefore, constitute recommendations only to the Council.

Therefore, the Minutes of the Business & Economic Development Advisory Meeting held on 12 September 2023, are included within the Agenda for this meeting for adoption by the Council.

The Committee is requesting that the Council allocate \$50,000 to undertake a detailed analysis of the Glynde and Stepney precincts. However, funding for this work has not been included in the 2023-2024 Budget.

Therefore, the Council must now determine if it endorses the recommendation of the Committee and adopts the recommendation and in doing so, resolves to allocate \$50,000 as part of the 2023-2024 Budget.

RELEVANT POLICIES & STRATEGIC DIRECTIONS

The key strategic documents that align with this matter are listed below:

- *The 30 - Year Plan for Greater Adelaide*
- *Greater Adelaide Regional Plan – Discussion Paper*
- *CityPlan 2030: Shaping Our Future – Mid Term Review 2020*
- *City of Norwood Payneham & St Peters - Economic Development Strategy 2021-2026*
- *South Australia's Small Business Strategy 2023 - 2030*

DISCUSSION

Based on discussions with relevant consultants and the experience of other Councils, it is estimated that an allocation of \$50,000, will enable the Council to undertake a detailed economic and strategic analysis of the various options required to assist the Council in determining its strategic position for the Glynde and Stepney Employment Zones. Undertaking this work will assist the Council in understanding the full extent of the economic implications, both positive and negative.

It is anticipated that the analysis will include an investigation into the highest and best land use for each of the two (2) precincts, which will include a comparison of the Glynde and Stepney food and beverage manufacturing precincts with other similar precincts across the greater Adelaide region, the State and more broadly across Australia, as well as identifying the level of demand for not only food and beverage manufacturing, but also light industrial land more generally and the opportunity cost of retaining the precincts as employment land versus other land uses (ie uplift) or sacrificing employment land for residential, in the case of Stepney.

It is proposed that the analysis will review and investigate the following:

- future growth potential and barriers to growth, taking into consideration the competition in the market;
- comparative analysis - where the performance and potential of the business within these precincts are compared with food and beverage manufacturing in other similar precincts across South Australia and more broadly Australia;
- evaluation of the existing infrastructure and any upgrades that may be required;
- amount of investment and capital required (public and private);
- employment generation should the food and beverage sector expands and the potential loss of employment in other sectors if the Council focuses on the food and beverage manufacturing sectors;
- a cost benefit analysis of a range of options including retaining employment zones for light industry, creating food and beverage precincts, allowing market driven changes or rezoning to accommodate uplift;
- identify gaps in the market and providing some direction on whether Glynde and Stepney should be a start-up location or an incubator for food and beverage manufacturing;
- strategic direction on the best land use for the two precincts;
- industrial market supply and demand and key trends across the industrial market (including food and beverage manufacturing); and
- implications of losing employment land for the purposes of residential development.

It should be noted that once this work is undertaken and the Council has determined its strategic position in relation to these two (2) precincts (ie Glynde and Stepney), detailed structure planning and masterplanning will more than likely need to occur to assist with the implementation of the vision.

The Glynde and Stepney Food and Beverage Manufacturing Precincts hold immense potential for growth, innovation, and economic development. However, it will not be an easy task, particularly given that both of these precincts are fully established Employment Zones, which brings an additional set of challenges. Glynde and Stepney do not have the advantages of a greenfield site.

Notwithstanding this, if the Council is serious about protecting and expanding the food and beverage manufacturing precincts and more generally, its light industrial land in the City of Norwood Payneham & St Peters, it needs to make a number of strategic decisions and provide the financial investment to enable its vision to come to fruition.

Any support from the State Government or Federal Government will only be possible through evidence based investigations such as the one that is proposed by the Council's Business & Economic Development Advisory Committee.

The *Greater Adelaide Regional Plan – Discussion Paper* (the Discussion Paper), was released for consultation by the State Government in August 2023. The Discussion Paper has been prepared to stimulate new thinking about how Greater Adelaide will grow, where Greater Adelaide should grow and how the State and Local Governments can sustainably provide for future residential and employment growth and change.

The Discussion Paper classifies current employment lands into four (4) categories, Traditional, Freight and Logistics, Knowledge Intensive and Population Serving. Glynde, together with Somerton Park, Seaford and Beverley, are all recognised as Population Serving precincts, whereas Stepney is categorised as a Knowledge Intensive precinct, similar to Tonsley, Lot Fourteen, Technology Park, Torrensville and Kent Town.

The Discussion Paper also contains a statement - "*Governments are recognising the need to invest in new infrastructure to ensure that urban economies are positioned to prosper*" – which could be advantageous for the Council, once it establishes its vision for these two (2) precincts.

If the Council is committed to ensuring that the best outcomes are achieved for Stepney and Glynde, then it is important for the Council to lead this discussion and advocate for its vision as part of the submission on the *Greater Adelaide Regional Plan – Discussion Paper*.

RECOMMENDATION

1. That \$50,000 be allocated as part of the 2023-2024 Budget to undertake a detailed economic and strategic options analysis to inform the Council's strategic vision and strategic planning for the Employment Zones in Glynde and Stepney.
2. That the 2023-2024 Budget be amended accordingly.

11.5 REQUEST TO BORROW *WHIRLING MANDALA* SCULPTURE

REPORT AUTHOR: General Manager, Governance & Civic Affairs
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4549
FILE REFERENCE: qA61370
ATTACHMENTS: A - B

PURPOSE OF REPORT

The purpose of this report is to present for the Council's consideration, a request which has been received from Desert King Productions, to "borrow" the Whirling Mandala sculpture as part of a Netflix series, *Desert King*.

BACKGROUND

Desert King Productions, supported by the South Australian Film Corporation, have contacted the Council to seek the Council's permission to "borrow" the Whirling Mandala sculpture which is located on Osmond Terrace, to use as part of the set for the Netflix series, *Desert King*.

A photograph of the *Whirling Mandala* is contained within **Attachment A**.

The series, *Desert King* is a six (6) episode drama about power, family, land and legacy and will be filmed entirely in South Australia.

Netflix has announced that *Desert King* is the biggest Netflix drama to be filmed in South Australia.

A copy of the request which was forwarded to the Council via email dated 22 September 2023 and the synopsis of the series is contained within **Attachment B**.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

There are no financial implications for the Council associated with the request to use the sculpture by the film makers, as the production company, Desert King Productions, will meet all costs associated with the removal and re-installation of the *Whirling Mandala*.

Further details of the requirements in terms of the removal and re-installation of the Whirling Mandala, are provided in the Discussion section of this report.

EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

SOCIAL ISSUES

Not Applicable.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

Not Applicable.

RISK MANAGEMENT

A risk management plan will be prepared to manage the risks associated with the removal and re-installation of the artwork and whilst it is in place for the duration of the filming.

Desert King Productions will also be responsible for adequate insurance cover during the loan period to cover against any damage to the artwork.

CONSULTATION

- **Elected Members**
Not Applicable
- **Community**
Not Applicable
- **Staff**
Manager, Arts, Culture & Community Connections
Arts Officer
- **Other Agencies**
Not Applicable

DISCUSSION

The artwork, *Whirling Mandala*, was commissioned by the Council in 2004, to celebrate the 150th anniversary of the granting of Local Government to the Town of Kensington & Norwood in 1853, as the first suburban town in Australia to elect a municipal government.

The artist, Greg Johns, is a well-known South Australian artist whose work has been featured locally, nationally and internationally.

In terms of the request to borrow the artwork, Desert King Productions have advised that they are working with local artists, (Greg Johns, Nic Uhlmann and Gerry King), to install artworks as part of the set for the series. They are working with Greg Johns to install three (3) of Greg John's artworks which will be placed around a house which forms part of the set for the production.

Desert King Productions have advised that Greg Johns is intending to oversee the removal and re-installation of *Whirling Mandala* and that they will meet all costs associated with the removal and re-installation of the artwork.

At this stage, Desert King Productions have advised that they are commencing filming on 2 November 2023 and would require the artwork for approximately 5-7 days.

The Council will be acknowledged in the credits of the series if the Council agrees to the request.

If the Council agrees to the request, an agreement will be entered into between the Council and Desert King Productions to ensure the Council's interests are protected.

In addition, a sign will be installed on Osmond Terrace (where *Whirling Mandala* is located), and information will be placed on the Council's website to advise of the temporary arrangements.

OPTIONS

The Council essentially has two (2) options in respect to this matter.

Option 1:

The Council can refuse the request from Desert King Productions to borrow the artwork for the Netflix series, *Desert King*.

Option 2:

The Council can agree to the request from Desert King Productions to borrow the artwork for the Netflix series, *Desert King*.

CONCLUSION

The request to borrow a significant artwork is somewhat unusual. However, it is also exciting that a significant artwork owned by the Council will play a part in a South Australian Netflix series which, as part of the set, features a range of South Australian artists.

COMMENTS

Nil.

RECOMMENDATION

1. That the Council agrees to the request from Desert King Productions to borrow the Council's artwork, *Whirling Mandala*.
2. That the Chief Executive Officer (or delegate) be authorised to enter into an agreement with Desert King Productions for the use of the artwork, *Whirling Mandala*, as part of the Netflix series, *Desert King*.

Attachments – Item 11.5

Attachment A

Request to Borrow *Whirling Mandala* Sculpture

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

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



City of
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WHIRLING MANDALA, OSMOND TERRACE



Attachment B

Request to Borrow *Whirling Mandala* Sculpture

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

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



City of
**Norwood
Payneham
& St Peters**

Lisa Mara

From: Emma Comley
Sent: Friday, 22 September 2023 5:17 PM
To: Navian Iseut; Lisa Mara
Subject: FW: GREG JOHNS HIRE - NETFLIX SERIES
Attachments: DK SYNOPSIS 20230703.pdf

FYI 😊

Kind regards

Emma Comley
ARTS OFFICER

City of Norwood Payneham & St Peters
Karna Country
175 The Parade, Norwood SA 5067
Telephone 8366 4515
Email ecomley@npsp.sa.gov.au
Website www.npsp.sa.gov.au

From: Ben Conroy Studio <ben@benconroystudio.com.au>
Sent: Friday, September 22, 2023 5:10 PM
To: Emma Comley <ecomley@npsp.sa.gov.au>
Subject: GREG JOHNS HIRE - NETFLIX SERIES

Hi Emma,

Thank you so much for calling me back earlier.

As discussed, i'm working on the new NETFLIX series "DESERT KING" - synopses attached.

I work in the set decoration department and we are putting together a set in Balhannah for one of the characters. The house was designed by Greg Bond and lends itself to the high end nature of the set.

We are filling the house with local fine artists NIC UHLMANN and GERRY KING as supplied by APTOS CRUZ gallery, alongside lighting from studio Italia and furniture from AURA. We are also working with GREG JOHNS directly to have three of his medium sized works placed around the house and we are hoping to discuss the idea of loaning the mandala work on Sydenham road. I understand that this is a big ask but we will be working with Greg Johns to ensure it is executed by the right people along with being re-erected.

The shoot is taking place around the 2nd of November (schedule may be due to change slightly but we will know very soon). We would obviously need to take into consideration the removal and freight of the piece around this time but I don't see it being away for more than 5/7 days if the weekend comes in to play.

Let me know if you have any further questions - Thank you so much for your understanding of how bizarre and crazy this idea is - that's Hollywood - and I truly respect and appreciate the undertaking to get something like this approved.

BEN CONROY | Buyer Dresser | **DESERT KING on NETFLIX**
M +61 (0)425 366 722 | E ben@benconroystudio.com.au

Desert King Productions Pty Ltd | ABN 68 659 208 063
Art Department Office / Central Heritage Building (Central Courtyard)
Adelaide Studios, 1 Mulberry Road, Glenside SA 5065



DESERT KING PRODUCTIONS PTY LTD
ABN: 68 659 208 063

DESERT KING SYNOPSIS

Desert King (working title) is a new six-part Australian drama series - an epic, sweeping story set in the Top End.

We meet the rich and powerful Walsh family, owners of Marianne Station, the largest cattle station in the world.

Marianne Station is a symbol of wealth, power and legacy. A prized jewel coveted by many, the Walsh family would rather die than give it up.

The family is thrown into disarray after the shocking death of the heir to the Station. For some it's a tragedy, for others it's an opportunity. Their only hope to keep Marianne Station is to pull together. But old resentments and rivalries within the family threaten to tear them apart.

Alongside the rich and powerful Walsh family, we meet the billionaires, cattle barons, Traditional Owners and outlaws who surround them - and discover the lengths they will all go to build and preserve their legacies.

Desert King full of action, drama, intrigue, larrikin humour and humanity.

There'll be bull catching, car chases, music pumping through Outback pubs, barfights, hook-ups, shoot-outs. There'll be restrained politicking and manoeuvring across boardroom tables or around campfires for million-dollar deals, the connected and powerful moving over the landscape in R-22s and Lear jets.

But ultimately Desert King is about what makes us human, what matters - vengeance against enemies, loyalty to mates, the bloom of first love, old flames rekindled - honour, legacy, family.

Desert King is big and ambitious, its scope and story world as vast as the Outback vistas our drama will play out upon, drawing its inspiration from and reflecting the tough, no-nonsense, genuine people and world of the Top End.

Desert King is co-created by Timothy Lee and Ben Davies. Executive Produced by Rob Gibson and Ian Collie (Easy Tiger Productions) and Ben Davies (Ronde Media), and produced by Paul Ranford (Stateless, True History of The Kelly Gang, Firebite).

11.6 NOMINATION TO EXTERNAL BODIES – DOG AND CAT MANAGEMENT BOARD

REPORT AUTHOR: Executive Assistant, Governance & Civic Affairs
GENERAL MANAGER: General Manager, Governance & Civic Affairs
CONTACT NUMBER: 8366 4533
FILE REFERENCE: qA2136
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of the report is to advise the Council of the call for nominations by the Local Government Association (LGA), for appointment to the Dog and Cat Management Board.

BACKGROUND

The Dog and Cat Management Board (the Board) is a statutory authority which is governed by the *Dog and Cat Management Act 1995* (the Act). The Board works closely with key organisations and the State Government, to improve dog and cat management in South Australia.

Appointments to the Dog and Cat Management Board are for a period of up to 3 years.

Meetings are held eleven (11) times a year (generally on the fourth Tuesday of each month, except for January). The sitting fee for Board Members is \$206 per meeting.

Members of the Board must have the following attributes:

- practical knowledge of and experience in Local Government, including Local Government processes, community consultation and the law as it applies to Local Government;
- experience in the administration of legislation;
- experience in financial management; and
- experience in education and training.

The current member, Mr Brenton Thomass (City of Port Adelaide Enfield) is eligible for reappointment.

A copy of the Dog and Cat Management Board Selection Criteria and Nomination form is contained within **Attachment A**.

All nominees must provide an up-to-date Resume and respond to the selection criteria. Applications are required to be forwarded to the LGA by 27 October 2023.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

RECOMMENDATION

1. The Council notes the report and declines the invitation to submit a nomination to the Local Government Association of South Australia for the Dog and Cat Management Board.

or

2. The Council nominates _____ to the Local Government Association of South Australia for the Dog and Cat Management Board.

Attachments – Item 11.6

Attachment A

Nomination to External Bodies – Dog and Cat Management Board



City of
Norwood
Payneham
& St Peters

LGA Appointments and Nominations to Outside Bodies — Call for Nominations

Dog and Cat Management Board	
Governing Statute (if applicable)	Section 12(1)(a) Dog and Cat Management Act
Purpose/Objective	Public face for the management of companion dogs and cats in South Australia and provides policy leadership to councils. The Board also plays a key role as an advocate and intermediary, working with vets, breeders and pedigree organisations, animal rescue and shelter organisations and assistance dog organisations to ensure South Australia's dog and cat laws meet the objects of the Dog and Cat Management Act.
Administrative Details	11 meetings per year with a fee of \$206/session
Selection Criteria (to be addressed by applicant)	<ul style="list-style-type: none"> Local government knowledge and experience practical knowledge of and experience in local government, including local government processes, community consultation and the law as it applies to local government experience in the administration of legislation experience in financial management experience in education and training.
<p><i>In accordance with the LGA Appointments and Nominations to Outside Bodies Policy, selection for appointment or nomination to this Outside Body may include the conduct of interviews and checking of referees by the LGA. By applying, the applicant accepts that the LGA may request an interview and/or the details of referees.</i></p>	
<p>Liability and indemnity cover</p> <p><i>The LGA requires that persons appointed to Outside Bodies be appropriately insured throughout the period of their appointment and seeks to collect details of the insurances provided by the Outside Body on an annual basis.</i></p>	
<p>For more information contact: LGA Nominations Coordinator at nominationscoordinator@lga.sa.gov.au or 8224 2000</p>	

LGA Appointments and Nominations to Outside Bodies — Nomination Form

Instructions

This form:

- *Must be submitted by a council*
- *Must be emailed in PDF format to nominationscoordinator@lga.sa.gov.au*
- *Receipt of nomination will be acknowledged by return email*
- *CV and response to selection criteria (if applicable) may be emailed separately by the nominee and will be treated confidentially*

This nomination form fulfils the requirements of the LGAs Appointments and Nominations to Outside Bodies Policy, [available here](#).

SECTION 1 to be completed by Council, SECTION 2 to be completed by Nominee.

Please refer to the **Call for Nominations** information sheet (PART A) for details of the Outside Body and the selection criteria to be met by the nominee.

SECTION 1: COUNCIL to complete

Dog and Cat Management Board	
Council Details	
Name of Council submitting the nomination	
Contact details of council officer submitting this form	Name: <input style="width: 80%;" type="text"/>
	Position: <input style="width: 80%;" type="text"/>
	Email: <input style="width: 80%;" type="text"/>
	Phone: <input style="width: 80%;" type="text"/>
Council meeting date and minute reference	
Nominee Full Name	
elected member <input type="checkbox"/> OR employee of council <input type="checkbox"/> OR employee of local government entity <input type="checkbox"/>	
<i>Note: by submitting this nomination council is recommending the nominee is suitable for the role.</i>	

SECTION 2: NOMINEE to complete

Dog and Cat Management Board			
Nominee Details			
* Denotes a Mandatory Field. The information in this form is provided by the LGA to the relevant Minister/State Government Authority for the purposes of actioning an appointment to an outside body. Successful Nominees may be contacted directly by the relevant body using the information provided in this form.			
First Name:*		Gender	
Middle Name:*			
Surname:*			
Home / Personal Postal Address:*			
Phone:		Mobile:	
Personal Email:			
Why are you interested in this role?			
CV	attached <input type="checkbox"/> OR forwarding separately <input type="checkbox"/>		
Response to selection criteria (if applicable) <i>Please refer to the Call for Nominations information sheet for the selection criteria to be addressed.</i>	<i>Nominee to provide response to selection criteria (of no more than 2 pages) for consideration by the LGA Board of Directors.</i> attached <input type="checkbox"/> OR forwarding separately <input type="checkbox"/>		
Do you agree for your details to be retained on the LGA Nominees Database for a period of 12 months in order to be considered for other vacancies on Outside Bodies? Yes <input type="checkbox"/> OR No <input type="checkbox"/>			
If Yes, please list any fields of interest or Outside Bodies of interest: <ul style="list-style-type: none"> • • • 			
Undertaking: <i>The LGA Board resolved in January 2015 to ensure that appointees to external Boards and Committees remain current local government members or officers. If you leave local government for any reason during the term of your appointment, are you prepared to resign your appointment if requested to do so by the LGA?</i> Yes <input type="checkbox"/> No <input type="checkbox"/>			
Signature of Nominee: _____			

12. ADOPTION OF COMMITTEE MINUTES

REPORT AUTHOR: General Manager, Governance & Community Affairs
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4549
FILE REFERENCE: Not Applicable
ATTACHMENTS: A - B

PURPOSE OF REPORT

The purpose of the report is to present to the Council the Minutes of the following Committee Meetings for the Council's consideration and adoption of the recommendations contained within the Minutes:

- Business & Economic Development Advisory Committee – (12 September 2023)
(A copy of the Minutes of the Business & Economic Development Advisory Committee meeting is contained within **Attachment A**)
- Audit & Risk Committee – (18 September 2023)
(A copy of the Minutes of the Audit & Risk Committee meeting is contained within **Attachment B**)

ADOPTION OF COMMITTEE MINUTES

- **Business & Economic Development Advisory Committee**

That the minutes of the meeting of the Business & Economic Development Advisory Committee held on 12 September 2023, be received and that the resolutions set out therein as recommendations to the Council are adopted as decisions of the Council.

- **Audit & Risk Committee**

That the minutes of the meeting of the Audit & Risk Committee held on 18 September 2023, be received and that the resolutions set out therein as recommendations to the Council are adopted as decisions of the Council.

Attachment A

Adoption of Committee Minutes

Business & Economic Development Advisory Committee

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

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



City of
**Norwood
Payneham
& St Peters**

Business & Economic Development Advisory Committee

Minutes

12 September 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.*

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

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City of
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Payneham
& St Peters

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VENUE Mayors Parlour, Norwood Town Hall

HOUR 6.18pm

PRESENT

Committee Members Mayor Robert Bria (Presiding Member)
Cr Grant Piggott
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 & Strategy)
Tyson McLean (Economic Development Officer)

APOLOGIES Cr Victoria McFarlane

ABSENT Nil

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. CONFIRMATION OF MINUTES OF THE BUSINESS & ECONOMIC DEVELOPMENT ADVISORY COMMITTEE MEETING HELD ON 4 JULY 2023

Mr Joshua Baldwin moved that the minutes of the Business & Economic Development Advisory Committee meeting held on 4 July 2023 be taken as read and confirmed. Seconded by Ms Amanda Pepe and carried unanimously.

2. PRESIDING MEMBER'S COMMUNICATION

Nil

3. STAFF REPORTS

3.1 SMALL BUSINESS FRIENDLY COUNCIL INITIATIVE (1 JUNE 2022 – 31 MAY 2023)

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

PURPOSE OF REPORT

The purpose of this report is to provide the Business & Economic Development Advisory Committee, with a copy of the report that was submitted to the Small Business Friendly Council (SBFC) for the period 1 June 2022 – 31 May 2023.

BACKGROUND

On 30 August 2017, the Office of the Small Business Commissioner (OSBC), in conjunction with the Member for Giles, Mr Eddie Hughes MP, launched the Small Business Friendly Council (SBFC) Initiative. The SBFC Initiative aims to recognise Councils that are working to support the small business communities within their Local Government areas.

The benefits of being small business friendly and supporting the growth of small business include:

- supporting the Council's local economic area, including job opportunities;
- meeting the needs of ratepayers through the provision of local goods and services; and
- creating the right environment to establish and grow a business.

At its meeting held on 6 November 2017, the Council considered a report on the SBFC Initiative and resolved to participate in the Initiative. Shortly after the Council's resolution, the Charter Agreement was signed. The Charter outlines what the Council agrees to do, which includes the following five (5) initiatives:

- implementing activities to improve the operating environment for small business within Council's area;
- establishing a business advisory group (if one does not already exist) to assist Council's understanding of small business needs in its local area;
- implementing a procurement policy which recognises and supports local small businesses wherever possible;
- paying undisputed invoices from small businesses within 30 days; and
- implementing a timely and cost-effective dispute resolution process to manage disputes.

The Charter also requires the Council to submit annual reports to the OSBC website platform, which will assist the OSBC to identify examples that can be shared with other participating councils.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The initiatives delivered during this reporting period, align with the following Outcome and Strategies as contained within *CityPlan2030: Shaping Our Future – Mid Term Review 2020*:

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

- ***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 City.***
 - *Strategy 3.2.3 Promote the City as a visitor destination.*
- ***Objective 3.3: Attract new enterprise and local employment opportunities to locate in our City.***

The initiatives also align with the following Strategies set out in the *2021-2026 Economic Development Strategy*:

- **Dynamic & Diverse City: 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.*
 - *Strategy 1.4: Promote opportunity and collaboration across the sectors.*
- **Destination City: Increase the number of people who live, work and visit the City to enhance the community well-being of existing residents, workers and visitors.**
 - *Strategy 2.1: Showcase and promote the City's attractions and events to facilitate growth in visitation and spending.*
 - *Strategy 2.2: Support the City's vibrant mainstreet precincts.*
 - *Strategy 2.3: Facilitate the activation of key spaces and precincts in the City.*
 - *Strategy 2.4 Work with local business operators to strengthen the viability of precincts and enhance the customer experience.*
- **Business Friendly City: Remove barriers and make it easy for business owners to start, run and grow a business.**
 - *Strategy 4.1 Ensure that Council processes are business friendly and contribute to a well-functioning City.*

FINANCIAL AND BUDGET IMPLICATIONS

The three (3) initiatives which are outlined in the *Small Business Friendly Council* report and their respective budgets, which include research, campaign development and execution are:

- A Day of Fashion on The Parade (\$30,000);
- Labour Force Reports (\$1,520) and
- Activity Precincts Occupancy Report (Staff resources).

The funding for the *Labour Force Reports* Budget was allocated from the Council's 2022-2023 Economic Development Precinct Management Budget and *A Day of Fashion* was funded through the 2022-2023 Norwood Parade Precinct Budget. Research and development to produce the *Activity Precincts Occupancy Report* was conducted by Council Staff and no funds was required to deliver this initiative.

EXTERNAL ECONOMIC IMPLICATIONS

The success of the initiatives and ultimately the *2021-2026 Economic Development Strategy*, will continue to be impacted upon by the broader economic environment and world events that impact in one way or another on the economy. The three (3) initiatives highlighted in this year's SBFC report, focus on promoting sustainable fashion practices in the retail sector, the performance of the City's workforce and the health of the key activity precincts within the Council jurisdiction. The findings in these initiatives have and will continue to be impacted by the broader economic environment.

RESOURCE ISSUES

The delivery of the three (3) initiatives that are outlined in this report were initiated and managed by the Council's Economic Development Unit and supported by the Council's Events Unit.

DISCUSSION

The three (3) initiatives highlighted in this year's SBFC report, focus on promoting sustainable fashion practices, the performance of the City's workforce and the health of the key activity precincts within the Council jurisdiction.

A Day of Fashion on The Parade and its associated events, were curated with the consumer at the forefront of every decision. It was the first time, through the Norwood Parade Precinct Committee (NPPC), that a spotlight was shone on sustainable fashion in a prominent way. Leading researchers spoke about the new ways of making fashion more sustainable, ethical and equitable, while remaining positive and insightful. Following the panel discussion and remaining on topic, a free 'Sip & Swap' clothing exchange event was held at the Don Pyatt Hall at the Norwood Town Hall, which clearly demonstrated fashion circularity and a practical way of achieving it. All day offers from retailers and hospitality businesses contributed to the experience and success of the day.

Comparing the *Labour Force Report Quarter 1 2022*, to the *Labour Force Report Quarter 4 2022*, there has been an increase in the number of people who are employed, which is also reflected in the decrease in the unemployment rate. The youth unemployment rate has decreased and the participation rate continues to rise. One of the influencing factors to the change in the City's labour force, have been the effects of the COVID-19 pandemic and how various industries have responded to the pandemic, both during and post. The Council will continue to produce quarterly labour force reports to monitor the changes to the City's labour force and identify any potential trends.

To understand the changes and trends that are occurring annually, it is important for the Council to measure the occupancy and vacancy rates within the City's major activity precincts. The *Activity Precincts Occupancy Report* is an important tool for not only the Council, but also businesses and investors who are looking to locate to these precincts, to assist them in their decision making.

Small businesses are the backbone of the economy, making up 98% of total businesses in the State and this is a similar statistic in the City of Norwood Payneham & St Peters. Small business not only create local employment, they also provide essential goods and services and help create attractive, liveable communities. Monitoring their performance and identify trends, enables the Council to support these businesses and ultimately deliver community well-being.

The continuation of the three (3) initiatives highlighted in this report, the ongoing support to business, business owners and employees, through a range of service areas within the City, and the introduction of new initiatives guided by the Council's Economic Development Strategy, will ensure that the City of Norwood Payneham & St Peters continue to attract people to live, work and visit the area.

A copy of the report submitted to the *Small Business Friendly Council* for the reporting period 1 June 2022 to 20 May 2023, is contained in **Attachment A**.

COMMENTS

The Council prides itself on delivering exceptional service to all businesses within the City of Norwood Payneham & St Peters and it is essential that the Council continues to focus on building stronger, more productive relationships, which result in better outcomes for businesses and in turn the community.

It is pleasing that the Council is being recognised as a Council that is business friendly, through its commitment to the Office of the Small Business Commissioner.

RECOMMENDATION

That the report be received and noted.

Cr Callisto moved:

That the report be received and noted.

Seconded by Mr Matt Grant and carried unanimously.

3.2 GLYNDE AND STEPNEY FOOD AND BEVERAGE MANUFACTURING PRECINCTS

REPORT AUTHOR: Manager, Economic Development & Strategy and Economic Development Officer
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4509
FILE REFERENCE: qA109047
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to present to the Committee for its consideration the findings of the initial investigations that have been undertaken regarding the Glynde and Stepney food and beverage manufacturing precincts.

BACKGROUND

At its meeting held on 3 July 2023, the Council considered a Notice of Motion regarding the Glynde and Stepney Food and Beverage Manufacturing Precincts and resolved the following:

1. *That staff prepare a report regarding the Glynde and Stepney Food and Beverage Manufacturing Precincts discussing the following issues:*
 - (a) *potential for new food and beverage related events and activities;*
 - (b) *a new marketing and promotional campaign, including reviving the Food Secrets Ambassador program;*
 - (c) *opportunities for collaboration between food and beverage business within and across both precincts;*
 - (d) *legal and regulatory requirements to facilitate exports of local produce to overseas markets;*
 - (e) *increasing the level of engagement between Council and the South Australian Government (Department for Trade and Investment) and other relevant stakeholders;*
 - (f) *preparing a strategic document/business plan to attract state and/or federal government funding to improve infrastructure and facilitate the expansion of existing business and the overall growth of the food and beverage manufacturing sector;*
 - (g) *identify threats and challenges to existing and future land use in Glynde and the Stepney Triangle to determine if there is a need for Council to prepare a Code Amendment to provide certainty to existing and potential food and beverage manufacturers regarding long-term planning and investment in the sector;*
 - (h) *the level of connectivity with the South Australia Food and Beverage Five Year Strategy (2022-27);*
 - (i) *opportunities to partner with South Australia universities for research into food innovation; and*
 - (j) *other issues considered relevant.*
2. *That the report be presented to the Council's Business & Economic Development Advisory Committee to be held on 12 September 2023 for consideration and recommendations to the Council.*

The purpose of this report is to provide the first response to the Notice of Motion to assist the Committee in making a recommendation to the Council. The extent of the issues raised in the Notice of Motion range from high level strategic investigations through to operational actions. This report aims to address the issues outlined in the Notice of Motion, as well as highlight the opportunities, constraints/challenges and priorities in relation to the Glynde and Stepney Food and Beverage Manufacturing Precincts and more generally, the manufacturing and light industrial uses located within these two (2) precincts. In undertaking this work it is acknowledged that these precincts have and will continue to play a crucial role in the South Australian food and beverage industry, as well as more generally in the contribution of low scale manufacturing and light industry, and their development and growth are essential to not only the local economy but for the region's economic prosperity.

- **Food and Beverage Manufacturing**

The food and beverage manufacturing sector encompasses businesses that are primarily engaged in processing, packaging and distributing products which are made from raw food materials. The largest sub-sector of food and beverage manufacturing, includes makers of processed foods like breads, soft drinks, chocolate/candies, dairy products and ice cream.

The food and beverage industry is Australia's largest manufacturing sector and a particularly important part of Australia's overall food production. Its annual turnover is approximately \$50 billion, which equates to approximately 18 per cent of Australia's total manufacturing turnover. The industry is also a major employer and the fastest growing manufacturing employer in regional Australia.

Australia is recognised as a world-leading source of high-quality, safe and innovative processed food, with demonstrable expertise in the supply of quality products to domestic and export markets, and the food manufacturers in Glynde and Stepney are no exception. Research undertaken by staff has highlighted that Australia's top five export markets are currently Japan, United States of America, Korea, Indonesia and New Zealand.

One of the key reasons why Australia is recognised as such a reliable source is that it has the ability to provide its food and beverage manufacturers with the security of supply and access to raw ingredients, which are of a high quality and competitive in price from a large and diverse local agricultural sector. In addition, Australian products have high safety and quality standards, driven by Australia's robust regulatory, governance and compliance frameworks. In addition, Australian food producers and processors are recognised globally for the innovative and reliable production of high-quality 'clean and green' processed food and agricultural products, services and technology. All of these attributes are considered by international analysts to be important factors in the industry's export success.

While the food and beverage manufacturing sector is extremely strong, it is critical to recognise that over 80 per cent of the production and exports actually emanate from of the eastern states of Australia, namely Victoria, New South Wales and Queensland, with most of the food manufacturing, occurring in the urban centres of Sydney, Melbourne and Brisbane. One of the key reasons for this is the strong transportation network within these States and direct access to export markets.

- **Food and Beverage Manufacturing Precincts**

A food and beverage manufacturing precinct, by definition is a designated area or zone where various activities related to food production, processing, and distribution are concentrated. These precincts are often strategically planned to facilitate efficient and sustainable food production, promote innovation, and support economic growth in the food and beverage industry. The exact details of a food manufacturing precinct can vary widely based on location, local regulations, and industry needs.

A food and beverage manufacturing precinct can contribute significantly to the local economy by creating jobs, attracting investment, and generating revenue through taxes and fees.

However, a successful food and beverage manufacturing precinct is reliant on a number of key factors, these are briefly outlined below:

1. **Location:** The location of the precinct is crucial. It should be easily accessible to transportation networks, including major arterial roads, railways, and ports, to ensure efficient distribution of products.
2. **Infrastructure:** Adequate infrastructure, such as water, electricity is also essential for food and beverage processing facilities.
3. **Zoning and Land Use:** In an ideal land use scenario a food and beverage manufacturing precinct would be zoned specifically for food manufacturing activities, ensuring that the land is used for its intended purpose and minimising potential conflicts with other land uses.
4. **Industry Clustering:** One of the main benefits of a food manufacturing precinct is the opportunity for businesses in the same industry to cluster together. This encourages collaboration, knowledge sharing, and potential synergies between different businesses in the food value chain.
5. **Innovation and Research Facilities:** A successful food manufacturing precinct (depending on its size) might include a research and development centre, food technology laboratories, and testing facility to foster innovation, product development, and quality control.
6. **Regulatory Compliance:** Strict adherence to food safety and quality regulations is paramount in food manufacturing. The precinct should be designed to meet or exceed these standards to ensure the safety of consumers.
7. **Environmental Considerations:** Because sustainability and environmental considerations are becoming increasingly important, a food manufacturing precinct should incorporate waste management systems, renewable energy sources, and water conservation practices.
8. **Workforce Development:** Access to training in order to provide a skilled workforce for the industry, will contribute to the success of the businesses and ultimately the success of the precinct. This could involve partnerships with local educational institutions (ie Universities and TAFE) to offer specialised programs related to food manufacturing.
9. **Logistics and Distribution:** The precinct should have well-designed transportation and logistics infrastructure to facilitate the movement of raw materials, intermediate goods, and finished products.
10. **Support Services:** Access to ancillary services like financial institutions, legal services, marketing agencies, and industry associations are critical to support businesses within the precinct.

- **Food and Beverage Manufacturing Sector in the City Of Norwood Payneham & St Peters**

The food and beverage manufacturing sector within the City of Norwood Payneham & St Peters, is generally concentrated in the Employment Zones of Glynde and Stepney, with some smaller scale production occurring in other locations across the City. The food and beverage manufacturing sector within the City of Norwood Payneham & St Peters, contributes approximately \$395M (5.3%) of total output generated in the City of Norwood Payneham & St Peters. As a percentage of total State output, this contribution equates to 0.15%. Of the total number of people employed in the City of Norwood Payneham & St Peters, 2.4% are employed within the food and beverage manufacturing sector.

In the period between 2015 – 2023, food manufacturing within the City experienced a growth rate of 10.2%, with beverage manufacturing growing at a rate of 13.29%. However in relation to Glynde and Stepney specifically, the number of food manufacturing businesses has declined from 17 to 12. While beverage manufacturing has grown from one (1) to two (2).

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The key strategic documents that align with the Notice of Motion are listed below:

- *The 30 - Year Plan for Greater Adelaide*
- *Greater Adelaide Regional Plan – Discussion Paper*
- *CityPlan 2030: Shaping Our Future – Mid Term Review 2020*
- *City of Norwood Payneham & St Peters - Economic Development Strategy 2021-2026*
- *South Australia's Small Business Strategy 2023 - 2030*

- **Greater Adelaide Regional Plan – Discussion Paper**

The *Greater Adelaide Regional Plan – Discussion Paper* (the Discussion Paper), was released for consultation by the State Government on Monday 14 August 2023. It has been prepared to stimulate new thinking about how Greater Adelaide will grow, where Greater Adelaide should grow and how the State and Local Governments can sustainably provide for future residential and employment growth and change.

The intent of the Discussion Paper is to inform the development of the *Greater Adelaide Regional Plan*, which will establish a new 30-year vision for the Greater Adelaide region. Its purpose will be to identify where people live and work, how they move around and where they will access services. The Discussion Paper makes reference to sixteen (16) State Planning Policies, one of which is Employment Lands. It is the intent that these State Planning Policies will be used to guide sustainable development and support jobs and economic growth, while improving environmental outcomes.

Interestingly, the Discussion Paper states that while manufacturing remains the State's largest employer, the share of the State's Gross State Product (GSP) attributable to manufacturing has declined from 16% in 1990 to approximately 6% in 2019.

In relation to Employment Lands, the Discussion Paper, identifies that a prosperous economy requires the State to have employment land that:

- will accommodate its current and future industries;
- is appropriately serviced and connected to the world through digital infrastructure, roads, rail, ports and airports;
- is well connected to a skilled work force and environments that are attractive places for talented workers; and
- is protected from incompatible development and balances competing uses appropriately.

It also recognises that manufacturing will continue to grow and remain the largest employer, with jobs driven primarily through the investment in defence projects. However, it does recognise that employment precincts are increasingly accommodating activities linked to the provision of services and retail and these population serving activities will continue to play an important role in providing the products and services that underpin urban productivity and liveability. More specifically, the Discussion Paper suggests that the number of jobs across inner-suburban employment lands is expected to grow and that these jobs will be driven by knowledge-intensive activities that seek locations near the CBD and access to skilled workers. This is particularly interesting given that the knowledge sector is the City of Norwood Payneham & St Peters greatest asset.

Interestingly, the Discussion Paper recognises and states that "*Locations for inner-suburban employment precincts are often identified for rezoning to residential uses. This highlights the need to balance new city-fringe housing with future employment needs.*" It goes on to say that "*while inner city employment land has become an attractive proposition for residential development, we need to safeguard employment land near where people live to continue providing services that meet the needs and demands of the growing population.*"

Despite recognising that this is an issue of concern, in a separate section of the Discussion Paper it identifies the Stepney Triangle as an area for Strategic Infill, which adds a level of confusion as to what the State's priorities really are. The advantage of the confusion presented by the State is that it demonstrates that there is a need and opportunity for the Council to set the direction for Stepney and determine a clear vision for the future of the Stepney Triangle.

More specifically, the Discussion Paper classifies the current employment lands into four (4) categories, Traditional, Freight and Logistics, Knowledge Intensive and Population Serving. Glynde together with Somerton Park, Seaford and Beverley, are all recognised as Population Serving precincts, whereas Stepney is categorised as a Knowledge Intensive precinct, similar to Tonsley, Lot Fourteen, Technology Park, Torrensville and Kent Town.

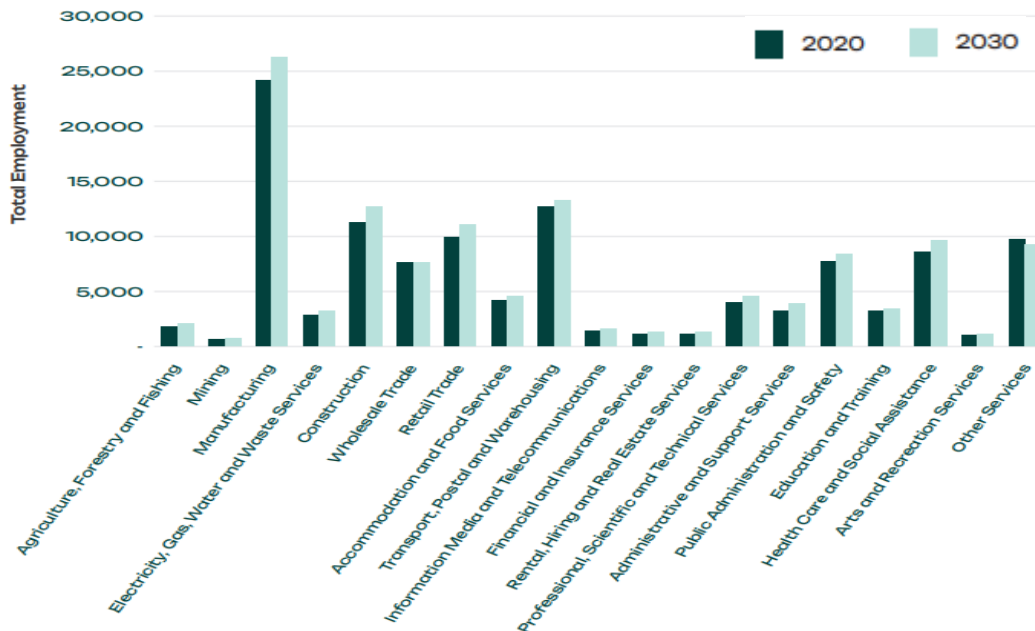
Population serving uses are shaped by demand-generated activities to meet day-today-needs. Activities include retail, education, health care, recreation and social services, along with other occasional needs like car maintenance, which on a superficial level, reflects some of the current uses in Glynde, while at the same time dismissing the contribution made many of the other businesses.

The classification of Stepney as Knowledge Intensive, suggests a predetermined vision for Stepney, which aligns with the concept of Strategic Infill, which if implemented, would see Stepney evolve as an extension of Kent Town and West Norwood and move away from its roots of being a mixed-use precinct with a light industrial component. If not managed properly this could see businesses such as Quinzi’s forced out of the Precinct to accommodate the evolution of the Stepney Triangle.

Also interesting is the statement that “Governments are recognising the need to invest in new infrastructure to ensure that urban economies are positioned to prosper”. This could be advantageous for the Council, once it establishes its vision for these two (2) precincts.

The Figure below, which was extracted from the Discussion Paper, compares the employment by industry type across Greater Adelaide in 2020, with the projections for 2030.

FIGURE 1: TOTAL EMPLOYMENT BY INDUSTRY TYPE ACROSS GREATER ADELAIDE 2020-2030



The timing of the release of the Discussion Paper and the opportunity to set the vision for the City and more specifically, Glynde and Stepney, assuming that the State Government is accepting of feedback, could be extremely beneficial for the Council and more broadly for the community and this opportunity needs to be taken if the Council wishes to lead the discussion in respect to the future of this City.

- **CityPlan 2030: Shaping Our Future – Mid Term Review 2020**

The Council's Strategic Management Plan, *CityPlan 2030: Shaping Our Future*, provides the overarching strategic framework for all of the Council's services, projects and decision-making. It is based on a Quadruple Bottom Line approach, applying best practice sustainability principles to guide all decisions as to how the Council plans and delivers its services and facilities. The four (4) pillars of integrated sustainability, upon which the Council has based its strategic plan are: Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability.

The most relevant Objectives and Strategies, which support the food and beverage manufacturing sector in the City are contained under the outcome of Economic Prosperity, these are outlined below:

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

Objective 3.1: A diverse range of businesses and services.

- *Strategy 3.1.1: Support and encourage local small, specialty, independent and family-owned businesses*
- *Strategy 3.1.2: Attract diverse businesses to locate in our City*

Objective 3.2: Cosmopolitan business precincts contributing to the prosperity of the City.

- *Strategy 3.2.1: Retain, enhance and promote unique character of all out City's business precincts*
- *Strategy 3.2.2: Retain commercial and industrial land in appropriate locations, and protect it from the encroachment of incompatible land uses*
- *Strategy 3.2.3: Promote the City as a visitor destination*

Objective 3.3: Attract new enterprise and local employment opportunities to locate in our City.

- *Strategy 3.3.3: Promote and support local food and beverage manufacturing.*

Objective 3.5: A local economy supporting and supported by its community.

- *Strategy 3.5.1: Support opportunities for people to collaborate and interact in business precincts*
- *Strategy 3.5.4: Support opportunities for the community to access locally produced food and beverage produce*
- *Strategy 3.5.5: Encourage community support for and promote awareness of all businesses in our City.*

- **Economic Development Strategy 2021-2026**

The *Economic Development Strategy* has identified Food & Beverage Manufacturing as one of the four (4) priority sectors in the City. The Objectives, Strategies and Actions that relate to food and beverage manufacturing are outlined below:

Dynamic & Diverse City: 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: Food & Beverage Manufacturing*
- *Strategy 1.4: Promote opportunity and collaboration across the sectors*
- *Strategy 1.5: Identify and promote local competitive advantages*
- *Action 1.1.1: Continue to support and promote the Food & Beverage Manufacturing sector;*
- *Action 1.1.2: Continue to host regular bus tours, initiatives and events that showcase the City's food and beverage offering;*
- *Action 1.1.3: Identify and work with local business operators that currently export or have the ambition to export; and*
- *Action 1.1.4 Advocate for the retention of existing zoning to protect the Food & Beverage Manufacturing sector.*

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

- *Strategy 2.4: Work with local business operators to strengthen the viability of precincts and enhance the customer experience.*

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

- *Strategy 3.1: Maximise new investment and growth opportunities*
- *Strategy 3.2: Recognise businesses and business sectors that make a significant contribution to the City*

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

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

- **South Australia Food and Beverage - Five Year Export Strategy (2022-2027)**

The food and beverage industry is a major economic driver for South Australia and exports of premium food and beverage products make a significant contribution year on year to the State's growth. In 2021, \$2.6 billion export revenue was generated by food and beverage products (excluding wine).

The objective of the five-year export strategy is to provide a simple roadmap for exporters and decision makers to determine where to export, why and how, while also recommending the priorities for resourcing and support.

- **South Australia's Small Business Strategy 2023-2030**

South Australia's Small Business Strategy 2023-2030 outlines how the Government's policies and programs will support and empower business owners to take their business to new heights. The strategy aims to create jobs, build the State's economy and most importantly future proof South Australia's 150,000 small businesses.

The strategy identifies twenty (20) initiatives that the State Government is undertaking over the next three (3) years to help address the themes identified by small businesses.

This Notice of Motion aligns with the following Theme and key initiatives:

Theme 6: Improving access to government services

Export Ready support – a range of supports are available to help small businesses explore, start and expand their exporting journey.

- *Export 101 – are you ready to start exporting?*
- *Export ready – taking the next step to exporting*
- *Export expansion – growing your export business to the next level*

FINANCIAL AND BUDGET IMPLICATIONS

There is no budget allocated to this project at this point in time. Should a decision be made to progress this project and the various initiatives, a budget that accurately reflects the scope will need to be allocated by the Council.

EXTERNAL ECONOMIC IMPLICATIONS

- **National Employment Growth in the Manufacturing Industry (November 2021 to November 2026)**

Each year the National Skills Commission releases the National Skills Commission (NSC) Employment Projections to provide a guide to the likely direction of the jobs market over the next five years. The latest data available is for the five years to November 2026.

Employment in manufacturing is projected to increase by 23,100 (or 2.7 per cent) over the five years to November 2026 and deliver the twelfth (12th) highest growth by industry contributor. Whilst the long-term decline in some manufacturing sectors is expected to continue, growth in other sectors, such as food manufacturing, is expected to remain robust and support an increase in employment for the industry over coming years as indicated in **Figure 2** below.

Overarching trends within the manufacturing industry, such as the shift to higher skilled employment and a resilient Food Manufacturing sector, are reflected at the occupational level. Employment is projected to increase strongly for Production Managers (up by 9,800 or 13.0 per cent), Food and Drink Factory Workers (up by 3,500 or 17.5 per cent) and Meat, Poultry and Seafood Process Workers (up by 2,700 or 13.8 per cent).

FIGURE 2: TOTAL NATIONAL EMPLOYMENT WITHIN THE MANUFACTURING SECTOR

Employment by sector, Manufacturing industry



- **Economic and Market Analysis**

In order to assist the Council in understanding the full extent of the economic implications, both positive and negative, it is recommended that a detailed economic and market analysis be undertaken. This would include an investigation into the highest and best use for each of the two (2) precincts, which will include a comparison of the Glynde and Stepney food and beverage manufacturing precincts with other similar precincts across the greater Adelaide region, the State and more broadly across Australia, as well as identify the level of demand for not only food and beverage manufacturing but also light industrial land more generally and the opportunity cost of retaining the precincts as employment land versus other land uses (ie uplift) or sacrificing employment land for residential, in the case of Stepney.

In addition, the analysis should include an examination of the economic impact that these two (2) precincts make to the local and regional economies, employment generation, value chain linkages, innovation and technology adoption, and overall growth potential. The following is a very general outline of the key components that should be included as part of the economic and market analysis.

1. **Contribution to GDP and Output:** Assess the gross domestic product (GDP) contribution of the food and beverage manufacturing precincts in Glynde and Stepney, to South Australia's economy compared to other food and beverage manufacturing precincts in the State. Calculate the total output and value added by these precincts, considering factors such as production, sales, and trade.
2. **Employment Generation:** In theory, the establishment of a food manufacturing precinct, would create a significant number of direct and indirect employment opportunities. From skilled positions in food production and quality control to logistics, administration, and maintenance roles, the precinct would cater to a diverse range of skill sets. This influx of jobs would contribute to reducing unemployment rates and boosting the local economy.

Future investigations undertaken by the Council should analyse the extent to which the Glynde and Stepney precincts could contribute to employment in the region and compare the increase in the food and beverage manufacturing with the loss of employment in other sectors in the precinct. The investigations should consider both direct employment within the food and beverage manufacturing sector and indirect employment resulting from supply chain linkages and related services.

3. **Skills Development:** If developed properly the Glynde and Stepney Precincts could serve as a hub for skills development and training in the food manufacturing sector. This supports the growth of a skilled workforce, aligning with industry trends and ensuring a steady supply of qualified professionals.
4. **Supply Chain and Linkages:** The establishment of a food and beverage manufacturing precinct encourages the integration of the entire food supply chain, from primary production to processing and distribution. This integration reduces supply chain inefficiencies, resulting in cost savings and improved resource utilisation.

Future investigations undertaken by the Council should examine the interconnections between the food and beverage manufacturing precincts and other sectors in the economy. It is envisaged that the Precinct's operations would stimulate economic activity through increased demand for goods and services. The detailed analysis should evaluate the multiplier effect, where investment within these precincts results in ripples through the economy, generating additional economic activity.

5. **Innovation and Research:** In theory, concentrating food manufacturing activities in a precinct encourages collaboration among companies and research institutions. Shared facilities and knowledge exchange promote innovation, leading to the development of new products, processes, and technologies that enhance the industry's competitiveness.

It is recommended that the Council investigate the role of innovation, research, and technology adoption within these precincts and analyse whether these precincts have the potential to act as innovation hubs, fostering the development of new food and manufacturing businesses (start-ups) or even locations for new food and beverage industry product development. As part of these investigations, any gaps in the South Australian market can be identified.

6. **Export Opportunities and Trade:** High-quality food products produced within the precinct, could be exported to international markets, leveraging South Australia's reputation for clean, safe, and sustainable practices. This expansion of export markets enhances the state's trade balance and attracts foreign investment.

A critical component of any future investigations will be the need to assess the extent to which the businesses within these two (2) precincts could realistically contribute to South Australia's export earnings and trade balance, as well as their potential for growth in foreign markets. In investigating this component, consideration should be given to the capacity of the Glynde and/or Stepney precincts and more specifically, the businesses themselves, to accommodate growth, which will enable the volume of production required for foreign markets.

7. **Investment and Capital:** The presence of a well-equipped food manufacturing precinct has the potential to attract domestic and foreign investment, as well as State and Federal Government funding. Businesses looking to establish or expand operations in South Australia are more likely to invest in areas with specialised infrastructure that can streamline their production processes. While the size of the Glynde and Stepney precincts may preclude any large-scale investment, these precincts could attract smaller scale opportunities.

Determining the level of private and public investment required to protect these precincts for light industrial/manufacturing and more specifically for the expansion of food and beverage manufacturing in these precincts is important. Understanding the extent of capital required will assist the Council to identify and target potential sources of funding, including State and Federal Government partnerships, government grants, industry partnerships, and private investments.

8. **Infrastructure:** Evaluate existing infrastructure and identify the upgrades that are required to accommodate the potential land uses and vehicles that will support the efficient functioning of these precincts. Assess whether there are any bottlenecks or limitations that could hinder growth.
9. **Sustainability and Environmental Impact:** Consider the environmental sustainability practices adopted by the businesses in these precincts. Examine existing and potential solutions to minimize waste, energy consumption, and environmental impact.
10. **Local Community Impact:** Assess the effects of these precincts on the local communities, including both positive and negative impacts, including job opportunities for local residents, and potential strains on local resources and any potential interface issues between the surrounding residential areas and the operations on the employment land.
11. **Barriers to Growth:** Identify any challenges or barriers that could hinder the growth of food and beverage manufacturing in these precincts – including regulatory requirements, gaps and/or shortage in the skilled workforce, access to financing, or market volatility, competition and general demand. As part of this analysis, consideration should also be given to the current zoning and its opportunities and constraints.
12. **Comparative Analysis:** Compare the performance and potential of the business in these precincts with food and beverage manufacturing in other similar precincts across South Australia and more broadly Australia.
13. **Future Growth Potential:** The detailed analysis, will also need to project the future growth potential for these precincts and should consider factors such as emerging market trends, technological advancements, and changing consumer preferences, as well as competing demands on the land use based on the location of the precincts. It is anticipated that Stepney's close proximity to the CBD will highlight competing demands for the land.

Given the specialised nature of a large component of the economic and market analysis required to provide the Council with a comprehensive assessment to determine the potential for the food and beverage manufacturing precincts in Glynde and Stepney, a suitably qualified consultant will need to be commissioned to undertake the work.

The results of this study should also determine if there really is a demand and what that demand looks like. It may be that these precincts need to continue as mixed use or simply light industrial precincts rather than for food manufacturing. The results of the analysis may also highlight a gap in the market that would be suitable for the City of Norwood Payneham & St Peters to adopt.

It is envisaged that a study of this nature would cost in the vicinity of \$50,000, depending on the level of detail.

RESOURCE ISSUES

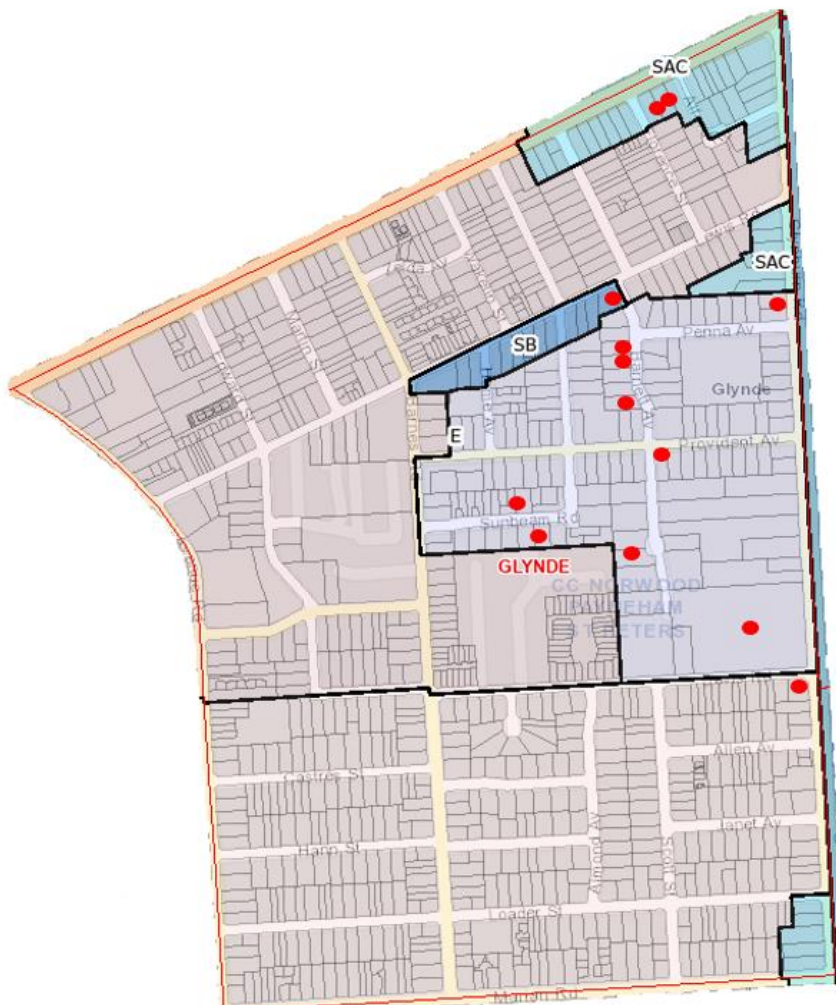
Given the extent of the work required to bring this project to fruition, it is envisaged that a range of consultants will need to be engaged to deliver the various components, ranging from the preliminary investigations through to the detailed masterplans. Council staff will manage the consultants and oversee the delivery of the overall project.

DISCUSSION

- **Glynde**

The Glynde Precinct is located in the north eastern section of the City of Norwood Payneham & St Peters, approximately 8 kilometres northeast of the Adelaide Central Business District. It comprises of a range of light industrial and manufacturing uses, which are concentrated within the area bounded by Lewis Road to the North, Glynburn Road to the East, Davis Road to the South and Barnes Road to the West, as indicated below in **Figure 3**. Glynde is well-positioned with good transport links to the City and other parts of Adelaide. Glynde is accessible via major roads such as Payneham Road, Glynburn Road, and Lower North East Road. The top three (3) business sectors in terms of the number of businesses in the Glynde Precinct are Construction, Rental, Hiring & Real Estate Services, with manufacturing sitting at number eight (8), and accounting for 6.85% of the total land uses in the Precinct. Of the total 6.85%, food and beverage manufacturing accounts for 2.74%.

FIGURE 3: LOCATION OF FOOD AND BEVERAGE MANUFACTURING BUSINESSES IN GLYNDE



Zoning

The State-wide *Planning & Design Code* came into effect on 19 March 2021.

The predominant zoning in both the Stepney triangle and Glynde is the Employment Zone, an enabling zone for a range of land use activities, including light industry (manufacturing) and larger scale shops (if on an arterial road). The Employment Zone has been applied to all areas across the State with a mix of industrial and commercial land uses, including large-format retail showrooms.

The Glynde and Stepney precincts were converted from the former Light Industry Zone within the Norwood Payneham and St Peters Development Plan in 2021, to the Employment Zone, through the introduction of the *Planning & Design Code*.

The Employment Zone has two 'Desired Outcomes' as follows:

DO 1 A diverse range of low-impact light industrial, commercial and business activities that complement the role of other zones accommodating significant industrial, shopping and business activities.

DO2 Distinctive building, landscape and streetscape design to achieve high visual and environmental amenity particularly along arterial roads, zone boundaries and public open spaces.

A range of employment generating land uses such as light industrial, service trade, motor repair and other compatible businesses servicing the local community that do not produce emissions that would detrimentally affect local amenity are the uses envisaged in the Employment Zone including (but not limited to):

- Consulting room
- Indoor recreation facility
- Light industry
- Motor repair station
- Office
- Place of worship
- Research facility
- Retail fuel outlet
- Service trade premises
- Shop
- Store
- Telecommunications facility
- Training facility
- Warehouse

The majority of the food and beverage associated businesses in Glynde and Stepney comprise 'Light Industry' land uses, a term defined in the Code as follows:

Light Industry means an industry where the process carried on, the materials and machinery used, the transport of materials, goods or commodities to and from the land on or in which (wholly or in part) the industry is conducted and the scale of the industry does not:

- a) *detrimentally affect the amenity of the locality or the amenity within the vicinity of the locality by reason of the establishment or the bulk of any building or structure, the emission of noise, vibration, smell, fumes, smoke, vapour, steam, soot, ash, dust, waste water, waste products, grit, oil, spilled light, or otherwise howsoever; or*
- b) *directly or indirectly cause dangerous or congested traffic conditions in any nearby road.*

The application of this zone over the Glynde and Stepney areas, is considered suitable in theory as the most appropriate zone to support the protection and encouragement of new food and beverage manufacturing businesses.

However, while Light Industry is a key use within the Employment Zone, the zone is not inclusive to these types of land uses and as the envisaged land use list indicates, a range of other land uses are permitted.

While the introduction of the *Planning & Design Code* has simplified the State-wide planning policy, the result is more genericised policy which, while facilitating flexibility and perhaps more market driven development outcomes, has diluted planning policy such that the Glynde and Stepney Employment Zone is no different to any other Employment Zone across the State and does not offer any tailored policy seeking to encourage food and beverage manufacturing businesses. As such, land uses are predominately dictated by market forces which if left unchallenged, will over time be saturated with retail, office, commercial and residential land uses.

A map showing the extent of the Employment Zone and the surround commercial business zones in Glynde is contained in **Figure 4**.

Restricted Land Uses

The only Restricted form of land use in the Employment Zone is certain types of shops. However, a shop which is less than 1,000m² gross leasable area, or a shop that is defined as a Bulky Goods Outlet, can not be restricted and could readily gain approval in the Employment Zone.

As such, subject to market driven demand, retail shops could ultimately pose a threat to the Glynde and Stepney business areas, while modest retail which supports and is in association with the food and beverage manufacturing businesses is positive and suitable, large format retail “invasion” could greatly impact these areas.

Notwithstanding this, the zone does encourage bulky goods outlets and standalone shops to be located on sites with a frontage to a State maintained road (ie Glynburn Road), providing some protection to the internal area of the Zone. However, given that the Glynde Precinct does not have a large footprint, such encroachments will result in a significant loss of valuable light industrial land to bulky goods/retail development.

Options to resolve this could include the Council engaging with the State Government to have additional land uses listed as Restricted within the Zone, particularly if a pattern of Development Applications seeking land uses which undermine the food and beverage activities are becoming apparent.

In addition to retail, residential land uses (dwellings, apartments, etc) are not listed as restricted in this Zone. While the nature of Employment Zones, as it applies to Glynde, is such that it is unlikely that residential development would pose a threat to the activities within the Zone, firming up the Restricted list within the Zone may offer greater protection long term. However, the risk of residential development in Stepney is however much greater, particularly given the State Government’s identification of Stepney as a Strategic Infill location. Establishing clear clarity regarding the future vision of Stepney is therefore critical.

Creation of a Sub-Zone

Another option which could be explored, is the creation of a sub-zone within the Employment Zone, which promotes the food and beverage manufacturing activities to a greater degree than the generic Zoning policy does.

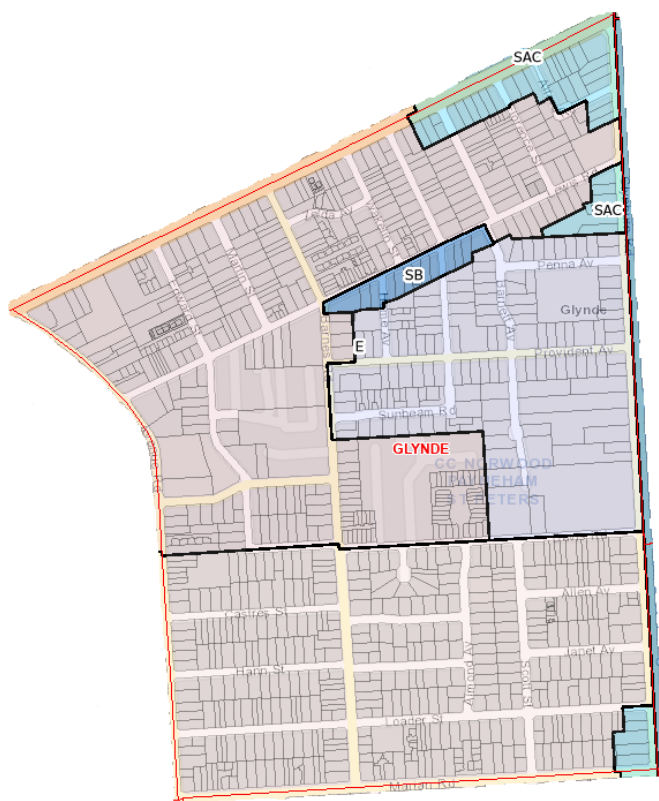
There are currently two sub-zones within the Employment Zone namely the:

- Retail Activity Centre Sub-zone – which applies to specialist activity centres that comprise large format retail and commercial activities which complement the principal land uses desired in the zone and the role of other zones accommodating significant shopping, business and commercial activities; and
- Roadside Service Centre Subzone – which seeks provision of services and facilities to cater for the needs of road users, particularly on long journeys.

The general approach from the State Government has been to limit the creation of Sub-Zones unless they are clearly justifiable, so further analysis would be needed to better understand the likelihood of such a sub-zone being supported and what type of unique policies might be included to distinguish it from the rest of the Employment Zone.

In order to commence discussions with the State Government regarding amending the zoning to provide greater certainty for the envisaged land uses within the Glynde and Stepney, a letter has been sent to the State Planning Commission, seeking early advice from the Commission as to how it thinks the Planning and Design Code may be used to increase certainty and long-term investment for a particular industry sector, in this instance, the food and beverage manufacturing sector. A copy of the letter is contained in **Attachment A**.

FIGURE 4: ZONING IN GLYNDE



Land Use

In order to understand the existing business mix within the Employment Zone in Glynde, a land use survey has been undertaken. The results of the land use survey are outlined below in **Tables 1, 2 and 3**. In summary, there are twelve (12) food and beverage manufacturing businesses within the Glynde Precinct, representing 10.8% of all businesses. In comparison there are 15 car related businesses within the same Precinct.

TABLE 1: GLYNDE BUSINESS MIX ANALYSIS (111 Total Businesses)

Category	Number	%
Professional	48	43.2
Retail	47	42.3
Medical, Health & Wellbeing	6	5.4
Dining & Entertainment	6	5.4
Community	2	1.8
Hair/Beauty	2	1.8
Training/Employment	0	-

TABLE 2: GLYNDE BUSINESS MIX ANALYSIS – BREAKDOWN OF PROFESSIONAL & RETAIL CATEGORIES

Sub-Category	Number	%
Professional – Technical	48	100
Retail - Product	47	97.9
Retail - Clothing	1	2.1

TABLE 3: GLYNDE FOOD, BEVERAGE & CAR RELATED BUSINESS BREAKDOWN

Category	Number	% of total businesses in Glynde
Food or Beverage Manufacturer	12	10.8
Food or Beverage Retail (with no manufacturing in NPSP)	5	4.5
Car	15	13.5

Notes:

Food or Beverage Manufacturer - A business that actively produces a product that is either sold on-site or via another method. Food or Beverage manufacturing businesses are generally identified as a Retail – Product business (i.e. Menz), however some are identified as a Dining & Entertainment business as well (i.e. Pasta Deli).

Food or Beverage Retail (with no manufacturing in NPSP) - These businesses are generally food or beverage related businesses such as cafes and hotels for example where manufacturing does not occur at all or on-site within the City of Norwood Payneham & St Peters, however food and/or beverage is their primary offering (i.e. Glynde Hotel, Provident Snack Bar).

Car - This refers to any business that deals with vehicles, whether it is repairs, car detailing, tuning or retrofitting.

**Note: The reference to Glynde does not refer to the whole suburb, instead it refers to the business precinct as identified by the zoning.*

Outlined below in **Table 4**, is a snapshot of some of historical Development Applications relating to some of the current crash repairers in Glynde. The age of some of these businesses will make it difficult to address some of the ongoing issues.

TABLE 4: HISTORICAL DEVELOPMENT APPLICATIONS FOR CURRENT SITES OF SOME CRASH REPAIRERS IN GLYNDE

Location	Description	Outcome
39 Provident Avenue, Glynde	N/A	Refused 2001
14 Penna Avenue, Glynde	Carport Extension	Approved 2005
14 Penna Avenue, Glynde	Carport	Approved 1993
14 Penna Avenue, Glynde	Factory Extension	Approved 1971
27-29 Barnett Avenue, Glynde	Workshop Extensions	Approved 1980
27-29 Barnett Avenue, Glynde	Industrial Factory	Approved 1970
27-29 Barnett Avenue, Glynde	Workshop	Approved 1974

Infrastructure

One of the Council's asset-related objectives is to replace all asphalt footpaths within the City with brick-paved footpaths. Over the years, the Council has introduced a rolling program of asset renewal to replace asphalt footpath across the City. Due to the existing challenges in the industrial area of Glynde, this area has been excluded from this asset renewal program. In respect to Glynde, a decision has been made to defer the asset renewal program until the on-street parking issue in this Precinct is resolved. Consequently, minimal renewal work has occurred in this Precinct and any civil works has been based on ad-hoc maintenance works rather than renewal works. Failure to address the on-street parking issue has meant that any potential streetscape upgrade projects, where invariably multiple asset classes (road, kerb, footpath, street lights, traffic control devices, stormwater) are renewed/upgraded in a consolidated project has not been able to occur.

Not addressing the compounding issues that are present in Glynde, together with a reluctance to upgrade and invest in infrastructure, will result in a significant amount of work and investment required by the Council to bring the Precinct to an acceptable standard and one that can accommodate a greater number of larger scale businesses.

Streetscape

There is a wide variation in tree canopy cover from suburb to suburb, ranging from as low as 12.35% in Glynde, 20.1% in Stepney to 35.2% in College Park. This distribution of tree coverage across the City is useful for identifying priority areas for future tree plantings and streetscape upgrade projects. The Council's objective is to increase canopy cover across the whole City.

Since the endorsement of the Council's *Tree Strategy*, the Council has prioritised tree planting in suburbs with low levels of canopy cover by filling in the gaps along each street, where possible. Whilst Glynde is recognised as an area with significant opportunity for tree planting and greening generally, the high concentration of commercial and light industrial land uses with warehousing and car parking covering large proportions of the area, means that any impact will need to be focussed on Council owned land. However, the biggest challenge for the Council in Glynde is that there are very few footpaths currently able to accommodate tree planting or any landscaping. Therefore increasing canopy cover in this area will be difficult without major modifications to the road design or significant changes to the land uses.

Traffic

The Glynde precinct is at the interface of residential and light industrial land uses and as a result, concerns are raised regarding heavy vehicles travelling through the residential streets.

Due to the distance from shops, services, bus routes, facilities and the Adelaide CBD, residents who live in and employees that work in Glynde, tend to rely on their private motor vehicle as their transport choice. It is likely that traffic in the streets of Glynde will be compounded, with future developments along Glynburn Road, such as Aldi and Bunnings.

In 2022, the Council engaged Stantec to undertake a Traffic Study within the suburbs of Glynde, Payneham, Firle, Trinity Gardens and St Morris. The findings and recommendations in relation to the Glynde industrial precinct are outlined below:

Findings:

- Barnes Road carries high traffic volumes, high percentages of heavy vehicles and is a main collector street;
- Davis Road and Lewis Road carry relatively high traffic volumes;
- it is likely that traffic in the streets of Glynde will increase further, with future developments along Glynburn Road, such as Aldi and Bunnings; and
- the Glynde precinct is at the interface of residential and light industrial land uses and as a result, residents are concerned about the high percentage of heavy vehicles through the residential streets.

Recommendations:

- implement 40km/h speed limit (currently underway);
- traffic calming measures a priority along Barnes Road (designs to be undertaken this financial year); and
- investigate traffic calming measures in the streets in the Glynde light industrial area (Lewis Road, Penna Ave, Bartlett Ave), in coordination with future developments such as Aldi and Bunnings.

Parking

Many of the existing businesses in Glynde do not provide sufficient off-street parking to cater for their needs, which means that a large portion of their parking needs, as well as their operating needs, are transferred onto the streets of Glynde. This has resulted in not only a lack of on-street parking availability during business hours, but a lack of permeability through the industrial precinct, safety issues for pedestrians and drivers and a reluctance from the Council to undertake enforcement due to the historical operation of many of these businesses, many of which predate the current planning system.

The biggest challenge for the Council is that many of these businesses' pre-date a full planning assessment and have no approval or no conditions requiring carparking. In order to address this historical problem, intervention will be required to make this Precinct customer and business friendly. The appropriate course of action to rectify this issue will be dependent on the Council's endorsed vision for the Precinct.

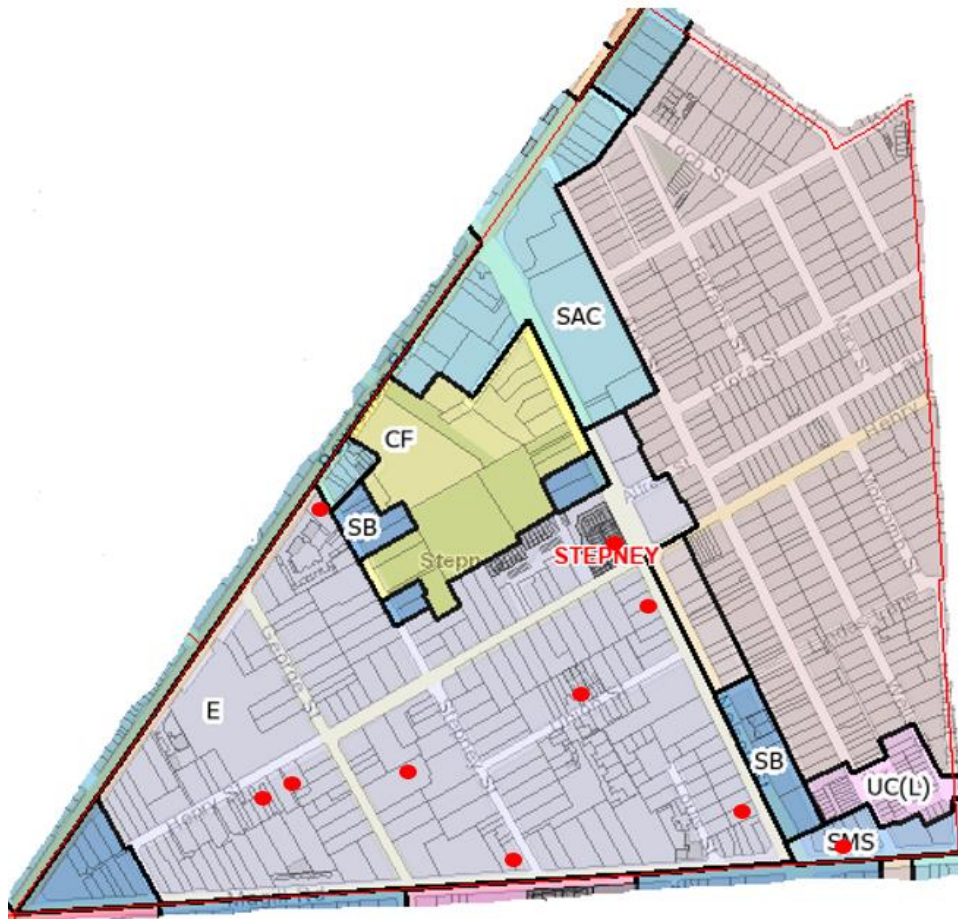
- **STEPNEY**

The Stepney Triangle is located approximately two (2) kilometres from the Adelaide Central Business District and is bounded by Magill Road on the southern side, Nelson Street on the eastern side and Payneham Road along the north western side.

The business mix in Stepney comprises of Rental, Hiring & Real Estate Services, Construction and Professional, Scientific & Technical Services, with Food and beverage manufacturing accounting for 1.22% of the total 5.04% of manufacturing in Stepney

For the purposes of these investigations, the Stepney triangle included the businesses on both sides of Nelson Street. **Figure 5** shows the location of the food and beverage manufacturing businesses.

FIGURE 5: LOCATION OF FOOD & BEVERAGE BUSINESSES IN STEPNEY

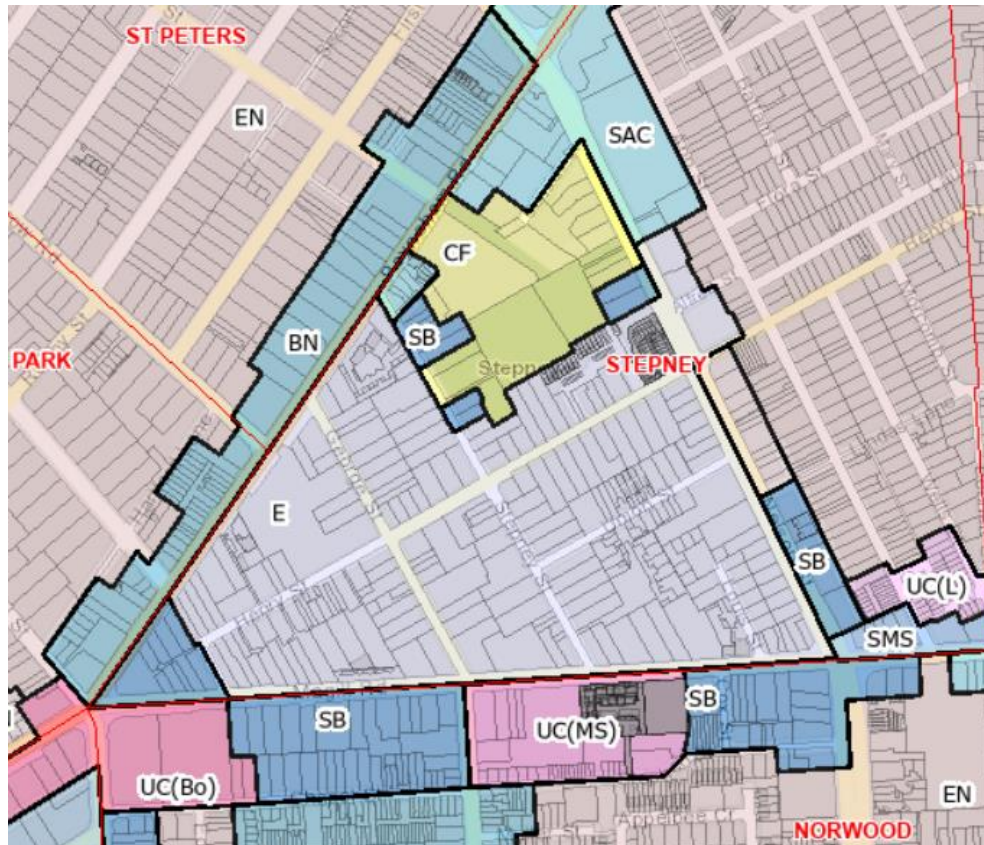


Zoning

Similarly to Glynde, the Stepney Precinct is also predominately zoned Employment Lands to reflect the range of uses in the Precinct.

A map illustrating the zoning within the Stepney triangle is contained in **Figure 6** below.

FIGURE 6: STEPNEY ZONING MAP



Land Use

Similarly to Glynde, a land use survey of the Employment Zone and neighbouring zones has been undertaken. A summary of the results are contained in **Table 5, 7** and **7** below. Of the 2023 businesses in the Stepney precinct, 4.4% or nine (9) businesses are food and beverage manufacturing businesses.

TABLE 5: STEPNEY BUSINESS MIX ANALYSIS (203 Total Businesses)		
Category	Number	%
Professional	77	37.9
Retail	71	35
Medical, Health & Wellbeing	21	10.3
Dining & Entertainment	18	8.9
Community	9	4.4
Hair/Beauty	7	3.4
Training/Employment	0	-

TABLE 6: STEPNEY BUSINESS MIX ANALYSIS – BREAKDOWN OF PROFESSIONAL & RETAIL CATEGORIES

Sub-Category	Number	%
Professional – Technical	67	87
Professional – Financial	8	10.4
Professional – Real Estate	2	2.6
Retail - Product	66	93
Retail - Clothing	5	7

TABLE 7: STEPNEY FOOD, BEVERAGE & CAR RELATED BUSINESS BREAKDOWN

Category	Number	% of total businesses in Stepney
Food or Beverage Manufacturer	9	4.4
Food or Beverage Retail (with no manufacturing in NPSP)	20	9.9
Car	10	4.9

Notes:

Food or Beverage Manufacturer - A business that actively produces a product that is either sold on-site or via another method. Food manufacturing businesses are generally identified as a Retail – Product business (i.e. Quinzi's), however some are identified as a Dining & Entertainment business as well (i.e. Little Bang).

Food or Beverage Retail (with no manufacturing in NPSP) - These businesses are generally food or beverage related businesses such as cafes and hotels for example where manufacturing doesn't occur at all or on-site within the City, however food and/or beverage is their primary offering (i.e. Maid Hotel, Cibo).

Car - This refers to any business that deals with vehicles, whether it is repairs, car detailing, tuning or retrofitting.

**Note: The analysis of Stepney refers to all businesses within suburb of Stepney.*

Outlined below in **Table 8**, is a snapshot of some of historical Development Applications relating to some of the current crash repairers in Stepney.

TABLE 8: HISTORICAL DEVELOPMENT APPLICATIONS FOR CURRENT SITES OF SOME CRASH REPAIRERS IN STEPNEY

Location	Description	Outcome
27 George Street, Stepney	To erect a carport at the front of the existing workshop	Approved 1998
27 George Street, Stepney	Erect carport	Approved 1995
27 George Street, Stepney	Additions to the office and amenities area	Approved 1986
27 George Street, Stepney	Alterations and additions to workshop	Approved 1985
17 Magill Road, Stepney	Freestanding carport	Approved 2005
17 Magill Road, Stepney	To erect a spray-painting booth in association with an existing crash repairer	Approved 1995
17 Magill Road, Stepney	Crash repair business	Approved 1976

Infrastructure

Unlike Glynde, the condition of the infrastructure in Stepney is quite good with regular maintenance and upgrades undertaken.

There are no infrastructure assets scheduled for renewal in Stepney in the Council's 2023-2024 Capital Works Program.

Streetscape

Unlike Glynde, there are pockets within Stepney where the streetscape is more aesthetically pleasing, however the tree canopy cover is still quite low. While the Council has intentions to increase the tree canopy cover, it is not always possible. It is worth noting that a significant portion of the land consists of properties tightly packed with buildings, expansive car parks, narrow streets, and pockets/sections of residential areas. This urban layout will be challenging in achieving a canopy cover exceeding 20% in Stepney. Like Glynde, during the structure planning and masterplanning stage for Stepney, the Council could develop strategies on where to focus tree planting and enhance the overall quality of the urban environment.

Traffic

Stepney, west of Nelson Street is bound by busy arterial roads on all three sides. Its close proximity to the Adelaide CBD, numerous public transport routes, a variety of employment opportunities, shops, services and entertainment, as well as Linde Reserve means that people tend to rely less on private motor vehicles and more on walking, cycling and public transport. Similarly to Glynde, the width of the streets do in some cases cause some issues, particularly for larger vehicles. Overall the permeability through Stepney is far greater than in Glynde.

In 2019, the Council appointed Tonkin (Consultants) to develop a Local Area Traffic Management (LATM) Plan for the suburbs of Stepney, Maylands and Evandale. The findings and the recommendations in relation to the Stepney Triangle (ie the south western quadrant bound by Nelson, Payneham & Magill Roads) are outlined below.

Findings:

- concern with lack of capacity in the arterial roads and therefore 'through' traffic using local streets;
- characterised by narrow streets, narrow footpaths and largely commercial/industrial land uses;
- traffic volumes and speeds were not considered excessive;
- high percentage of 'through traffic' in the AM and PM peaks along Henry Street;
- high percentage of commercial vehicles;
- 40km/h speed limit; and
- citizens raised concerns regarding vehicle speed along Henry Street at the interface between vehicles and pedestrians at the St Peters Child Care Centre & Preschool. However this claim has not been backed up by data.

Recommendations:

Several options for improvement in Henry Street (near St Peters Child Care Centre & Preschool) were considered but found to be not feasible due to the constraints of the narrow road width, narrow footpath, stormwater concerns and limited parking.

Parking

As a result of the greater range of land uses in Stepney and the fact that many sites do have some degree of on-site parking, there is less pressure placed on the streets of Stepney than Glynde.

- **Combined Glynde & Stepney Business Analysis**

Tables 9, 10 and 11 provide a summary of the combined business mix on both Glynde and Stepney.

Summary of key findings:

- Food manufacturing businesses account for a very small percentage of total businesses, both within each individual suburb and combined.
- Knowledge based businesses dominate (design, engineering, building/construction etc).
- Stepney has more businesses associated with food and beverage than Glynde, although a lot of these businesses are not directly associated with manufacturing.

- Both Glynde and Stepney have more businesses associated with vehicles and everyday population serving uses than the number of food and beverage manufacturers.
- Stepney has a more diverse business tenancy mix although both precincts rely heavily on the top 2 industries of Professional and Retail.

TABLE 9: COMBINED GLYNDE & STEPNEY BUSINESS MIX ANALYSIS (314 Total Businesses)

Category	Number	%
Professional	125	39.8
Retail	118	37.5
Medical, Health & Wellbeing	27	8.6
Dining & Entertainment	24	7.6
Community	11	3.5
Hair/Beauty	9	2.8
Training/Employment	0	-

TABLE 10: COMBINED GLYNDE & STEPNEY BUSINESS MIX ANALYSIS – BREAKDOWN OF PROFESSIONAL & RETAIL INDUSTRIES

Sub-Category	Number	%
Professional – Technical	115	92
Professional – Financial	8	6.4
Professional – Real Estate	2	1.6
Retail - Product	112	94.9
Retail - Clothing	6	5.1

TABLE 11: COMBINED GLYNDE & STEPNEY FOOD, BEVERAGE & CAR RELATED BUSINESS BREAKDOWN

Category	Number	% of total businesses in Stepney
Food or Beverage Manufacturer	21	6.7
Food or Beverage Retail (with no manufacturing in NPSP)	25	7.9
Car	25	7.9

- **Comparison With Other Precincts**

In order to better understand food and beverage manufacturing precincts, some analysis of existing precincts located through Australia and investigated some of the existing precincts within the Greater Adelaide Region, as Glynde and Stepney's potential competition has been undertaken. This information will hopefully provide some guidance to the Committee and the Council, on what level of commitment (in terms of resources, time and budget) will be required should the Council resolve to progress this initiative.

Central Coast Food Manufacturing Precinct

In 2018, a Memorandum of Understanding (MOU) was established between Regional Development Australia Central Coast (RDACC), Central Coast Industry Connect (CCIC) and the University of Newcastle (including the Newcastle Institute for Energy and Resources), to build the Central Coast's reputation as an internationally renowned centre of excellence in food innovation. Food and beverage manufacturing in the Central Coast currently contributes approximately \$1.4B in output to the region.

One of the key deliverables of this project, is the construction of a purpose-built facility to house scale up food businesses, a range of pilot facilities and a skills hub servicing the local food and beverage manufacturing sector. This facility is designed to grow the local food sector and attract food manufacturers from outside the region.

To deliver its overall objective of becoming a major contributor to the national food processing industry by becoming a competitive food manufacturing and innovation destination, the CCIC is also working with Star Scientific on hydrogen to produce heat for food processing and undertaking investigations on the industry's food and trade waste.

In order to enable the project, which has been five (5) years in the making, a strategic business case for the hub was developed by CCIC late last year with the assistance of Food Innovation Australia Limited and major industry partner TrendPac. The business case received support from regional stakeholders including Regional Development Australia Central Coast, the University of Newcastle and major food manufacturing companies Sara Lee, Mars Food, Sanitarium and Agrana Australia.

In October 2022, as part of its Budget, the Federal Government announced an allocation of \$17.2 M for the establishment of a Food Manufacturing and Innovation Hub at Lisarow. The Federal funding was a result of extensive lobbying of all levels of government, with support finally being obtained from the Local Member for Dobell and then Shadow Minister for Industry and Innovation.

Latrobe City Food Manufacturing Precinct

As part of its 2021-2022 Budget, the Victorian State Government announced \$10 million to fast track the Latrobe City Food Manufacturing Precinct in Morwell. The \$10m will be used to upgrade the infrastructure required to service the delivery of the precinct.

The funding is a result of a comprehensive budget submission and many years of advocacy from the Council, to enable the development of a number of priority precincts.

In this example, the Council had the foresight to designate the 89-hectare precinct for future food manufacturing adjacent to the existing Bega Cheese manufacturing plant. As a result the precinct has the capacity to accommodate up to 44 prime industrial lots and provides a high quality 'modern' industrial development. It has the potential to support 1700 ongoing manufacturing jobs once up and running.

Once established, the Council will work with Food and Fibre Gippsland to deliver the precinct and secure appropriate tenants to assist with the growth and diversification of the Latrobe City economy.

Food Innovation Precinct Western Australia (FIPWA)

At the 2023 National Economic Development Conference (NEDC), the Shire of Murray received the national award for Excellence in Economic Development Through Partnerships & Collaboration for establishing the Food Innovation Precinct Western Australia (FIPWA).

The FIPWA, which was launched in early 2023, is a state-of-the-art facility fostering industry innovation to drive business growth, develop new products and exports, and transform Western Australia's food and beverage manufacturing industry. The precinct includes a food and beverage production centre with a food technology facility, an innovation centre and a research and development centre.

The FIPWA is Western Australia's only centre for agri-food innovation excellence and offers businesses opportunities to network, support in expanding into domestic and international markets, access to food researchers and product development experts, connections to tertiary learning facilities, product development, as well as a host of other services.

It has been described by the Shire of Murray as a "game changer" for the Peel region, as its intent is to further enhance the agricultural food sector through economic value addition and also as a mechanism to grow the much-needed human capital. One of the Shire of Murray's key goals is to delivery industry diversification in the hope that it will drive long term opportunities for the Shire. It is expected to bring a billion-dollar boost to Western Australia by enabling up to \$330 million in the food and beverage sector, and another \$737 million into the wider economy over the next five (5) years.

The FIPWA was only possible through the multiple partnerships and collaborations, which included \$21.75 million from the Australian Government and \$45 million from the Western Australian Government. Following the success of working with partners and collaborators to develop and deliver on FIPWA, the Council is now focusing on the next stage of growth and innovation, which includes exploring the feasibility of creating a commercial scale Murray Future Foods Facility.

Edinburgh Parks – Northern Adelaide Food Park

The Northern Adelaide Food Park is located in the City of Salisbury and is a State Government initiative to establish the State's premium food processing and precinct in Edinburgh Parks.

Edinburgh Parks is considered to be one of Australia's largest and most advanced industrial precincts, with approximately 600 hectares of fully develop land available. It is home to a range of industry sectors including food, logistics, manufacturing, resource services and defence. Edinburgh Park offers fully developed commercial and industrial sites with access to recycled water and all essential services.

The primary objective behind the establishment of the Northern Adelaide Food Park, is to grow the food industry in South Australia and maximise the advantages of South Australia's reputation for premium food and wine. The State Government has established Food Park to create opportunities for businesses to co-locate and enable both new and existing food and beverage processors, manufacturers, food packaging specialists, cold-chain suppliers and logistic and transport companies to expand and grow.

To put things into perspective, Edinburgh Parks is a \$1.9 Billion investment and comprises of four precincts, designated for aerospace and manufacturing, defence technology, logistics support and automotive industries. The industrial blocks are considered to be some of the best value industrial land in Australia. The allotments range from 2,500 square metres to 10 hectares and greater. All allotments are fully serviced with industrial grade roads, three-phase power, potable and non-potable water, sewerage and communications provided to the boundary. To further encourage investment, the City of Salisbury confidently promotes its commitment to work with Renewal SA to provide practical and timely development approvals.

Examples of some of the businesses that have invested in Edinburgh Parks include La Casa Del Formaggio, which has only recently relocated from Glynde – investing \$35m for its new facility and Ingham, which has invested \$100 million in its new food processing facility.

The establishment of Edinburgh Park, has taken the City of Salisbury and the City of Playford working with the State Government, close to 15 years to get the project to this stage, with one of its clear advantages being that it is a "greenfield" site.

Edwardstown Employment Precinct

The Edwardstown Employment Precinct is the economic engine room of the City of Marion economy. It is host to over 4,500 jobs over 1,800 businesses and generates \$1B into the City's economy.

Following the closure of Mitsubishi Motors, the region was left with a large vacant footprint as well as a range of diverse small-scale manufacturers with unique capabilities that were not leveraging on emerging and innovative technology, or collaborating with other businesses to respond to the challenges.

The City of Marion recognised that the future of manufacturing was a major concern for business, employment and the local economy, which led to a four-year commitment by the Council to deliver the Revitalisation of the Edwardstown Employment Precinct. This project commenced in 2018 and formed part of the City of Marion's four-year Business Plan. Each year a twelve (12) month action plan was created to revitalise the precinct in relation to access, amenity and activation.

The project's objectives included: to foster local commercial activity and business prosperity, improve visual amenity of the precinct, present increasing employment opportunities in the area and support economic growth.

To support the delivery of this project, several studies were undertaken, some of which include; identifying and understanding the manufacturing ecosystem, capability mapping of the Edwardstown and Tonsley Precincts, followed by a strategic recommendations report and an Economic Activation of Precincts Report, prepared by Flinders University's Australian Industrial Transformation Institute. The Council's commitment, which was displayed through significant budget allocation and dedicated resources, assisted the Council to receive State Government funding to enable these initiatives to occur.

To support and showcase the efforts of this project and to continue to promote business, an Edwardstown brand and website has been developed. The website includes information about the project, business information, the local economy, zoning and investment opportunities, as well as recognition initiatives such as the Business Awards.

Seaford Industrial Park

The 30-hectare Seaford Industrial Park, which was originally established in 2004, is located on the southern side of Seaford Road. The Industrial Park, which was established with the assistance of a \$10 million investment from Renewal SA was originally created to provide industrial land to support the food and wine businesses with links to the McLaren Vale.

The vision for the Seaford Industrial Park was to provide serviced industrial land for small to medium sized businesses, with most sites averaging approximately 2,000sqm in size. Since its establishment some of the sites have been subdivided into smaller strata title units to cater for a range of different uses.

In reality, very few businesses within the Seaford Industrial Park are related to the food and wine industry, with many of these types of businesses preferring to locate adjacent to the winery or within McLaren Vale. Interestingly the current primary uses of the Seaford Industrial Park are motor vehicle repairs, small manufacturers, primarily related to the domestic building industry, trade and storage premises, generally catering for the local population the expanding southern suburbs within the City of Onkaparinga. Which is also how it has been classified in the *Greater Adelaide Regional Plan – Discussion Paper*.

An Employment Lands Analysis that was produced by JLL for the City of Onkaparinga in 2015, showed that larger businesses with links to the food and wine industries have tended to gravitate towards the Barossa Valley rather than the southern region of Adelaide.

The Seaford Industrial Park is an example of where a fit for purpose precinct does not always attract the businesses it was designed for.

- **Changing Landscape of Glynde and Stepney**

The Council's *Food Secrets* initiative was originally launched in 2015, with the *Food Secrets of Glynde* publication and associated events and initiatives. The objective behind the initiative was to showcase the food manufacturing businesses in the Glynde precinct. This was subsequently followed by the release of the *Food Secrets of Stepney* publication in 2018, which included the food manufacturing businesses in Stepney. Over the last eight (8) years, these precincts have seen a change in the number of businesses with a general decline in the number of food manufacturing businesses and an increase in the number of beverage manufacturing businesses. **Table 12** compares the food manufacturing businesses in 2023 with those in 2015.

TABLE 12: COMPARISON OF GLYNDE & STEPNEY FOOD MANUFACTURING BUSINESSES IN 2017 AND 2023

2015	2023
1645 Coffee Roasters	1645 Coffee Roasters
AR Premium Foods	Doughnut World
Avanti Pasticceria	L'Abruzzese Pasta
Bread Garden Bakery	Kimchi Club
Flashengeist	Menz
Gelato Bello	Pasta Deli
International Tastes	Moo Premium Foods
Komplete Food Services	Avanti Pasticceria
L'Abruzzese Pasta	Gelato Bello
La Casa Del Formaggio	Quinzi's Confectionery
Moo Premium Foods	Heidelberg Cakes
Nuts About Food	Rio Coffee
Quinzi's	
Heidelberg Cakes	
Rio Coffee	
Robern Menz	
Pasta Deli	
TOTAL 17	TOTAL: 12

Note: red text indicates the business that have left the Council area between 2017 and 2023 and green text identifying the new food manufacturing businesses

La Casa Del Formaggio

Output data represents the gross revenue generated by businesses and organisations. The total output estimate for Norwood Payneham & St Peters is \$7,409.170 million. Of this, the manufacturing sector contributes \$799,553 million (10.8%) of total output, with food product manufacturing and beverage product manufacturing making up \$304,048 and \$91,033 respectively.

Within the food manufacturing sector, dairy product manufacturing is the largest contributor, accounting for \$116,206 million or 1.6%, followed by sugar and confectionery manufacturing (\$109.334 million or 1.5%), which aligns with the three (3) largest food manufacturing businesses in the Glynde precinct, namely *La Casa Del Formaggio*, *Moo Premium Foods* and *Robern Menz*.

However, after 35 years and three (3) expansions, *La Casa Del Formaggio*, finally moved all of its business operations from Glynde to Edinburgh Parks in July 2023. The new site is ten (10) times larger than the Glynde facility and the state-of-the-art automation is expected to further enhance product consistency, quality and food safety.

In turn, this will result in a significant loss of approximately two thirds of the total output generated by the dairy product manufacturing sector in Glynde and will make a significant dent in the business mix within the Glynde precinct.

Prior to La Casa's departure, the food manufacturing sector with the City of Norwood Payneham & St Peters contributed 3.91% to the State's economy.

Little Bang Brewing Site in Tonsley Innovation Precinct

In pursuit of becoming the most sustainable craft beer producer in Australia, Little Bang Brewing Co are expanding their operations into the Tonsley Innovation Precinct to capitalise on the technology available. Whilst they will continue to remain in Henry Street, Stepney and produce the bulk of their products there, they will be opening a small tap house and micro-brewery in 2024 in Tonsley. With the space and technology to push the boundaries of craft beer brewing, Tonsley was identified as the perfect site for Little Bang Brewing Co to expand their operations.

Aldi and Bunnings

The evolution of the Glynde food and beverage manufacturing precinct will be heavily influenced by two major land uses in the form of an Aldi Supermarket and Bunnings Warehouse that have been approved for sites located respectively at 19-29 and 39-43 Glynburn Road, Glynde.

The Aldi Supermarket development proposed on the corner of Lewis Road and Glynburn Road, is located within the Suburban Activity Centre Zone, immediately adjacent to the Employment Zone. The supermarket comprises a Gross Leasable Floor Area of 1860 metres squared and a car park for 105 vehicles. It is envisaged that the land use will significantly increase traffic volumes along Lewis Road (during peak times); which may lead to difficulty turning right onto Glynburn Road from both the primary access point and Lewis Road access point during peak times. This will more than likely exacerbate traffic egress from Lewis Road, given its limited width.

The Bunnings Warehouse (bulky goods outlet) has been granted conditional planning consent for the property located at 39 - 43 Glynburn Road, between Provident Avenue and Penna Avenue with minor frontage to Barnett Avenue to the west. The subject land is located within the *Employment Zone*. The ground floor level of the building is proposed to comprise a car parking area, accommodating 294 car parking spaces. The level of the car parking area is approximately 1.3m below the level of Glynburn Road. Access to the basement car parking area is proposed via Penna Avenue only. Trade sales are to be accessed via Penna Avenue at the western end of the building. Deliveries of goods to the subject land is proposed via Glynburn Road, with vehicles circulating around the building, unloading and exiting via Penna Avenue.

The large scale of the Bunnings development will have significant impacts on traffic volume and traffic flow throughout the Glynde *Employment Zone*. It may also result in significant traffic congestion in Penna Avenue. It is anticipated that there will be additional non-local traffic accessing the site via the local street network to avoid delays on the arterial road network, which will subsequently require the Council to address the issue in the broader, long-term context.

The Bunnings proposal includes the widening of Penna Avenue and the provision of a signalisation of the intersection of Glynburn Road and Penna Avenue. The implementation of large-scale developments that require modifications to the local street network to facilitate safe and convenient vehicular access arrangements, can only be undertaken with the consent of the Council.

The proposed widening of Penna Avenue and signalisation of the intersection of Glynburn Road and Penna Avenue, will result in the loss of twenty six (26) on-street car parking spaces, comprising seven (7) spaces on Glynburn Road and nineteen (19) spaces on Penna Avenue. To offset this loss, the Bunnings proposal includes a surplus of approximately twenty-two (22) car parking spaces on the development site at peak times. However, whilst Bunnings Group Limited has stated that the Bunnings car park will not be policed, such that anyone accessing other local businesses and services in the locality can park in the Bunnings car park, this has not been formalised in any way and in any event, it may be counter intuitive for most drivers to park in the Bunnings car park to access other local businesses and services.

At the time of writing this report, the Bunnings Group has not obtained the necessary approval from Council to modify Penna Avenue. The Council has advised the Applicant that in the event that the Council receives a request from Bunnings for the Council's consent to modify Penna Avenue, the Council will, as part of its consideration of the request, engage the services of an independent traffic engineer to assess the traffic impact of the Bunnings Development on the local amenity of the adjoining nearby light industrial and residential land uses.

If the Bunnings development is implemented, its large scale will have a significant impact on traffic volumes in the local street network and will significantly alter access and egress arrangements via Penna Avenue as well as resulting in changes to the public realm along Penna Avenue, removing existing on-street car parking spaces.

Notwithstanding this, given that both the Aldi and Bunnings developments will have direct and main road frontages to Glynburn Road and are typical of land uses that the general public would anticipate to be located on an arterial road, they will not necessarily have a significant or negative aesthetic impact on the Glynde precinct. Rather, the most likely impacts that will result from these developments is the loss of designated industrial land, the likely increase in traffic flows and volumes in the precinct as well as potentially increased demand for on-street parking, in what is already a 'parked out' area during day time working hours and a tight road network given the on-street parking that exists and the relatively narrow width of the roads.

If both developments proceed, the Council will need to monitor the traffic and parking impacts and possibly implement traffic calming measures and review on-street parking arrangements to address the impacts referred to above.

- **Feedback from Glynde & Stepney Businesses**

In order to obtain a solid foundation for any future decision making, in early August 2023 Council Staff contacted all of the food and beverage manufacturing businesses within the Glynde and Stepney precincts to gain an understanding across a range of areas including:

- what attracted them to the area;
- if their site meets their current and future needs;
- what their business goals are;
- if they are looking to grow their business;
- if there is an appetite or ability to export;
- their efforts around marketing and collaboration; and
- key challenges and opportunities.

Approximately half of the businesses responded, with the key findings summarised below:

- the majority of the businesses are happy with the location of their business and sites are sufficient in size, albeit one (1) is looking to reduce floorspace due to rental costs and La Casa De Formaggio has relocated to expand its business;
- the area is favourable due to its central location and close to the CBD. None specified that it was due to being located around other food or beverage manufacturers and did not consider that to be an advantage;
- all products, services and wage costs have increased in the past twelve (12) months, making it challenging to sustain the same level of profit;
- most businesses are struggling with skills / labour shortages;
- several businesses have explored cross brand / product collaborations;
- a couple of businesses that currently export on a small scale have lost international distributors due to the costs associated with importing their products into the foreign countries; and
- none of the businesses that responded have a desire to grow, look at new technologies or have any long-term goals.

It is noted that La Casa Del Formaggio did contribute to the survey, a description as to why they have decided to relocate is included under the heading of the Changing Face of Glynde and Stepney.

Over recent years, the food and beverage manufacturing industry has been extremely quick to respond to consumer demands and trends, which of late has been for more convenient, healthier, fresher, less processed foods, with minimal storage time. This requires the continuous development of new food processing, packaging technologies and innovations. The businesses in the two (2) precincts that have responded to demands and trends have seen the benefits, the concern is that some of the food and beverage manufacturing business have not responded due to a number of reasons, which may in longer term seal their fate. Supporting these businesses by providing an environment that encourages creativity, innovation and collaboration will be crucial to the success of these precincts.

- **Response to the Notice Of Motion**

In recognition that the issues outlined in the Notice of Motion fall into two categories, strategic and operational, the response to each of the issues has been prepared in order of priority (which is why the number is out of sequence). It is recommended that the Council resolve the key strategic issues before it invests heavily in or progresses some of the more minor actions.

g) identify threats and challenges to existing and future land use in Glynde and the Stepney triangle to determine if there is a need for Council to prepare a Code Amendment to provide certainty to existing and potential food and beverage manufacturers regarding long-term planning and investment in the sector.

Identifying threats and challenges to existing and future land uses is a vital component of the Council's long-term planning. If there are uncertainties related to land use regulations and policies, preparing a Code Amendment (i.e. changing the *Planning & Design Code*), may provide clarity and certainty to businesses investing in the sector. While this approach is logical, the Committee and the Council need to be aware that there is likely to be significant opposition by the State Planning Commission to the concept of diverting from the 'one size fits all model' that is the foundation of the *Planning & Design Code*. While in theory (assuming the Council was successful in introducing specific planning policy), this would provide a degree of certainty which would then translate into sustained growth and further investment in the Precincts, in reality, the future of Glynde and Stepney might not be so much about zoning and planning policy (which has been made more flexible under the *Planning & Design Code*) but more about the public realm investment and practical considerations such incompatibility with existing uses, unsafe access, carparking and pedestrian movement throughout the precinct. As well as practical constraints such as land size and the need for business expansion over time. Unfortunately, zoning in isolation cannot overcome these constraints, which suggest that the Council needs to adopt a multi-pronged strategic approach.

In respect to Glynde, one of its greatest challenges will be the incompatible range of land uses, which have been in existence for a number of years. Addressing the historical problems that these businesses create and finding an appropriate resolution, is probably the single most difficult challenge that the Council will face in progressing with its vision for Glynde. The reality is that until this issue is successfully addressed, then any investment in infrastructure and streetscape upgrades (roads, footpaths and landscaping) cannot be successfully undertaken.

The second largest challenge for the Council is the limited land available within each of the precincts and in particular Glynde. Land size and the ability for businesses to expand in the future is a massive constraint for some businesses such as La Ca Del Formaggio, with the limitations of their site forcing them to be relocated outside of the Precinct. A similar example is Chefs on Wheels, which quickly outgrew its site and relocated into the City of Campbelltown.

From a marketing and investment perspective, the key challenge for these two (2) precincts is the extent of competition and their offerings. Whilst land values and achievable rental rates in Glynde and Stepney are significantly higher than the outer northern suburbs, the advantages of locations such as Edinburgh Park over Glynde and Stepney are:

- availability of large level sites with state-of-the-art infrastructure to support the intended uses;
- future development potential;
- access to a range of transport modes and transport corridors;
- suitable zoning, less development complications and the absence of residential interface;
- less expensive outgoings and holding costs; and
- no competition for alternative land uses.

In addition to the physical and marketing challenges, the Council has to position Glynde and Stepney in a manner that can compete with the alternative locations for food and manufacturing businesses. Based on size alone, it may be that the best option for the Council (should it resolve to invest further in the food and beverage manufacturing sector) is to focus on small scale businesses and the potential to market Glynde as a start-up location for these types of businesses. Identifying the gap in the market, rather than attempting to compete with the large players will probably result in the greatest advantage for the Council. It also reflects the foundation on which the food and beverage businesses in Glynde has historically been based.

Taking all of the above into consideration, one of the most important strategic and time sensitive decisions that the Council will need to make, is in relation to the strategic vision for each of these two (2) precincts. With the recent release of the *Greater Adelaide Regional Plan – Discussion Paper*, the Council has the opportunity to have its long term vision for both Glynde and Stepney incorporated into this State level strategic planning document. Failure to act in a timely manner could present the Council with future challenges – should the Council wish to deviate from the State's prescribed vision. However, if the Council acts swiftly to determine its vision for the two (2) precincts, it can lobby the State Planning Commission to have the vision accurately reflected in the Greater Adelaide Regional Plan – which could help support any future grant funding applications and/or State Government partnerships.

f) preparing a strategic document/business plan to attract state and/or federal government funding to improve infrastructure and facilitate the expansion of existing business and the overall growth of the food and beverage manufacturing sector

Developing a strategic document and business case are crucial for attracting State and Federal Government funding. These documents should outline the precincts' growth potential, infrastructure needs, job creation prospects, and contribution to the regional economy. Clear goals and performance indicators will demonstrate the precincts' value to potential funders. Complementing the strategic document and the business case is an Investment Prospectus, which will help to showcase the precincts and what they have to offer. To help develop these documents the Council will need to undertake a detailed economic and market analysis to help inform its strategic work.

j) other relevant issues

Additional issues to consider include sustainability practices, waste management solutions, workforce development programs, access to finance for small businesses, and leveraging digital platforms for e-commerce and marketing.

b) a new marketing and promotional campaign, including reviving the Food Secrets Ambassador program

Since the initial launch of the Councils *Food Secrets* initiative, the Council has appointed two (2) ambassadors, Cheong Liew and Salvatore Pepe. Due to a number of reasons the role has been vacant for a few years. At its Special Meeting held on 10 July 2023, the Council endorsed the 2023-2024 Annual Business Plan and Budget, which included a budget of \$40,000 for the Ambassador and associated marketing and event/s.

Reviving the Food Secrets Ambassador program can be a significant step in marketing and promoting these precincts. It is envisaged that the Ambassador will run numerous cooking demonstrations, host some of the bus tours, as well as attend the City's major food event and minor events during the term of their contract and act as the "media face" for the Council.

A comprehensive marketing campaign utilising social media, traditional advertising, and collaborations with tourism agencies will also be implemented to increase the visibility of the precincts, increase brand awareness and attract more visitors.

Appointing a new Ambassador is an opportunity to build on the success of the *Food Secrets* initiative and further promote the cluster of food and beverage manufacturers within the City.

a) potential for a new food and beverage related events and activities

The Glynde and Stepney precincts offer ample opportunities for new food and beverage-related events and activities. These events can showcase local products, attract tourists and create a vibrant atmosphere within the precincts. Possible events include food festivals, cooking competitions, culinary workshops, and farm-to-table experiences. Collaborations with local chefs and food influencers can enhance the attractiveness of these events. These options are all currently being investigated by staff.

c) opportunities for collaboration between food and beverage businesses within and across both precincts

Encouraging collaboration between food and beverage businesses within and across both precincts, can lead to shared knowledge, resources, innovation and mutual growth. It can also result in effective cross promotional opportunities. Platforms such as networking events, collaborative product launches, and joint marketing efforts can foster these collaborations. Establishing a business incubator or accelerator specific to the food and beverage sector can also nurture innovation and encourage collaboration.

Collaboration between businesses is facilitated and encouraged by Council Staff and is generally received positively. Several Glynde businesses are in discussion to identify how their products can work together to produce a new product. (eg Doughnut World & Menz, Doughnut World & Gelato Bello).

d) legal and regulatory requirements to facilitate exports of local produce to overseas markets

To facilitate exports of local produce to overseas markets, businesses need to comply with international food safety and labelling standards. Collaborating with regulatory agencies to streamline export procedures and ensuring that businesses have access to the resources they require to navigate international regulations can support their expansion to export markets.

However, the export market does come with a significant number of challenges. The following list highlights some of the logistical challenges and basic operational challenges that impact businesses directly wanting to export from South Australia (extracted from the *South Australia Food and Beverage 5 Year Export Strategy 2022*):

- many small, entrepreneurial businesses with outstanding products need to implement mechanisms to overcome their lack of critical mass;
- food and beverage freight consolidation is underdeveloped and uncompetitive, relative to other states. Exporters often rely on shipping through other states, which impacts on export viability;
- sea and air freight services are uncompetitive from South Australia to priority export markets;
- there is a lack of Unique Value Proposition for South Australia that tells the collective story of South Australian exporters and brings them together when engaging with customers, in-market representatives and for potential online digital collaboration;
- there is a need to expand market access (particularly for core commodities), reduce the cost of compliance, and increasing timely availability of the latest regulatory requirements for priority export markets;
- the training and coaching for food and beverage specific export skills development across the whole value chain is sporadic and lack's integration, resulting in duplication of costs and making it difficult for businesses to assess the best development options for their people;
- there is a need to support industry investment in new technologies and systems that enhance productivity, open pathways for emerging category entry and drive product innovation; and
- establishing environmental sustainability credentials and value chain transparency needs to be of greater priority for exporting businesses individually and collectively for South Australia.

e) increasing the level of engagement between Council and the South Australian Government (Department for Trade and Investment) and other relevant stakeholders

It is recognised that engagement with the State Department for Trade and Investment is essential as a way to tap into government resources, incentives, and initiatives. The first step in the process will be to establish clear lines of communications and organise meetings with relevant State Government representatives to assist in ensuring that the needs of the precincts and challenges are effectively communicated to relevant government bodies.

On 7 July 2023, the State Government officially launched *South Australia's Small Business Strategy 2023 – 2030*. Following the launch, Council Staff met with one of the Department's Business Support Officer's, to discuss the Strategy and the twenty (20) initiatives that will be delivered over the course of the next three (3) years, noting that the twenty (20) initiatives in the Strategy are supported or delivered by a range of Government Departments both at the State and Federal level. Of particular interest is the *Export Ready Support* initiative that has been included in the Small Business Strategy. This initiative is being delivered by the Federal Government. There are several tools, guides and tutorials available to small businesses on the Australian Government site, which assist in identifying if a business has export capability, is export ready and is ready to expand. It is the intention of Council staff to share the export ready support services with the food and beverage businesses that have an interest in considering the option of exporting.

In addition, Council Staff have identified a range of contacts at *TradeStart*, the Department of Trade and Investment and at Wine Export Recovery and Expansion Program, which will be important contacts in progressing this initiative.

Other relevant sources which need to be further investigated and are likely to be useful tools for the businesses in the City of Norwood Payneham & St Peters, include:

- the DTI business missions and events (<https://connectplus.sa.gov.au/business-missions>);
- the export grants for South Australian businesses wanting to grow via a range of marketing channels (<https://export.sa.gov.au/grants>); and
- the 4-year Wine Export Recovery and Expansion Program and its strategy (<https://export.sa.gov.au/wine>).

g) the level of connectivity with the South Australia Food and Beverage Five Year Strategy (2022-2027)

The food and beverage industry is a major economic driver for South Australia and exports of premium food and beverage products make a significant contribution year-on-year to the State's growth. In 2021, \$2.6 billion export revenue was generated by food and beverage products (excluding wine).

The objective of the five-year export strategy is to provide a simple roadmap for exporters and decision makers to determine where to export, why and how, while also recommending the priorities for resourcing and support.

Where practical this document will be used to inform decisions and support businesses.

h) opportunities to partner with South Australia universities for research into food innovation

Partnering with South Australian universities for research into food innovation can drive advancements in the food and beverage sector. Collaborative projects on sustainable practices, new product development, and technology adoption can benefit both academia and businesses. Depending on the outcome of the investigations and the extent of the investment that the Council proposes to make, will determine if there are any opportunities for food innovation partnerships with the universities to occur.

OPTIONS

As the first step in the process, the Council needs to determine what the long term vision for these precincts will be - will Stepney remain as a light industrial precinct, mixed use precinct or will the Council resolve to convert this traditional employment zone to high rise development (ie strategic infill). Given the recent release of the *Greater Adelaide Regional Plan – Discussion Paper* and the identification of Stepney as both an area for Strategic Infill and an area of employment land, it is essential that the Council establishes a clear direction, which is subsequently followed with the relevant strategic documents (ie structure plans, masterplans etc) and any required policy changes through Code Amendments.

In respect to Glynde, there are a number of options ranging from leaving it as it is and allowing the market to dictate its future, pursuing a food manufacturing precinct based on the existing food and beverage manufacturing businesses, focusing on creating an innovative food manufacturing precinct that attracts start-ups and small businesses, with an understanding and acceptance that these businesses will eventually outgrow their sites and will seek to relocate, or alternatively implementing a combination of these options. Regardless of the option that the Council chooses to adopt, there needs to be future investigation to assist the Council in making its decision.

Should the Committee resolve to recommend to the Council that it pursue the option of creating a food and beverage manufacturing precinct, or an innovative food manufacturing precinct, then it is proposed that the following methodology be adopted:

1. undertake detailed investigations including the preparation of an economic and market analysis as the foundation for any decision making;
2. use the information collated through the detailed investigations to determine a clear vision and strategy for both Glynde and Stepney;
3. in the case of Stepney, establish a detailed Structure Plan, identifying the location of particular land uses;

4. in the case of Glynde, develop a detailed Masterplan to be able to deliver the Vision and Strategy;
5. prepare a Business Case that can be used to commence discussions with key stakeholders including the State Government;
6. lobby the State Government for significant zoning changes (if required) to protect the intent of the precincts;
7. rezone the Precincts;
8. develop a detailed investment prospectus;
9. establish partnerships to help promote and achieve the desired outcome;
10. lobby both State and Federal Government for funding to support the upgrade and development of the precinct/s;
11. commence discussions with existing businesses and establish short, medium and long term plans to address non-complying activity and potential long term relocation. Depending on the Council's long term vision, the Council may need to provide an incentive for businesses to relocate out of the two (2) precincts;
12. depending on the Council's vision and the endorsed strategy, the Council may need to develop a strategy for the creation or amalgamation of sites;
13. invest and deliver infrastructure and streetscape upgrades; and
14. promote the Precincts.

Regardless of what the Council decides to do, Glynde has a significant operational issue which needs to be addressed as a priority. The only way that the Precinct can progress and improve, is to address each of the issues identified in this report in a methodical manner, starting with operational requirements of the existing businesses. This in time will address the parking issue, which will then enable the upgrading of infrastructure and the attraction of new businesses.

CONCLUSION

The establishment of a food manufacturing precinct in Glynde & Stepney, presents numerous economic opportunities that encompass job creation, value chain integration, increased economic activity, export opportunities, innovation, investment attraction, and skill development. By capitalising on Glynde and Stepney's strategic locations, these precincts have the potential to become catalysts for sustainable economic growth, benefiting both the local community and the broader region. The creation of such a precinct aligns with the State's economic development goals and could contribute significantly to South Australia's position in the global food industry. However, in order to create such a precinct and seriously position Glynde and Stepney in this competitive sector the Council will need to invest a significant amount of money and undertake a very clear methodical process, recognising that at any stage the results may suggest a change in direction. The Council also needs to realise that this is not a quick fix and it will take a number of years before any significant changes are realised on the ground.

COMMENTS

The Glynde and Stepney Food and Beverage Manufacturing Precincts hold immense potential for growth, innovation, and economic development. However, it will not be an easy task, particularly given that both of these precincts are fully established Employment Zones, which brings an additional set of challenges. Glynde and Stepney do not have the advantages of a greenfield site, which many of the other examples in this report have. Addressing the issues outlined in this report will contribute to the precincts' success and their role in advancing the South Australian food and beverage industry.

However, if the Council is serious about protecting and expanding the food and beverage manufacturing precincts and more generally, its light industrial land in the City of Norwood Payneham & St Peters, it needs to make a number of strategic decisions and it needs to back its decisions with financial investment to enable its vision to come to fruition. The Council needs to recognise that any support from the State or Federal Government will only be possible through the evidence based detailed investigations. By-passing the initial critical investigations could lead to lack of support from the State and Federal Government and more importantly business retention and attraction.

RECOMMENDATION

1. That the Committee recommends to the Council that it allocate a budget of \$50,000 to undertake a detailed economic and market analysis to inform the Council's strategic vision and strategic planning for the *Employment Zones* in Glynde and Stepney.
 2. That the Committee recommends to the Council that it advise the State Planning Commission, through its submission on the *Greater Adelaide Regional Plan – Discussion Paper*, that the Council is undertaking detailed investigations into the *Employment Zones* in Glynde and Stepney to establish the long term vision for these two (2) precincts.
 3. That the results of the economic and market analysis for the Glynde and Stepney precincts be presented to the Business & Economic Development Committee for its consideration and that the Committee use the results to make a recommendation to the Council.
-

Ms Trish Hansen declared a perceived conflict of interest in this matter as she has been engaged by the State Government to undertake consultation with children regarding the Greater Adelaide Regional Plan. Ms Trish Hansen advised that she would remain in the meeting.

Short Term Suspension of Proceedings

At 6.24pm, with the approval of all the Committee Members present, the Chairperson suspended the meeting proceedings pursuant to Regulation 20(1) of the *Local Government (Procedures at Meetings) Regulation 2013*, for up to 60 minutes to enable informal discussion regarding the Glynde and Stepney Food Manufacturing precincts and the results of the staff investigations.

Resumption of Proceedings

The meeting resumed at 7.10pm.

Ms Rebecca Thomas moved:

1. *That the Committee recommends to the Council that it allocates a budget of up to \$50,000 to undertake a detailed economic and strategic options analysis to inform the Council's strategic vision and strategic planning for the *Employment Zones* in Glynde and Stepney.*
2. *That the Committee recommends to the Council that it advises the State Planning Commission, through its submission on the *Greater Adelaide Regional Plan – Discussion Paper*, that the Council is committed to the retention of the *Employment Zones* in Glynde and Stepney and is undertaking its own detailed investigations to form a long term vision for these two (2) precincts.*
3. *That the results of the economic and strategic options analysis for the Glynde and Stepney precincts be presented to the Business & Economic Development Advisory Committee for its consideration and that the Committee use the results to make a recommendation to the Council.*

Seconded by Cr Piggott and carried unanimously.

4. OTHER BUSINESS

Nil

5. NEXT MEETING

Tuesday 28 November 2023

6. CLOSURE

There being no further business the Presiding Member declared the meeting closed at 7.21pm.

Mayor Robert Bria
PRESIDING MEMBER**Minutes Confirmed on** _____
(date)

Attachment B

Adoption of Committee Minutes

Audit & Risk Committee

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

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



City of
**Norwood
Payneham
& St Peters**

Audit & Risk Committee Minutes

18 September 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

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VENUE Meeting Room 3 (Upper Level), Norwood Town Hall

HOUR 7.00pm

PRESENT

Committee Members Mayor Robert Bria (Presiding Member)
Cr Grant Piggott
Cr Claire Clutterham
Ms Stefanie Eldridge (Independent Member)
Ms Sandra Di Blasio (Independent Member)

Staff Mario Barone (Chief Executive Officer)
Lisa Mara (General Manager, Governance & Civic Affairs)
Natalia Axenova (Chief Financial Officer)
Tina Zullo (Administration Assistant, Governance & Civic Affairs)

Visitors: Mr Tim Muhlhausler (Director, Norwood Branch, Galpins)
Mr David Papa (Partner, Bentleys South Australia)

APOLOGIES Nil

ABSENT Nil

TERMS OF REFERENCE:

The functions of the Audit & Risk Committee include:

- (a) reviewing Annual Financial Statements to ensure that the Statements present fairly the state of affairs of the Council; and
- (b) proposing, and providing information relevant to, a review of the Council's strategic management plans or annual business plan; and
- (c) monitoring the responsiveness of the Council to recommendations for improvement based on previous audits and risk assessments, including those raised by the Council's External Auditor; and
- (d) proposing, and reviewing, the exercise of powers under Section 130A of the Local Government Act 1999; and
- (e) liaising with the Council's External Auditor in accordance with any requirements prescribed by the regulations; and
- (f) reviewing the adequacy of the accounting, internal controls, reporting and other financial management systems and practices of the Council on a regular basis; and
- (g) providing oversight of planning and scoping of the Internal Audit work plan; and
- (h) reviewing and commenting on reports provided by the person primarily responsible for the Internal Audit function at least on a quarterly basis; and
- (i) reviewing and evaluating the effectiveness of policies, systems and procedures established and maintained for the identification, assessment, monitoring, management and review of strategic, financial and operational risks on a regular basis; and
- (j) reviewing any report obtained by the Council pursuant to Section 48(1) of the Local Government Act 1999; and
- (k) performing any other function determined by the Council or prescribed by the regulations.

1. CONFIRMATION OF MINUTES OF THE AUDIT & RISK COMMITTEE MEETING HELD ON 15 MAY 2023

Cr Clutterham moved that the Minutes of the Audit & Risk Committee meeting held on 15 May 2023 be taken as read and confirmed. Seconded by Cr Piggott and carried unanimously.

2. PRESIDING MEMBER'S COMMUNICATION

Nil

3. QUESTIONS WITHOUT NOTICE

Nil

4. QUESTIONS WITH NOTICE

Nil

5. WRITTEN NOTICES OF MOTION

Nil

6. STAFF REPORTS

6.1 REVIEW OF FINANCIAL CONTROLS – AUDIT OPINION BY COUNCIL’S AUDITOR

REPORT AUTHOR: Chief Financial Officer
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4585
FILE REFERENCE: qA
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to advise the Audit & Risk Committee of the Review of Financial Controls that has been undertaken by the Council’s Auditors, Galpins.

BACKGROUND

Pursuant to Section 129 of the *Local Government Act 1999* (the Act), in addition to providing an opinion on a Council’s Financial Statements, the Council’s Auditor must provide the Council with an audit opinion regarding its internal controls.

In respect to the internal controls, pursuant to Section 125 of the Act, a Council must ensure that appropriate policies, practices and procedures of internal control are implemented and maintained in order to assist the Council to carry out its activities in an efficient and orderly manner, to achieve its objectives, to ensure adherence to management policies, to safeguard the Council’s assets and to secure (as far as possible) the accuracy and reliability of Council records.

It should be noted that the audit opinion is restricted to financial controls as set out in Section 129 of the Act and relate to the internal controls that have been exercised by the Council during the 2022-2023 financial year in respect to the receipt, expenditure, investment of money, the acquisition and disposal of property and incurring of liabilities.

A copy of the report titled *Financial Controls Review* submitted by the Council’s Auditor (Galpins), is contained in **Attachment A**.

Mr Tim Muhlhausler of Galpins has been invited to attend this meeting of the Committee, to outline the findings of the review and to answer any questions.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

Not Applicable.

EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

SOCIAL ISSUES

Not Applicable.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

Not Applicable.

RISK MANAGEMENT

Appropriate financial controls are fundamental to an organisation's financial governance framework. Undertaking the review has provided the Chief Executive Officer and the Audit & Risk Committee, with an overview of the current situation and recommendations to address the weaknesses that have been identified.

CONSULTATION

- **Elected Members**
Not Applicable.
- **Community**
Not Applicable.
- **Staff**
Not Applicable.
- **Other Agencies**
Not Applicable.

DISCUSSION

As part of the interim audit which has been undertaken, the Council's Auditor, Galpins, has performed a review of procedures and processes to gain an understanding of the Council's internal controls, as these relate to the financial statements and performed tests on the design and effectiveness of the controls.

The contents of the report which has been submitted by the Auditor are self-explanatory and as such, the respective details are not reproduced in this report. However, a summary of the results is provided in Table 1 below.

TABLE 1

Business cycles	Controls Reviewed	Operating Effectively 2023	2023 Findings			
			H	M	L	BP
General Ledger	11	8	2	1	-	-
Fixed Assets	16	13	1	1	1	-
Purchasing & Procurement/Contracting	10	7	-	3	-	-
Accounts Payable (AP)	13	12	-	-	1	-
Rates / Rates Rebates	10	8	-	2	-	-
Banking	5	4	1	-	-	-
Accounts Receivable (AR)	6	5	1	-	-	-
Credit Cards	5	1	-	3	1	-
Payroll	19	19	-	-	-	-
Receipting	5	5	-	-	-	-
Total	100	82	5	10	3	-

In short, of the 100 internal controls that have been reviewed and tested by Galpins, 82 are operating effectively, 5 controls represent a High Risk Weakness, 10 represent a Moderate Risk Weakness which could lead to a Material Weakness in the Council's internal controls and potential non-compliance with Section 125 of the Act, if these are not addressed.

Staff have reviewed the report and agree with the recommendations and are currently in the process of implementing the recommendations.

Notwithstanding this, as identified in the report, there have been a number of issues that have arisen as a result of staff turnover, staff management of staff capacity and capability, staff performance related issues and absence of rigour. This, coupled with minimal handover of some tasks, when staff turnover occurred, inconsistent records management practices and process documentation, has in turn led to a deterioration of the financial internal controls as identified by the Council's Auditor.

The Auditors have acknowledged that a deterioration in controls is to be expected when such circumstances occur.

At the same time, the Auditors have also identified that they have had discussions with the Council's Chief Financial Officer and have reviewed the work and improvements that are being made and have advised that if the improvements (as recommended) are successfully implemented, a strong standard of internal control can be achieved.

OPTIONS

Nil

CONCLUSION

Nil

COMMENTS

Nil

RECOMMENDATION

1. That the Auditor's Report on the Council's Financial Controls and the 2022-2023 Interim Management Letter, as contained in Attachment A, be received and noted.
 2. That the Committee notes that implementation of the recommendations contained in the Auditor's Report on the Council's Financial Controls and Interim Management Letter is being progressed and notes that a report will be provided to the Audit & Risk Committee at its next scheduled meeting on 23 October 2023.
-

Mayor Bria introduced Mr Tim Muhlhausler of Galpins, Council's appointed Auditors, to the Committee to outline the findings of the review and to answer any questions of the Committee.

Cr Piggott moved:

1. *That the Auditor's Report on the Council's Financial Controls and the 2022-2023 Interim Management Letter, as contained in Attachment A, be received and noted.*
2. *That the Committee notes that implementation of the recommendations contained in the Auditor's Report on the Council's Financial Controls and Interim Management Letter is being progressed and notes that a report will be provided to the Audit & Risk Committee at its next scheduled meeting on 23 October 2023 and subsequent quarterly meetings.*

Seconded by Cr Clutterham and carried unanimously.

6.2 FINANCIAL DELEGATIONS

REPORT AUTHOR: General Manager, Governance & Civic Affairs
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4549
FILE REFERENCE: qA
ATTACHMENTS: A - B

PURPOSE OF REPORT

The purpose of this report is to present the draft Financial Delegations Policy to the Audit & Risk Committee, for consideration and endorsement prior to being presented to the Council for adoption.

BACKGROUND

Councils exercise a broad range of statutory powers and functions. Most of these powers and functions can be delegated by Councils pursuant to either Section 44 of the *Local Government Act 1999* or statutory powers of delegation which are set out in other Acts relevant to Local Government.

Section 44 (2) of the *Local Government Act 1999*, provides that delegations may be made to:

- an employee of the Council; or
- the employee of the Council for the time being occupying a particular office or position.

In respect to the approval of expenditure, the delegation is limited to the expenditure of money on works, services and operations which are contained in the Council's Annual Budget Plan, as adopted by the Council.

Pursuant to Section 125 of the *Local Government Act 1999*, the Council must ensure that appropriate policies, practices and procedures of internal control are implemented and maintained in order to assist the Council to carry out its activities in an efficient and orderly manner to achieve its objectives, to ensure adherence to management policies, to safeguard the Council's assets, and to secure (as far as possible) the accuracy and reliability of the Council's records.

A review of all Finance related policies has commenced to ensure that all policies are relevant, contemporary and legislatively compliant and these will be presented to the Audit & Risk Committee for endorsement as each policy is reviewed.

In accordance with the review of the current Finance policies, a review of the financial delegations to staff has been undertaken. On the basis of this review, a new *Financial Delegations Policy* has been prepared.

A copy of the draft *Financial Delegations Policy* is contained within **Attachment A**.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

DISCUSSION

The objective of the draft *Financial Delegations Policy* to provide clear direction and a framework within which the Council is able to deliver its corporate governance outcomes in the stewardship of public resources. The draft Policy therefore seeks to deliver upon this objective by ensuring that staff who enjoy the delegation of power of expenditure, have appropriate authority to conduct their activities and that all financial delegations are within the scope of this Policy and are appropriately authorised.

The draft Policy also reflects updated limits for staff in respect to the expenditure of money on works, services and operations which are contained in the Council's Annual Budget Plan as adopted by the Council, to reflect a more contemporary process for the approval of expenditure on budgeted items and services.

The draft *Financial Delegations Policy* replaces the *Expenditure Policy*.

The *Expenditure Policy* therefore is redundant and can be revoked.

A copy of the *Expenditure Policy* is contained within **Attachment B**.

OPTIONS

As the draft *Financial Delegations Policy* is required by legislation without a requirement for consultation, it is recommended that the Committee endorses the draft Policy.

In respect to the *Expenditure Policy*, it is recommended that this Policy be revoked without undergoing any community consultation, as the Policy will replace the new *Financial Delegations Policy*.

CONCLUSION

A comprehensive financial policy framework is essential for public accountability, transparency and consistency in Council decision making.

Policies should be supported by a comprehensive set of documented procedures detailing the specific staff responsibilities and processes to be followed to give effect to the policies and ensure that sound financial management practices are in place. Without such documented financial policies and procedures, the Council could be subject to criticism, (rightly or wrongly), that their financial management framework lacks transparency, legislative compliance or does not reflect contemporary standards.

The requirement on the Council's Auditors to provide an opinion on the adequacy of the Council's internal financial controls further emphasises the need for an explicit, clearly documented, framework of policies and procedures.

COMMENTS

To ensure compliance with Section 125 of the *Local Government Act 1999*, the Council must have in place, appropriate policies, practices and procedures, which assist the Council to carry out its activities in an efficient and orderly manner. To achieve this objective, it is important to ensure that the policies adopted by the Council are regularly reviewed to ensure that they reflect the current operating environment and continue to meet the Council's overall objectives.

RECOMMENDATION

1. That the Audit & Risk Committee recommends to the Council that the *Financial Delegations Policy* (Attachment A), be adopted.
 2. That the Audit & Risk Committee recommends to the Council that the *Expenditure Policy* (Attachment B), be revoked.
-

Ms Sandra Di Blasio moved:

1. *That the Audit & Risk Committee recommends to the Council that the Financial Delegations Policy (Attachment A), be adopted with the addition of a report being presented to the Audit & Risk Committee on an annual basis regarding the Chief Executive Officer's reimbursement of personal expenditure.*
2. *That the Audit & Risk Committee recommends to the Council that the Expenditure Policy (Attachment B), be revoked.*

Seconded by Ms Stefanie Eldridge and carried unanimously.

6.3 ST PETERS CHILD CARE CENTRE & PRESCHOOL - REVIEW OF POLICIES

REPORT AUTHOR: General Manager, Governance & Civic Affairs
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4549
FILE REFERENCE: qA62895
ATTACHMENTS: A - E

PURPOSE OF REPORT

The purpose of the report is to present a number of policies required for the St Peters Child Care Centre & Preschool, which have been reviewed, to the Audit & Risk Committee for endorsement.

BACKGROUND

As the Committee is aware, a number of changes to the operations of the St Peters Child Care Centre & Preschool (the Centre), are being progressed. These changes include a review of the Centre's policies to ensure that the policies are contemporary and are legislatively compliant.

The National Quality Framework (NQF) provides a national approach to regulation, assessment and quality improvement for early childhood education and care and outside school hours care services across Australia.

The NQF introduced a new quality standard in 2012 to improve education and care across long day care, family day care, preschool/kindergarten, and outside school hours care services.

The NQF includes:

- National Law and National Regulations;
- National Quality Standard;
- assessment and quality rating process; and
- national learning frameworks.

The National law sets a national standard for children's education and care across Australia.

The major benefits for parents and children include:

- improved educator to child ratios, ensuring children have greater individual care and attention for children
- educators with increased skills and qualifications
- better support for children's learning and development through approved learning frameworks
- consistent, transparent information on educators, providers and services in the national registers.

The National Quality Standard (NQS) sets a high national benchmark for early childhood education and care and outside school hours care services in Australia. The NQS includes seven (7) Quality Areas that are important outcomes for children. Services are assessed and rated by their regulatory authority against the NQS, and given a rating for each of the seven (7) Quality Areas and an overall rating based on these results.

The seven (7) Quality Areas (QA) are:

- QA1 Educational Program and Practice;
- QA2 Children's Health and Safety;
- QA3 Physical Environment;
- QA4 Staffing Arrangements;
- QA5 Relationships with Children;
- QA6 Collaborative Partnerships with Families and Communities; and
- QA7 Governance and Leadership.

QA 7 Governance and Leadership sets out the various policies and procedures which each service type must have in place to support the operation of a quality service.

A full list of the policies and procedures in accordance with QA7 is contained within **Attachment A**.

A review of all St Peters Child Care Centre & Preschool has commenced to ensure all policies are relevant and comply with the requirements of the NQF. All mandatory policies will be presented to the Audit & Risk Committee for endorsement as each policy is reviewed.

The following Policies are now scheduled to be reviewed:

1. Providing a Child Safe Environment (**Attachment B**); and
2. Sleep and Rest for Children (**Attachment C**).

Where required, the Policies have been amended to ensure that the Policies meet current standards and reflect the Council's position on the respective matters.

In addition to the policies set out above, the following policies have been reviewed. It has been determined that these policies are redundant and therefore no longer required.

1. Child Safe Environments Policy (**Attachment D**); and
2. Supervision Policy (**Attachment E**).

The basis for the recommendation to revoke these Policies is set out in the Discussion section of this report.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

DISCUSSION

Providing a Child Safe Environment

The *Providing a Child Safe Environment Policy* is a new Policy.

Under the *Education and Care Services National Regulations 2011*, an approved provider must ensure that policies and procedures are in place for providing a child safe environment (Regulation 168) and take reasonable steps to ensure those policies and procedures are followed.

The draft *Providing a Child Safe Environment Policy* ensures:

- the promotion of a culture of child safety and wellbeing within the service;
- children at the service are provided with a safe environment at all times; and
- staff meet their legislative obligations to prevent harm and hazard towards children.

The draft Policy has been prepared to meet legislative requirements and sets out the Council's commitment to ensuring a safe environment for all children who attend the St Peters Child Care Centre & Preschool.

The draft *Providing a Child Safe Environment Policy* replaces the *Child Safe Environments Policy* and the *Supervision Policy*.

A copy of the draft *Providing a Child Safe Environment Policy* is contained within **Attachment B**.

Sleep and Rest for Children Policy

The *Sleep and Rest for Children Policy* is an existing Policy.

Under the *Education and Care Services National Regulations 2011*, an approved provider is required to ensure that policies and procedures are in place for '*Sleep and rest for children and infants*'.

The purpose of the *Sleep and Rest for Children Policy* is to ensure the health, safety and wellbeing of children attending the Centre and that appropriate opportunities are provided to meet each child's need for sleep, rest and relaxation.

In doing so, the *Sleep and Rest for Children Policy* clearly sets out the roles and responsibilities for staff of the Centre and sets out the procedures to be followed in respect to the safety of children when sleeping and resting.

A copy of the draft *Sleep and Rest for Children Policy* is contained within **Attachment C**.

Child Safe Environments Policy and Supervision Policy

As set out above, the draft *Providing a Child Safe Environment Policy* replaces the *Child Safe Environments Policy and the Supervision Policy*.

To ensure compliance with the *Education and Care Services National Regulations 2011*, the draft *Providing a Child Safe Environment Policy* has been prepared to incorporate all requirements in terms of providing a child safe environment including the supervision of children.

As such, both the *Child Safe Environments Policy* and the *Supervision Policy* are therefore redundant as stand-alone policies and can be revoked.

A copy of the *Child Safe Environments Policy* is contained within **Attachment D**.

A copy of the *Supervision Policy* is contained within **Attachment E**.

OPTIONS

As the draft Policies contained within Attachments B and C are required by legislation without a requirement for consultation, it is recommended that the Committee endorses the draft Policies.

In respect to the Policies which have been recommended for revocation, it is recommended that these Policies be revoked without undergoing any community consultation as both policies have been replaced by the new *Providing a Child Safe Environment Policy*.

CONCLUSION

The adoption of the draft Policies as set out within this report ensures the Council complies with the legislative framework in place for the operation and management of the St Peters Child Care Centre & Preschool.

COMMENTS

There is no legislative requirement to consult in respect to the attached policies.

RECOMMENDATION

1. That the Audit & Risk Committee recommends to the Council that the following policies for the St Peters Child Care Centre & Preschool be adopted:
 - 1.1 Providing A Child Safe Environment Policy (Attachment B); and
 - 1.2 Sleep and Rest for Children Policy & Delegation (Attachment C);
 2. That the Audit & Risk Committee recommends to the Council, that having conducted a review of the following policies, the Council revokes the following policies:
 - 2.1 Child Safe Environments Policy (Attachment D); and
 - 2.2 Supervision Policy (Attachment E).
-

Ms Sandra Di Blasio moved:

1. *That the Audit & Risk Committee recommends to the Council that the following policies for the St Peters Child Care Centre & Preschool be adopted:*
 - 1.1 *Providing A Child Safe Environment Policy (Attachment B); and*
 - 1.2 *Sleep and Rest for Children Policy & Delegation (Attachment C);*
2. *That the Audit & Risk Committee recommends to the Council, that having conducted a review of the following policies, the Council revokes the following policies:*
 - 2.1 *Child Safe Environments Policy (Attachment D); and*
 - 2.2 *Supervision Policy (Attachment E).*

Seconded by Cr Clutterham and carried unanimously.

6.4 SIGNIFICANT CORPORATE RISKS

REPORT AUTHOR: General Manager, Governance & Civic Affairs
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4549
FILE REFERENCE: qA75186
ATTACHMENTS: A - B

PURPOSE OF REPORT

The purpose of this report is to present the draft Significant Corporate Risks to the Audit & Risk Committee for discussion.

BACKGROUND

Effective management of risk is a fundamental component of good management and a key element of effective corporate governance. Accordingly, risk management is regarded as an integral part of the Council's operations.

The Council has always been committed to building an organisational culture where risk awareness and effective risk management, form an integral part of all Council activities and operations and is a core management capability and responsibility. Effective risk management requires:

- a. *a strategic focus;*
- b. *forward thinking and proactive approaches to management;*
- c. *balancing the cost of managing risks with the anticipated benefits; and*
- d. *contingency planning for the critical threats.*

Diagram 1 below illustrates the components of the Council's Risk Management Framework.



In terms of the “categories” of risk, Strategic Risks are identified by reference to both the external environment and the objectives contained in the Council’s Strategic Plan, *CityPlan 2030-Shaping Our Future*. Strategic risks are monitored by the Executive Leadership Team and the Council.

Operational Risks arise from the Council’s day-to-day functions and operations that are required and in place to deliver essential services. Operational risks are monitored by Council’s Executive Leadership Team and/or relevant staff across the organisation.

A review of the Council’s Significant Corporate Risks (Strategic Risks) has been undertaken and an updated *Significant Corporate Risks* register has now been prepared.

A copy of the previous significant risks – *Identified Risk Requiring Treatment Plans* – is contained in **Attachment A**.

A copy of the updated *Significant Corporate Risks* register is contained within **Attachment B**.

Mr David Papa of Bentleys SA/NT has been invited to attend the meeting to provide a presentation to the Committee regarding Risk Management.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

Not Applicable.

EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

SOCIAL ISSUES

Not Applicable.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

Not Applicable.

RISK MANAGEMENT

Strategic Planning, (which also includes long-term financial planning and annual budgeting) must adequately and prudently consider the risks that the Council is facing or may face in setting and pursuing its objectives and the effectiveness of systems that are in place to manage and communicate those risks.

Risk Management is incorporated into the Council (as a decision making body) and the organisation's governance structures and it's including decision making processes. Risk assessment and management processes are incorporated into the reports which are presented to the Council and its Committees, where there is a potential impact on achievement of the Council's objectives or on the wider community.

Elected Members and staff are expected to:

- give adequate consideration to risks when setting the Council's objectives;
- understand the risks facing the Council in pursuit of its objectives;
- oversee the effectiveness of systems implemented by the organisation to manage risk;
- accept only those risks that are appropriate and prudent in the context of Council's objectives; and
- consider information about such risks and make sure that these are properly communicated to the appropriate stakeholder or governing body.

CONSULTATION

- **Committee Members**
Not Applicable.
- **Community**
Not Applicable.
- **Staff**
Where Applicable.
- **Other Agencies**
Not Applicable.

DISCUSSION

A review of the Significant Organisational risks has been undertaken and as a result, a number of risks have been removed from the previous *Identified Risk Requiring Treatment Plans*, as the controls which have been implemented to mitigate these risks have been introduced and have been in place for a period of time.

However, the review has identified a number of risks which have been incorporated into the draft *Significant Corporate Risks Register*.

The risks have been considered in terms of their tolerance levels and have been rated accordingly.

In terms of the risk rating for each of the identified risks, the Council's *Risk Tolerance Levels* rating system has been applied, as set out in Table 1 below. The *Risk Tolerance Levels* forms part of the Council's risk management framework.

TABLE 1: RISK TOLERANCE LEVELS

Level	Tolerance
Extreme	Intolerable – Exposure to the risk would normally be immediately discontinued except in extreme circumstances. The decision to tolerate residual risk at this level must be made by the Chief Executive Officer and/or the Council.
High	Intolerable without treatment – The decision to tolerate residual risk at this level, must be made by the Executive Leadership Team. Risk controls must be applied as part of a documented risk management plan that is continuously monitored and reviewed.
Substantial	Tolerable with continual review – Unnecessary exposure to the risk must be discontinued as soon as is reasonably practicable and long-term exposure would only be considered in exceptional circumstances. The decision to tolerate residual risk at this level must be made by the relevant Manager / Event Organiser.
Medium	Tolerable with periodic review – Exposure to the risk may continue provided it has been appropriately assessed, controlled and is subject to periodic review to ensure the risk does not increase. The decision to tolerate residual risk at this level must be made by relevant Supervisor and/or Team Leader.
Low	Acceptable with Periodic Review – Exposure to the threat is acceptable for Team Members / Workers without additional risk controls but is subject to periodic review to ensure the risk does not increase.

It is important to note that further work is required to progress the finalisation of the Register in terms of the respective treatment plans that are required to address the risks, particularly in respect to cost versus the benefit and the appropriate time to introduce the controls.

Once the initial risk rating has been determined, an evaluation of the risk level is required to be undertaken and an assessment regarding any follow-up action is required to be implemented or if the risk level can be tolerated, must also be undertaken.

On this basis, the draft *Significant Corporate Risks Register* is presented to the Committee for consideration and comment prior to the finalisation of the document which will then be provided to the Council for consideration and approval.

OPTIONS

The Committee can determine not to endorse the *Significant Corporate Risks Register*. This however is not recommended as the Council is required to identify, record and manage its Strategic Corporate Risks to ensure the effectiveness of systems that are in place to manage those risks with a view to continually improving the suitability, adequacy and effectiveness of the Council's operations.

CONCLUSION

The final draft *Significant Corporate Risks Register* will be presented to the Committee for endorsement prior to being presented to the Council for adoption.

COMMENTS

Nil

RECOMMENDATION

1. That the draft *Significant Corporate Risks Register* as contained in Attachment B be endorsed.
2. That the Audit & Risk Committee notes that the final *Significant Corporate Risks Register* will be presented to the Committee for final endorsement prior to consideration by the Council.

Short Term Suspension of Proceedings

At 8.11pm, with approval of two-thirds of the Committee Members present, the Chairperson suspended the meeting proceedings pursuant to Regulation 20(1) of the *Local Government (Procedures at Meetings) Regulation 2013*, for up to 30 minutes to enable Mr David Papa of Bentleys SA/NT, Council's Risk Assessors, to provide a presentation to the Committee regarding Risk Management and to answer any questions of the Committee.

Resumption of Proceedings

The meeting resumed at 8.28pm.

Cr Clutterham moved:

1. *That the draft Significant Corporate Risks Register as contained in Attachment B be endorsed.*
2. *That the Audit & Risk Committee notes that the final Significant Corporate Risks register will be presented to the Committee for final endorsement prior to consideration by the Council.*

Seconded by Ms Stefanie Eldridge and carried unanimously.

7. CONFIDENTIAL REPORTS
Nil

8. OTHER BUSINESS
Nil

9. NEXT MEETING

Monday 23 October 2023

10. CLOSURE

There being no further business the Presiding Member declared the meeting closed at 9.01pm.

Mayor Robert Bria
PRESIDING MEMBER

Minutes Confirmed on _____
(date)

13. OTHER BUSINESS
(Of an urgent nature only)

14. CONFIDENTIAL REPORTS

14.1 ESTABLISHMENT OF THE CHIEF EXECUTIVE OFFICER'S PERFORMANCE REVIEW COMMITTEE

RECOMMENDATION 1

That pursuant to Section 90(2) and (3) of the *Local Government Act 1999* the Council orders that the public, with the exception of the Council staff present be excluded from the meeting on the basis that the Council will receive, discuss and consider:

- (a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead)

relating to the employment performance of the Chief Executive Officer and the Council is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the information confidential.

RECOMMENDATION 2

Under Section 91(7) and (9) of the *Local Government Act 1999*, the Council orders that this matter having been considered in confidence under section 90(2) and (3)(a) of the Act, the report, discussion and minutes be kept confidential until the first meeting of the Chief Executive Officer Performance Review Committee.

15. CLOSURE