

COMMITTEE AGENDA

Business and Economic Development Advisory Committee

Notice is hereby given pursuant to the provisions of the Local Government Act, 1999, that the next Meeting of the Business and Economic Development Advisory Committee will be held in the Council Chambers, 181 Unley Road Unley on

***Wednesday 18 October 2023
5.30pm***

for the purpose of considering the items included on the Agenda.

A handwritten signature in black ink, appearing to be 'PS', followed by a horizontal line.

Chief Executive Officer

MEMBERS

Presiding Member Abrahamzadeh
Councillor S Finos
Councillor D Palmer
Independent Member Goddard
Independent Member Della-Torre
Independent Member McNally
Independent Member Sheehan
Independent Member Hammett

ACKNOWLEDGEMENT

Ngadlurlu tampinhi, ngadlu Kurna yartangka inparrinhi. Ngadlurlu parnuku tuwila yartangka tampinhi.

*Ngadlurlu Kurna Miyurna yaitya yarta-mathanya Wama Tarntanyaku tampinhi. Parnuku yailtya, parnuku tapa purruna yalarra puru purruna.**

We would like to acknowledge this land that we meet on today is the traditional lands for the Kurna people and that we respect their spiritual relationship with their country.

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

*Kurna Translation provided by Kurna Warra Karrpanthi

ORDER OF BUSINESS

ITEM	PAGE NO
1. ADMINISTRATIVE MATTERS	
1.1 APOLOGIES	
Nil	
1.2 LEAVE OF ABSENCE	
Nil	
1.3 CONFLICT OF INTEREST	
<i>Members to advise if they have any material, actual or perceived conflict of interest in any Items in this Agenda and a Conflict of Interest Disclosure Form (attached) is to be submitted.</i>	
1.4 MINUTES	
1.4.1 Minutes of the Ordinary Business and Economic Development Advisory Committee Meeting held Wednesday, 9 August 2023	
1.5 DEFERRED / ADJOURNED ITEMS	
Nil	
2. REPORTS	
2.1 BEDAC Workplan	7
2.2 Business Survey - Presentation of Results and Recommendations	11
2.3 Business Friendly Process Deep Dive	15
2.4 Building Upgrade Finance	39
2.5 Mainstreet Trader Association Update	44
2.6 Greater Adelaide Regional Plan Discussion Paper	48

3. OTHER BUSINESS

NEXT MEETING

Wednesday 29 November 2023 - 5.30pm

Council Chambers, 181 Unley Road Unley

DECISION REPORT

REPORT TITLE:	BEDAC WORKPLAN
ITEM NUMBER:	2.1
DATE OF MEETING:	18 OCTOBER 2023
AUTHOR:	DONNA GRIFFITHS, MANAGER ECONOMIC DEVELOPMENT & STRATEGIC PROJECTS
DIVISION:	OFFICE OF THE CEO
ATTACHMENTS:	1. BEDAC DRAFT WORK PLAN 2023 TO 2024

1. **PURPOSE**

To provide BEDAC with a workplan for 2023 and 2024.

2. **RECOMMENDATION**

That:

1. The report be received.
 2. The BEDAC Workplan as set out in Attachment 1 to this report (Item 2.1, BEDAC Meeting 18/10/2023) be endorsed.
-

3. **RELEVANT CORE STRATEGIES – FOUR YEAR DELIVERY PLAN**

4. Civic Leadership

4.1 We have strong leadership and governance.

4. **BACKGROUND**

The Economic Development Growth Strategy (2021 – 2025) was endorsed by Council in 2020. The Economic Vision is:

A robust economic environment enabling prosperous precincts, strategic investment and innovation with a connected and supported community.

Council is committed to pursuing, supporting and enabling economic growth. This must be balanced with environmental principles, maintaining the quality of life and diversity of community needs.

The strategy's framework has five pillars:

1. Civic Leadership: A whole of City approach to facilitate and promote business growth and investment ensuring desirability of the City of Unley as a business destination.
2. People and Places: Support growth through quality development that builds on the City's liveability and aligns with environmental principles.
3. Destination and Investment: Increase employment opportunities through recognition of the City of Unley as a business destination and place to invest.
4. Business Sustainability: Enable business growth and prosperity.
5. Connected and Activated Precincts: Business precincts are vibrant, activated and connected.

There are 102 actions to be delivered and these are spread across the five pillars. In June 2023, a stocktake of activities occurred – approximately 12% of the tasks were complete; 64% of the tasks were in progress; and 24% of the tasks had not commenced.

5. **DISCUSSION**

The Business and Economic Development Advisory Committee was formed in March 2023 under pillar one.

Civic Leadership: A whole of City approach to facilitate and promote business growth and investment ensuring desirability of the City of Unley as a business destination.

Under pillar one, 1.1 talks about *developing a city-wide approach to economic development by establishing an Independent Economic Development Advisory Committee.*

BEDAC was established as a Section 41 Committee with nil decision-making powers.

Workshops have been held in May, June, July and August 2023 for the new committee to understand the current state of play and craft their workplan for 2023 and 2024.

The Committee has developed five success measures to be achieved by the end of 2025. These are:

Indicator	Progress to Date (Using Economy ID)
5% increase in population	Off track
\$900 M in development investment	On track
3% employment growth	On track
5% increase in employing businesses	On track

Through the workshops and the information gathering activities, a draft Work Plan has been developed for the Committee to consider. This is provided as Attachment 1.

Attachment 1

After working through a prioritisation exercise, the workplan seeks to focus on strategic tasks, such as:

1. Provide economic input into the strategic directions of Council.
2. Bring businesses together to understand our business community needs and provide invaluable connections.
3. Collect data and undertake research to help inform the development of the 2025–2029 Economic Development Growth Strategy.
4. Undertake business friendly deep dives into key Council processes.
5. Market and promote the City as a place for business growth and investment.
6. Advocate for Strategic Projects in the City of Unley.

A number of key deliverables have been listed under each action.

6. POLICY IMPLICATIONS

6.1 Financial/budget implications

- The cost of implementing the plan is \$20,000. This is within existing budget and resources.

6.2 Risk Management (identification and mitigation)

- The Workplan provides oversight to the Committee to ensure the identified actions are delivered.

6.3 Staffing/Work Plans/Additional Resource Impact

- This Workplan is intended to be delivered within existing resources and budget allocation.

6.4 Climate/Environmental Impact

- Nil

6.5 Social/Economic

- The work of BEDAC supports the delivery of the Economic Development Growth Strategy (2021-2025) and enables the Committee to develop an informed strategy for the next period, 2025–2029.

7. ANALYSIS OF OPTIONS

Option 1 –

1. The report be received.
2. The BEDAC Workplan as set out in Attachment 1 to this report (Item 2.1, BEDAC Meeting 18/10/2023) be endorsed.

This Option provides oversight to the Committee to ensure that the identified actions are delivered within the resources allocated.

Option 2 –

1. The report be received.
2. The BEDAC Workplan as set out in Attachment 1 to this report (Item 2.1, BEDAC Meeting 18/10/2023) be endorsed with the following changes:
 - List changes here

This Option allows to the Committee to reconsider the timing of deliverables. Any changes should be in consideration of the resources available or additional resourcing should be sought from Council if it is required.

8. RECOMMENDED OPTION

Option 1 is the recommended option.

9. REPORT AUTHORISERS

Name	Title
Peter Tsokas	Chief Executive Officer

Attachment 1 to item 2.1, page(s) 11-21, is confidential and has been removed from the public agenda/minutes.

INFORMATION REPORT

REPORT TITLE:	BUSINESS SURVEY - PRESENTATION OF RESULTS AND RECOMMENDATIONS
ITEM NUMBER:	2.2
DATE OF MEETING:	18 OCTOBER 2023
AUTHOR:	DONNA GRIFFITHS, MANAGER ECONOMIC DEVELOPMENT & STRATEGIC PROJECTS
DIVISION:	OFFICE OF THE CEO
ATTACHMENTS:	NIL

1. **PURPOSE**

This report presents BEDAC with the findings of the recent Business Survey.

2. **RECOMMENDATION**

That:

1. The report be received.
-

3. **RELEVANT CORE STRATEGIES – FOUR YEAR DELIVERY PLAN**

4. Civic Leadership

- 4.1 We have strong leadership and governance.

4. **BACKGROUND**

The Economic Development Growth Strategy (2021-2025) reflects Council's commitment to economic growth, assisting and supporting the business sector, strengthening the local economy, and ensuring that the City of Unley is known as a great place to do business.

The Strategy provides five objectives for economic growth, reflecting feedback from Council and the business community, framed by the City of Unley's Community Plan 2033 and the 30 Year Plan for Greater Adelaide.

The first objective is the provision of Civic Leadership in Economic Development. A whole of city approach to facilitate and promote business growth and investment ensuring desirability of the City of Unley as a business destination.

This Unley Business Survey delivers on action Item 1.2.4 – Conduct a biennial business survey to understand business needs. It supports the outcome of fostering networks and relationships to maintain an understanding of business needs and economic drivers.

5. DISCUSSION

In June 2023, Intuito (a local market research organisation) was engaged to undertake a Business Survey for the City of Unley through an open tender process. The cost of the engagement is \$30,000.

The scope of work for this project included:

1. Develop a comprehensive survey instrument that will collect data on the current economic and business environment in the City of Unley with involvement of key stakeholders.
2. Conduct a survey of local businesses using the developed survey instrument.
3. Analyse the survey data to identify key trends, issues, and opportunities related to economic development in the City of Unley.
4. Prepare a report that summarises the survey findings and provides recommendations for action.
5. Present the survey findings and recommendations to the City of Unley.

The key milestones for the project included:

- 25 June 2023 – Initial Concept Design.
- 25 and 26 July 2023 – Focus groups were held with 16 Unley businesses.
- 30 July 2023 – Draft Business Survey developed and socialised internally.
- 9 August 2023 – Review of draft survey by BEDAC.
- 11 August 2023 – All feedback to be incorporated into final survey.
- 15 August 2023 – Build the survey and create the engagement campaign.
- 28 August 2023 – Digitally launch the business survey.
- 1 September 2023 – Business Survey is open and field work starts.
- 30 September 2023 – Business Survey closed.
- 1 – 12 October 2023 – Analysis and report writing.
- 18 October 2023 – Draft report and base line data to be supplied to BEDAC.
- December 2023 - Final report to be supplied to council.

Engagement activities across the four weeks included:

- Social media posts;
- Field workers were present in all business areas;
- Phone interviews;
- A letter from the Mayor to the Unley Business database (approximately 4000 businesses);
- A letter from the Presiding Member of BEDAC to the Unley Business data base;
- Features in the monthly Unley Business E-newsletter;
- Postcards were printed with QR codes, and these were left at businesses and co-working spaces across the City of Unley, and
- Promotion through our partners including Southern Business Connections, Business SA, Find Your Everything and Mainstreet Trader Associations.

A total of 403 completed surveys were received. A sample size of 400 was deemed a statistically important sample for the researchers.

Jan Turbill from Intuito will provide a presentation to Members with a summary of the findings and will seek input for the finalisation of the report. The report will be presented to the Committee in November 2023.

It is anticipated that the survey results will also provide us with invaluable base line data and business community insights that will assist us to create the next Economic Development Growth Strategy for 2025 - 2029.

It is anticipated that the next business survey will be undertaken in 2025.

6. REPORT AUTHORISERS

Name	Title
Peter Tsokas	Chief Executive Officer

DECISION REPORT

REPORT TITLE:	BUSINESS FRIENDLY PROCESS DEEP DIVE
ITEM NUMBER:	2.3
DATE OF MEETING:	18 OCTOBER 2023
AUTHOR:	DONNA GRIFFITHS, MANAGER ECONOMIC DEVELOPMENT & STRATEGIC PROJECTS
DIVISION:	OFFICE OF THE CEO
ATTACHMENTS:	<ol style="list-style-type: none">1. CUSTOMER JOURNEY MAPPING FOR INTERNAL PROCESSES2. SERVICE LEVEL AGREEMENTS FOR BUSINESS PRECINCTS PROJECT BRIEF

1. **PURPOSE**

This report provides the Committee with three proposed projects to ensure Council is recognised as a business-friendly City that encourages entrepreneurship, innovation, and economic growth while maintaining important protections for public health, safety, and the environment.

2. **RECOMMENDATION**

That:

1. The report be received.
 2. The following three '90-day projects' are supported to be completed by the end of the 2023-24 financial year:
 - i. change of use / development applications;
 - ii. applications for outdoor dining permits; and
 - iii. service level agreements for business precincts, with Goodwood Road being the first pilot.
-

3. **RELEVANT CORE STRATEGIES – FOUR YEAR DELIVERY PLAN**

3. Economic Prosperity

3.1 Unley is recognised as an easy place to do business.

4. **BACKGROUND**

The 'Business Friendly Process Deep Dive' project seeks to identify the City of Unley processes / activities that businesses find challenging.

Once a process is identified, a project brief and small working group will be created to document the customer journey / process and look for a more streamlined and simpler 'business friendly' approach. A report with the findings and improvement opportunities will be provided to BEDAC.

Each project identified under this initiative should take no longer than 90 days to deliver and provide the recommendations for BEDAC.

The end goal is to improve the customer experience provided to businesses that are interacting with the City of Unley.

5. DISCUSSION

The expected outcomes of this project include:

1. Improved business environment: The project will improve the business environment in the City of Unley by reducing red tape, streamlining processes, and enhancing support for local businesses.
2. Increased business activity: By making it easier for businesses to operate and grow in the City of Unley, the project is expected to stimulate increased business activity and economic growth.
3. Enhanced customer experience: The project will create a customer-service mindset within the council, leading to enhanced customer service and satisfaction for businesses and the community.

Since June 2023, the key issues that businesses have found challenging in working with Council are:

1. change of use / development applications;
2. applications for outdoor dining permits; and
3. maintenance of business precincts.

Consequently, these are the three projects that are recommended to be undertaken within the 2023-24 financial year.

Draft project briefs are attached (attachment one and two).

6. POLICY IMPLICATIONS

6.1 Financial/budget implications

- The project will be undertaken within existing resources and budget. Any opportunities that are identified will be subject to a successful budget bid.

6.2 Risk Management (identification and mitigation)

- Risks are considered within the individual project briefs attached.

6.3 Staffing / Work Plans / Additional Resource Impact

- This may pose additional work to teams across the City of Unley.

6.4 Climate/Environmental Impact

- Nil

6.5 Social/Economic

- Community Plan – Economic Prosperity: Our businesses are valued because of the range of goods, services and facilities they provide, and new businesses are supported, not burdened with bureaucracy.
 - 3.1 Unley is recognised as an easy place to do business.
 - 3.2 Thriving Mainstreets and other business activities operate across our city.
- This project aligns with the following outcomes within the Economic Development Growth Strategy (2021-2025):
 - 1.1 Develop a city-wide approach to Economic Development.
 - 1.1.4 Strengthen internal understanding of the role of economic development and foster a business-friendly culture across the organisation.
 - 1.3 Proactively promote the City of Unley as a great place to do business.
 - 3.2 Streamline business and investment interactions with Council.
 - 3.2.3 Engage with the business community to streamline Council’s policy and regulatory framework, processes and procedures to reduce complexity and make them more business-friendly.
 - 4.1 Ensure that relevant Council policies and processes enable business activity, and contribute to the overall liveability of the City.
 - 5.2 Maintain attractive, connected, and vibrant precincts that are developed according to their unique character and function.
 - 5.4 Encourage businesses to grow and prosper.

7. ANALYSIS OF OPTIONS

Option 1 –

1. The report be received.
2. Endorse the following 90 day projects for the 2023/24 FY:
 - i. change of use / development applications;
 - ii. applications for outdoor dining permits, and
 - iii. Service Level Agreements for business precincts, with Goodwood Road being a pilot.

Option 2 –

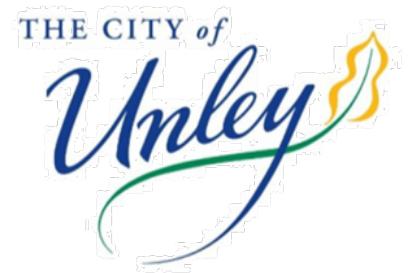
1. The report be received.
2. Endorse the following 90 day projects for the 2023/24 FY:
 - BEDAC to determine

8. **RECOMMENDED OPTION**

Option 1 is the recommended option.

9. **REPORT AUTHORISERS**

Name	Title
Peter Tsokas	Chief Executive Officer



Project Brief

~ Customer Journey Mapping

7 September 2023



1. Project Details

Project Sponsor	Peter Tsokas, CEO	Project Manager	Donna Griffiths, Manager Economic Development and Strategic Projects
Start Date	1 November 2023	Completion Date	30 June 2023
Project Steering Group	BEDAC		
Division	Office of the CEO	Department	Choose an item. Economic Development and Strategic Projects

2. Introduction and Background

Click or tap here to enter text.

Project Brief:

Documenting the Customer Journey for Key Business Activities at the City of Unley

Introduction:

In an era characterized by rapid technological advancements and evolving customer expectations, organizations are increasingly recognizing the importance of providing exceptional customer experiences.

The City of Unley, nestled in the heart of South Australia, shares this commitment to ensuring that its residents, businesses, and community members receive exceptional service in all interactions with Council. To further enhance its dedication to customer-centricity, the City of Unley has initiated a project aimed at documenting and optimizing the customer journey for key activities to enhance its appeal as a 'business friendly Council'.

Background:

The City of Unley, known for its lifestyle economy and commitment to sustainability and progress, has long been a cherished home for its residents and a welcoming place for businesses to thrive.

In an effort to better understand and serve the diverse needs of our business community, the City of Unley has embarked on a project to comprehensively document the customer journey for key activities for businesses. This project aims to map out and analyse the experiences of businesses as they engage with various Council services, such as development applications and permits.

The importance of this project is underscored by several key factors:

- 1. Enhancing the Customer Experience:** By gaining a deep understanding of the customer journey, the City of Unley seeks to identify pain points, bottlenecks, and opportunities for improvement in its services to become more business friendly. This will ultimately lead to a more seamless and satisfying experience for businesses.
- 2. Improving Operational Efficiency:** Through the analysis of customer interactions, the City can streamline its internal processes, reduce redundancy, and optimize resource allocation, resulting in cost savings and improved service delivery.



3. **Fostering Business Engagement:** Documenting the customer journey also provides an opportunity to engage with the business community through the Business and Economic Development Advisory Committee, gather feedback, and ensure that council services align with the evolving needs and expectations of Unley's diverse business needs. Feedback will be sought through a biennial Business Survey.

4. **Supporting Business Growth:** By enhancing the customer journey for key activities, the City of Unley aims to create a more business-friendly environment that encourages growth, innovation, and investment.

3. Scope

Project Scope:

1. **Key Activities Inclusion:** The project will encompass a wide range of key activities provided by the City of Unley, including but not limited to:

- Permit and license applications
- Community event participation
- Infrastructure and construction projects
- Customer enquiries and support
- Compliance and regulatory processes

The two activities for the 2023/24 Financial Year is to map the customer journey for:

1. Outdoor Dining Permits and a
2. Change of Use / Development Application.

Each project should take no more than 90 days to complete.

2. **Stakeholder Groups:** The customer journey will be documented from a business perspective by employees responsible for delivering services.

3. **Data Collection and Analysis:** The project may involve the collection and analysis of qualitative and quantitative data, including customer feedback, surveys, interviews, and process documentation.

4. **Mapping and Visualization:** The customer journey will be mapped and visualized to provide a clear and comprehensive representation of the various touchpoints and interactions involved in each key activity.

5. **Recommendations:** Based on the findings, the project will generate recommendations for process improvements, system enhancements, and service delivery optimization. The recommendations will be provided to BEDAC for review.

Project Constraints:

1. **Resource Limitations:** The project will operate within existing resource constraints, including budget, personnel, and technology infrastructure.

2. **Timeframe:** The project will adhere to a ninety day timeframe for completion, with milestones and deadlines established to ensure timely progress.

3. **Business and Economic Development Advisory Committee:** Findings will be provided to BEDAC for their consideration and endorsement before being provided to Council.

Exclusions:



1. This project does not encompass the full-scale redevelopment of the City of Unley's information systems or infrastructure.
2. While feedback will be gathered from various stakeholder groups, this project does not include the implementation of specific service improvements. Implementation will be considered in subsequent phases.

Dependencies:

1. The project may rely on the cooperation and availability of City of Unley staff and stakeholders. Key stakeholders are away in October 2023.
2. Access to relevant historical data and documentation related to key activities is essential for the project's success.

Assumptions:

1. Stakeholders will actively participate in the project.
2. The project team will have access to necessary resources and tools for data analysis and visualization.

4. Objectives and Deliverables

Project Objectives:

1. **Comprehensive Customer Journey Mapping:** The primary objective of this project is to comprehensively document the customer journey for key activities at the City of Unley where businesses enter.
2. **Identify Pain Points and Opportunities:** The project aims to identify pain points, challenges, and opportunities for improvement within the customer journey, with a focus on enhancing the overall customer experience and elevating a 'business-friendly' approach.
3. **Enhance Service Delivery:** By understanding and addressing the identified issues, the project intends to improve the efficiency and effectiveness of service delivery, ensuring that services are delivered in a timely, accurate, and business-friendly manner.
4. **Business Engagement:** The project will actively engage with the business community, seeking feedback and insights to ensure that services align with their evolving needs and expectations through BEDAC and the biennial Business Survey.
5. **Best practice and Data-Driven Decision Making:** The project will gather and analyse data related to customer interactions to inform data-driven decision making for service improvements.

Project Deliverables:

1. **Customer Journey Maps:** Comprehensive customer journey maps for each key activity, detailing all touchpoints, interactions, and stages of the customer experience. These maps will provide a visual representation of the customer journey for businesses only.
2. **Pain Point Identification:** A detailed report highlighting pain points and challenges identified within the customer journey. This report will pinpoint areas where businesses encounter difficulties or inefficiencies in their interactions with Council services.
3. **Opportunities for Improvement:** Recommendations and opportunities for process improvement and service enhancement based on the analysis of pain points and challenges. These recommendations will be actionable and tailored to address specific issues within the customer journey.



4. Stakeholder Engagement Report: Documentation of stakeholder engagement activities, including summaries of workshops with City of Unley staff.

5. Visualization Tools: Visual aids, charts, and diagrams that help communicate the findings and recommendations effectively to City of Unley stakeholders and decision-makers.

6. Project Closure Report for BEDAC: A report outlining the achievements of the project, lessons learned, and recommendations for the next phases of implementation or further initiatives related to improving the customer journey.

7. Executive Summary: A concise executive summary that provides an overview of the project, its objectives, key findings, and high-level recommendations, suitable for distribution to executive leadership and key decision-makers.

These deliverables collectively represent the tangible outcomes of the project, which will empower the City of Unley to enhance customer experiences, and continually improve the delivery of council services.

5. Resources

This project is to be undertaken within existing budget and resources.

1. Human Resources:

- Project Manager: The Economic Development and Strategic Projects Team is responsible for overall project management, including planning, execution, monitoring, and reporting. Each project will adhere to the 90 day timeframe.

- Project Team: This will depend on the activity that is being mapped. Comprising individuals with expertise in data analysis, customer research, process improvement, and project coordination.

- Business and Economic Development Advisory Committee: Review and make recommendations for Council consideration.

2. Subject Matter Experts (SMEs):

- Subject Matter Experts: City of Unley staff members with in-depth knowledge of the key activities and services under review.

- Customer Experience Experts: Professionals with expertise in customer journey mapping, user experience (UX) design, and service design.

3. Data and Technology Resources:

- Process Mapping Software: Tools for processing and analysing data, generating insights, and creating visualizations. The City of Unley currently use Miro or powerpoint for mapping.

4. Financial Resources:

- Project Budget: This project is to be delivered within existing budgets. A budget bid is required should any recommendations require additional financial resources.

6. Documentation and Reporting Resources:

- Project Management Documentation: Templates for project plans, reports, and deliverables.

- Reporting Tools: Software for generating reports, visualizations, and presentations.

7. Stakeholder Cooperation: Willingness and cooperation from City of Unley staff to participate.

8. Legal and Compliance Resources: Compliance with legal and regulatory requirements, including data privacy and confidentiality standards, and resources for ensuring that the project adheres to these standards.

9. Training and Skill Development: Training resources to enhance the skills and knowledge of project team members in customer journey mapping, data analysis, and stakeholder engagement.



6. Stakeholders, Roles and Responsibilities

Project Sponsor: The project sponsor (CEO) has given direction to undertake this project as per the PDR process with the Manager of Economic Development and Strategic Projects.

Project Team to include (but not limited to):

Project Manager

- Manager Economic Development and Strategic Projects: Project management of the Customer Journey Mapping Project

Project Documentation Officer

- Coordinator Economic Development: Support the Project Manager with documentation and research to help deliver the project.

Outdoor Dining Permit Project

- Manager Development and Regulatory Services
- Senior Planner, Development Regulatory Services
- Team Leader, Planning
- Karen Walpole, Permits Officer
- Customer Experience Officer
- City Design

Development Application Project

- Manager Development and Regulatory Services
- Senior Planner, Development Regulatory Services
- Team Leader, Planning

BEDAC

- Responsible for approving the scope of the project and any recommendations

7. Risks and Constraints

Knows Risks / Constraints	Impact to Project	Mitigation
Incomplete or Inaccurate Data Capture:	There is a risk of incomplete or inaccurate data collection, which can affect the validity of the customer journey and recommendations.	Ensure the right people are in the room to help document the customer journey
Stakeholder Resistance:	Some stakeholders may resist changes proposed as a result of the project, leading to implementation challenges and delays.	Ensure all stakeholders are engaged at the beginning of the project
Resource Constraints:	Budgetary constraints or limitations in terms of human resources and technology could hinder the project's progress and quality of deliverables.	Use of existing budget and resources. Budget bids may be required for some recommendations.
Scope Creep:	The project's scope may expand beyond the initial objectives, leading to increased costs and timelines if not effectively managed.	Adhere to project timelines.
Change Management:	Successfully implementing recommendations may require changes in organizational culture and processes, which can be met with resistance.	Communicate and involve all stakeholders.



Knows Risks / Constraints	Impact to Project	Mitigation
Timeframe:	The project is constrained by a specific timeframe for completion, and delays may impact the quality of deliverables.	The customer journey mapping project is documented and the process for mapping is adhered to.
Resource Limitations:	Limited availability of skilled personnel, data analysis tools, and software licenses may restrict project capabilities.	Key staff are away in October 2023. This means that the project will need to start on 1 November 2023. Process mapping tools and LinkedIn learning will be deployed.
Regulatory Compliance:	Compliance with data privacy and other regulatory requirements must be maintained throughout the project, which can be a constraint on how business friendly we can be.	Compliance will be upheld.
Stakeholder Availability:	The availability and willingness of stakeholders to participate in interviews, surveys, and workshops may vary, affecting data collection and engagement efforts.	Key staff are away in October 2023. This means that the project will need to start on 1 November 2023.
Organizational Culture:	The existing organizational culture and practices may impede the implementation of recommended changes and improvements.	Our values are to pursue excellence, achieve together, demonstrate integrity, community focused and be progressive. This project aligns with all of our values.
Limited Influence over External Entities:	The City of Unley may have limited influence over external entities that play a role in the customer journey, such as regulatory bodies or external service providers.	We ensure that this is mapped and provide educational initiatives to ensure we are a business friendly Council.

8. Operating Requirements

- How often will the team meet?

The project team will meet fortnightly to complete the project.

- How will you communicate updates and progress eg email, Teams

Updates and progress will be made to the sponsor via 1:1s and the project team via Microsoft Teams and email.

- How will issues be raised and dealt with?

Issues can be raised with the Project Manager. If it is unable to be resolved, then elevated to the Project Sponsor.

- Where will project documentation live and how will it be accessed?

Project documentation will be in Microsoft Teams.

- Is there a budget (see also Risks and constraints) and who manages this?



Nil budget assigned to this project. Within existing resources and budget.

9. Key Milestones

The model for the project is below. Key milestones are important markers that help track the progress of a project and ensure that it stays on schedule. Key milestones:

November 2023 (For both of the customer journey maps)

Begin 90 day project

1. Project Kickoff (Milestone 1): Official launch of the project, including the formation of the project team, clarification of roles and responsibilities, and alignment on project objectives and scope.
2. Customer Journey Mapping (Milestone 2): Completion of customer journey maps for key activities, providing a visual representation of the current state of customer interactions.
3. Pain Point Identification (Milestone 3): Identification and documentation of pain points and challenges within the customer journey based on initial data analysis and stakeholder feedback.
4. Documentation of a Business-Friendly Customer Journey (Milestone 4): Based on the above information.

December 2023

5. Research of Best Practice (Milestone 5): Commencement of research / case studies of other Council's or best practice initiatives.
6. Refinement of the Business-Friendly Customer Journey (Milestone 6): Based on the best practice information.
7. Recommendation Development (Milestone 7): Initiation of the process to develop actionable recommendations for process improvement and service enhancement based on the project's findings

January 2024

8. Recommendation Report for ELT (Milestone 8): Presentation of recommendations to City of Unley leadership and stakeholders, highlighting key findings, actionable steps, and expected outcomes.

[90 days Complete]

February 2024

9. Recommendation Report to BEDAC (Milestone 9): Submission of a report to BEDAC with proposed approach for consideration and endorsement.

March 2024

10. Report to Council (Milestone 10): Write a report for Council to consider and endorse the recommendations.
11. Implementation Planning (Milestone 11): Initiation of the planning phase for implementing the recommended changes and improvements, including resource allocation and timeline development.



June 2024

12. Project Closure (Milestone 12): Official closure of the project, including the submission of the final project documentation, lessons learned, and recommendations for ongoing improvement initiatives.

June 2025

13. Monitoring and Evaluation (Ongoing): Continuous monitoring and evaluation of the implementation of recommendations, and customer feedback to ensure sustained improvements. Seek feedback via the biennial Business Survey.

10. Governance

The key things here to note is:

- *How will the reporting on the progress of the project be undertaken?*
- *Are there requirements for special reporting such as for grant funding expenditure?*

Reporting

February 2024

Recommendation Report to ELT (Milestone 8): Presentation of recommendations to City of Unley leadership and stakeholders, highlighting key findings, actionable steps, and expected outcomes.

Recommendation Report to BEDAC (Milestone 9): Submission of a report to BEDAC with proposed approach for consideration and endorsement.

March 2024

Report to Council (Milestone 10): Write a report for Council to consider and endorse the recommendations.

June 2025

12 Month Report for Monitoring and Evaluation to ELT: Continuous monitoring and evaluation of the implementation of recommendations, customer feedback, and key performance indicators to ensure sustained improvements.



11. Budget & Financials

In this section you will provide a high-level overview of your project budget and costs.

Things to consider:

- *What is the expected cost to deliver the entire project?*
- *Is the project as a result of a Council resolution or implementing an endorsed position?*
- *Is this a multi-year project?*
- *Are there ongoing maintenance or operating costs involved, if so what is that?*
- *Will you be seeking external grant funding and if this is not received will the project go ahead?*

This is a multi year project as other maps will be required from time to time. This is the model that will be deployed and refined over time.

The following two Customer Journey Maps will be provided by 30 June 2024:

1. Outdoor Dining
2. Development Assessments

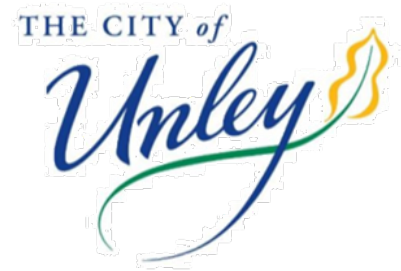
The project will be undertaken within existing resources and budgets. Should there be recommendations requiring additional resources or budget, a budget bid will be created.

This project forms the delivery of the Economic Development Growth Strategy 2021 – 2025.

12. Project Sponsor Approval

Once the Project Sponsor has agreed to the Project Brief, they need to approve the document.

Project Sponsor	Signature	Date
Claude Malak Acting CEO City of Unley		Click or tap to enter a date.



Project Brief

Service Level Agreements for our Business Precincts

7 September 2023



1. Project Details

Project Sponsor	Peter Tsokas, CEO – City of Unley	Project Manager	Manager Economic Development and Strategic Projects
Start Date	1 November 2023	Completion Date	30 June 2024
Project Steering Group			
Division	Office of the CEO	Department	Choose an item. Economic Development and Strategic Projects

2. Introduction and Background

Project Brief: Service Level Agreement Creation for Key Business Precincts in the City of Unley

Introduction:

In the dynamic and ever-evolving landscape of council governance, the provision of services to businesses and residents is of paramount importance. The City of Unley, nestled in the heart of South Australia, has long been recognized for its vibrant business Precincts that serve as the lifeblood of the community.

Our business Precincts serve as central to our rich lifestyle economy. As Unley continues to thrive and grow, it becomes essential to formalise and streamline the services provided to its key business Precincts to retain the amenity and safety of our key places. To this end, the City of Unley is embarking on a crucial initiative to develop a Service Level Agreement (SLA) tailored specifically for these essential economic hubs.

Background:

The City of Unley boasts a rich heritage, diverse culture, and a flourishing economy, making it an attractive destination for both residents and businesses alike. Its thriving business Precincts, including Unley Road, King William Road, Fullarton Road and Goodwood Road, have played an integral role in shaping the city's identity and vitality. These Precincts not only provide essential goods and services but also foster a sense of community, contributing significantly to the overall quality of life for Unley's residents.

Over the years, the demands and expectations of businesses and residents within these key business Precincts have evolved, driven by changing demographics, technological advancements, and economic shifts. To ensure the continued prosperity of these Precincts and the satisfaction of all stakeholders, it has become evident that a structured and well-defined Service Level Agreement (SLA) is needed.

The primary objective of this project is to create an SLA that sets clear expectations and standards for the delivery of essential council services within the key business Precincts of the City of Unley. This SLA will serve as a foundation for collaborative partnerships between the local government, businesses, and residents, fostering an environment of transparency, accountability, and excellence in service delivery.



Through this project, the City of Unley aims to achieve the following:

1. **Enhanced Service Delivery:** The SLA will outline specific service levels and standards, ensuring that businesses and residents receive consistent services.
2. **Improved Communication:** By formalizing expectations and responsibilities, the SLA will facilitate better communication and collaboration between administration, business associations, and precinct stakeholders.
3. **Efficiency and Cost-Effectiveness:** Streamlining service delivery processes within the key business Precincts will lead to improved efficiency and cost savings, ultimately benefiting taxpayers and businesses alike.
4. **Community Engagement:** The development of the SLA will provide opportunities for public input and engagement, ensuring that the needs and aspirations of the community are considered.

This project is a testament to the City of Unley's commitment to its vibrant business Precincts and its dedication to meeting the evolving needs of its residents and businesses. Through the establishment of a Service Level Agreement, the city aims to not only preserve the unique character of these Precincts but also foster their continued growth and prosperity.

Within the 2023/24 financial year, the following outcomes will be achieved:

1. Develop and document a model for an SLA so that it can be replicated to other business Precincts.
2. Trial the SLA on Goodwood Road, starting at Mitchell Street to Greenhill Road.
3. If there is a need to incorporate items that are over and above existing resources and budget, a budget bid will be created.

3. Scope

Project Scope

1. Geographic Coverage:

The project will encompass the development of a Service Level Agreement (SLA) for Goodwood Road starting at Mitchell Street and finishing at Greenhill Road.

2. Service Categories:

The SLA will cover a range of council services, including (but not limited to):

- Infrastructure maintenance and repair (e.g., roads, sidewalks, lighting).
- Waste management and recycling services.
- Parking and public transportation facilities.
- Safety and security measures (e.g., law enforcement and emergency services).
- Environmental sustainability initiatives.
- Other services deemed essential for the vitality of the business Precincts.

3. Stakeholder Engagement:

The project scope includes engaging with various internal and external stakeholders, including local business associations, community groups and residents.

4. Service Level Standards:

Detailed service level standards will be established for each service category to define the quality, responsiveness, and reliability of council services within the key business Precincts.



5. Performance Metrics and Reporting:

Metrics for measuring service performance and effectiveness will be established, along with a framework for regular reporting to ensure accountability and transparency.

6. Legal and Regulatory Compliance:

The SLA will adhere to all relevant local, state, and federal laws and regulations, ensuring that all services provided are in full compliance.

7. Timelines and Milestones:

A project schedule will be developed, outlining key milestones and timelines for the completion of the SLA. The creation of the project should take no longer than 90 days.

8. Resource Allocation:

The project will identify and allocate the necessary resources, including staff, budget, and technology, to support the successful development and implementation of the SLA.

Any recommendations that are considered outside of existing resources and budget will be subject to a budget bid. These projects will only be implemented if the budget bid is successful.

9. Evaluation and Review:

Procedures for periodic evaluation and review of the SLA will be established to ensure its ongoing relevance and effectiveness in meeting the evolving needs of the key business Precincts. Feedback will also be sought through the biennial Business Survey.

10. Risk Management:

Identification of potential risks and mitigation strategies associated with the development and implementation of the SLA will be an integral part of the project.

11. Documentation and Communication:

Comprehensive documentation of the SLA, including all service level standards, performance metrics, and reporting procedures, will be created. Effective communication strategies will be developed to ensure all stakeholders are informed.

12. Governance Structure:

The project will establish a governance structure that defines roles and responsibilities for overseeing the SLA's implementation and ongoing management.

13. Budgeting and Financing:

The project will outline the financial requirements for implementing the SLA and explore financing options, including budget allocations and potential funding sources.

14. Accessibility and Inclusivity:

The project will ensure that the SLA is accessible and inclusive, taking into account the diverse needs and perspectives of the community.

15. Sustainability:

The project will consider sustainability principles in service delivery, promoting environmentally responsible practices within the key business Precincts.



4. Objectives & Deliverables

Key Objectives for the Project:

1. **Development of a Comprehensive SLA:** Create a detailed and comprehensive Service Level Agreement (SLA) that covers a wide range of council services.
2. **Enhanced Service Quality:** Improve the quality, reliability, and responsiveness of council services provided within the key business Precincts to meet or exceed the expectations of businesses and residents.
3. **Stakeholder Engagement:** Engage with key stakeholders, including local business associations, community groups, residents, city administration, and government agencies, to incorporate their input and ensure broad support for the SLA.
4. **Transparency and Accountability:** Establish clear service level standards, performance metrics, and reporting mechanisms to enhance transparency and hold the city administration accountable for service delivery.
5. **Efficiency and Cost-Effectiveness:** Streamline service delivery processes and identify opportunities for cost savings while maintaining or improving service quality.
6. **Legal and Regulatory Compliance:** Ensure that the SLA adheres to all relevant local, state, and federal laws and regulations.
7. **Long-Term Sustainability:** Promote environmentally responsible practices and consider the long-term sustainability of service delivery within the key business Precincts.
8. **Effective Governance:** Establish a governance structure that defines roles and responsibilities for overseeing the SLA's implementation and ongoing management.

Key Deliverables for the Project may include:

1. **Service Level Agreement (SLA) Document:** A comprehensive SLA document that outlines the standards, expectations, and responsibilities for the provision of council services within the key business Precincts.
2. **Stakeholder Engagement Report:** A report summarizing the feedback and input received from key stakeholders during the process.
3. **Performance Metrics and Reporting Framework:** A framework that defines the performance metrics to be used for each service category and the reporting mechanisms for tracking and communicating service performance.
4. **Evaluation and Review Procedures:** Procedures for the periodic evaluation and review of the SLA to ensure its ongoing relevance and effectiveness.
5. **Risk Assessment and Mitigation Plan:** Identification of potential risks associated with the project and a plan outlining strategies for risk mitigation.
6. **Documentation of Legal Compliance:** Documentation that demonstrates compliance with all relevant local, state, and federal laws and regulations.
7. **Governance Structure Framework:** A framework that defines the governance structure for overseeing the SLA's implementation and management.
8. **Action, Budgeting and Financing Plan:** A plan outlining the financial requirements for implementing the SLA and exploring financing options.



5. Resources

1. Project Team:

- Project Manager: Responsible for overall project planning, execution, and coordination. Manager Economic Development and Strategic Projects
- Project Documentation: Coordinator Economic Development
- Subject Matter Experts: Experts in various service categories (e.g., infrastructure, waste management, public safety) to contribute domain-specific knowledge. Manager Assets and Operations. Manager City Design.

2. Technology and Tools:

- Project Management: To track progress, manage tasks, and communicate within the project team.

3. Financial Resources:

- Budget: This project is to be conducted within existing resources.
- Funding Sources: If required, exploring grants or external funding options to support the project.

4. Documentation and Reporting:

- Resources for creating and maintaining project documentation, reports, and deliverables.

5. Environmental and Sustainability Expertise:

- Expertise and resources to assess and incorporate environmentally responsible practices within the key business Precincts.

6. Accessibility and Inclusivity Resources:

- Resources to ensure that the SLA is accessible and inclusive, taking into account diverse community needs and perspectives.

These items need to be within existing resources and budget.

Any action items that do not form part of an operational budget will be subject to a budget bid.

6. Stakeholders, Roles and Responsibilities

1. BEDAC:

- Role: Responsible for initiating and overseeing the project. They set the project's goals and objectives and provide the necessary resources and support.
- Responsibilities: BEDAC is accountable for ensuring the project aligns with the city's strategic priorities and complies with legal and regulatory requirements.

2. Local Business Associations:

- Role: These associations represent the interests of businesses within the key business Precincts.
- Responsibilities: Business associations are key stakeholders responsible for providing input on the SLA's content and advocating for the needs and concerns of local businesses. They serve as a liaison between individual businesses and the city administration.

3. Community Groups and Residents:

- Role: Representing the broader community, including residents, homeowners, and non-business stakeholders.
- Responsibilities: These groups offer perspectives on how the SLA affects the overall community and



residential areas. They provide feedback on issues related to quality of life, safety, and community engagement.

4. Subject Matter Experts:

- Role: Experts in various domains relevant to the SLA's content (e.g., infrastructure, public safety, environmental sustainability).
- Responsibilities: These experts provide specialized knowledge to ensure that service level standards within their respective domains are accurate, up-to-date, and aligned with best practices.

5. Project Manager:

- Role: Oversees the day-to-day management of the project.
- Responsibilities: The project manager is responsible for planning, executing, and coordinating all aspects of the project. They ensure that timelines are met, resources are allocated efficiently, and project goals are achieved.

7. Risks & Constraints

Knows Risks / Constraints	Impact to Project	Mitigation
Stakeholder Disagreements:	Differences in expectations and priorities among stakeholders, such as businesses, residents, and city officials, may lead to conflicts and delays in SLA development.	Agreement on project scope with key stakeholders and regular communication with key stakeholders
Budget Constraints:	Insufficient budget allocation may limit the scope and quality of the SLA, potentially leading to compromised service standards.	Development of a phased action plan with a base level SLA that uses existing resources and budget and other recommendations to be subject to a budget bid.
Resource Availability:	The availability of skilled project staff, subject matter experts, and support resources may be limited, affecting project timelines and quality.	Work with key stakeholders to ensure meetings take place when they are available.
Legal and Regulatory Challenges	Legal complexities and changing regulations could lead to delays and additional costs in ensuring that the SLA complies with all relevant laws.	Ensure key SMEs are included.
Public Engagement Hurdles:	Difficulty engaging residents and community groups may hinder gathering essential input and feedback, impacting the SLA's representativeness.	We have a Goodwood Road business association and active community / property owners north of the trainline. Staff are trained in IAP2 and understand the importance of using various engagement methods.
Environmental and Sustainability Compliance:	Meeting sustainability goals while adhering to budget constraints may be challenging, potentially affecting the project's environmental objectives.	Ensure SMEs are included as part of the process.



Knows Risks / Constraints	Impact to Project	Mitigation
Technological Constraints:	Issues with technology adoption or integration may affect data collection, reporting, and communication efforts within the SLA.	Ensure SMEs are included as part of the process.
Change Resistance:	Resistance from city staff or stakeholders to adapt to new service standards and practices outlined in the SLA may hinder successful implementation.	Our values drive our behaviours. We pursue excellence, achieve together, demonstrate integrity, are community focused, and are progressive.
Scope Creep:	Expanding the scope of the project beyond its original objectives may lead to delays and increased costs.	Any actions outside existing operational budgets and resources will be subject to a successful budget bid.
External Factors:	External factors such as economic downturns, natural disasters, or unforeseen events may disrupt project timelines and budgets.	We will be agile in our approach.
Time Constraints:	Project timelines may be constrained by specific deadlines or time-sensitive factors, limiting the amount of time available for comprehensive research and stakeholder engagement.	This is a time sensitive project and needs to be delivered by 30 June 2024.
Legal and Regulatory Compliance:	The project must adhere to existing legal and regulatory frameworks, potentially constraining certain aspects of the SLA's content or implementation.	Subject Matter Experts will be included within the project team.

8. Operating Requirements

- *How often will the team meet?*

Fortnightly for 90 days.

- *How will you communicate updates and progress eg email, Teams*

Microsoft Teams, email and meetings

- *How will you engage your sponsors and other stakeholders and how often?*

Project sponsor to be updated fortnightly

- *How will issues be raised and dealt with?*

Within meetings. The Project Manager is responsible to resolve issues.

- *Where will project documentation live and how will it be accessed?*

Microsoft Teams

- *Is there a budget (see also Risks and constraints) and who manages this?*

Within existing resources and budget



9. Key Milestones

The development of a Service Level Agreement (SLA) for key business Precincts in the City of Unley involves several key milestones to ensure that the project progresses smoothly and achieves its objectives. These milestones help in tracking progress, allocating resources effectively, and meeting project deadlines. Here are some key milestones for the project:

September 2023

1. Project Initiation:

- Project Kick-off: Alignment with Project Sponsor.
- Stakeholder Identification: Identify and engage relevant stakeholders, both internal and external.

2. Planning and Scoping:

- Draft Project Brief : Finalise the project brief for project sponsor signature.
- Development of the model / approach to be deployed to create the SLAs.

October 2023

Please note some internal key stakeholders will be away due to school holidays.

3. Information Collection and Analysis:

- Information Gathering: Identify a place audit tool / other tools. Collect information on existing service levels, performance, and community needs. Identify gaps.
- Walk the Goodwood Road Precinct to identify opportunities for inclusion within the SLA.
- Service Category Assessment: Review and assess service categories to determine standards and performance metrics.

November 2023

4. SLA Development:

- Service Level Standards: Define and establish service level standards for each service category.
- Performance Metrics: Develop performance metrics and reporting mechanisms.
- Legal Review: Consult with legal advisors to ensure compliance with relevant laws and regulations.
- Environmental Considerations: Incorporate environmentally responsible practices into service standards.

December 2023

5. Engagement:

- Business Association Engagement: Hold meetings to present SLA drafts and gather feedback.

6. Documentation and Reporting

- SLA Documentation: Create a comprehensive SLA document.
- Reporting Framework: Establish a framework for regular reporting on service performance.

February 2024

8. Recommendation Report

- Provide a report to ELT and BEDAC for their consideration.



10. Governance

Governance

Project manager directly reports progress fortnightly to the Project Sponsor

ELT – to receive a report on the model and SLA for Goodwood Road in February 2024

Business and Economic Development Advisory Committee (BEDAC) – to receive a report in April 2024

Council – to receive a report in May 2024

11. Budget and Financials

This project is to be conducted within existing resources and budgets.

Any actions or recommendations over and above operational budgets will be subject to a successful budget bid.

This project forms the delivery of the Economic Development Growth Strategy 2021 – 2025.

12. Project Sponsor Approval

Once the Project Sponsor has agreed to the Project Brief, they need to approve the document.

Project Sponsor	Signature	Date
Claude Malak A / CEO City of Unley		Click or tap to enter a date.

DECISION REPORT

REPORT TITLE:	BUILDING UPGRADE FINANCE
ITEM NUMBER:	2.4
DATE OF MEETING:	18 OCTOBER 2023
AUTHOR:	DONNA GRIFFITHS, MANAGER ECONOMIC DEVELOPMENT & STRATEGIC PROJECTS
DIVISION:	OFFICE OF THE CEO
ATTACHMENTS:	NIL

1. **PURPOSE**

This report provides BEDAC with the option to adopt the Building Upgrade Finance program at the City of Unley for the business community to access.

2. **RECOMMENDATION**

That:

1. The report be received.
2. *BEDAC to determine with options provided in Section 7 of the report.*

3. **RELEVANT CORE STRATEGIES – FOUR YEAR DELIVERY PLAN**

4. Civic Leadership
- 4.1 We have strong leadership and governance.

4. **BACKGROUND**

The Business Upgrade Finance (BUF) Program is a finance product that is available through some South Australian Councils. It is designed to assist building owners with environmental upgrades to non-residential buildings as well as restoration and upgrades to non-residential heritage buildings.

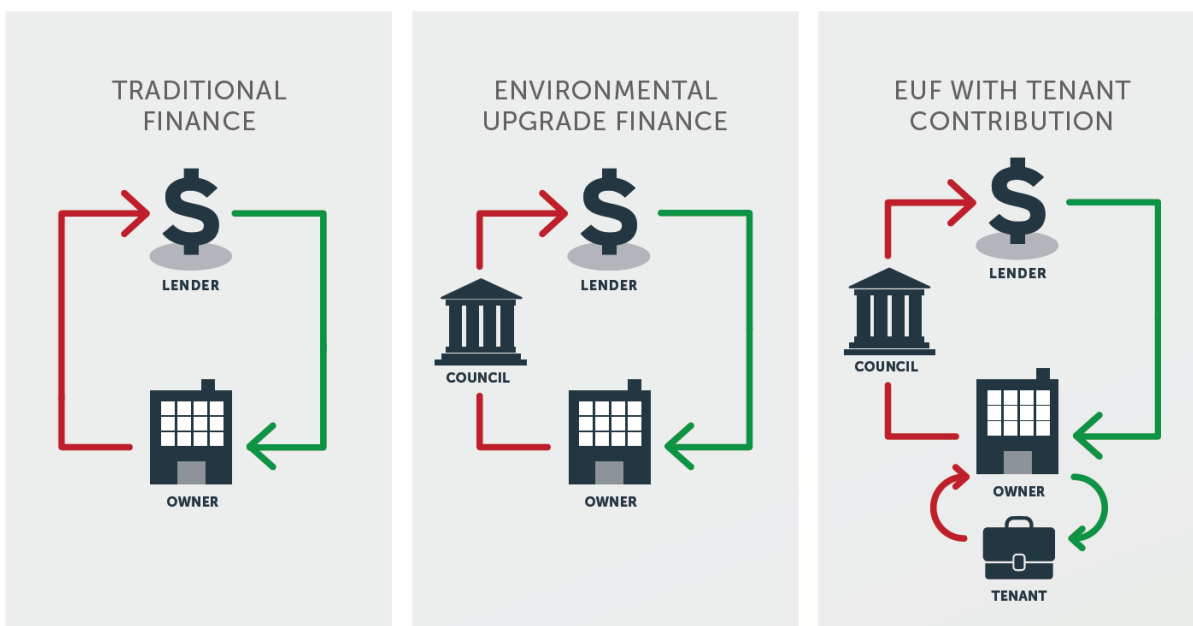
It is provided through a private sector finance provider and enabled by Council. The finance can be used on a wide range of environmental upgrades such as solar photovoltaic panels, water and energy efficiency fittings, wastewater reuse systems and waste management systems.

The City of Unley has been approached by an Unley finance business to see if the Council would like to offer this program to its local business community.

5. DISCUSSION

Building Upgrade Finance (BUF) is designed to fund sustainability upgrades for existing buildings.

A Building Upgrade Agreement (BUA) is signed by the owner, council and lender.



Council would secure the loan against the property using a Building Upgrade Charge (BUC) and repayments would be collected quarterly by way of invoice. The loan, as it is secured against the property, can be passed on to a new owner if the property is sold.

Building owners can benefit from:

- 100% project finance, no upfront capital investment is required
- Long term repayment rates and terms
- Costs can be shared with tenants

Potential benefits of the scheme for Council include:

- An opportunity to support non-residential property owners and potentially business tenants to upgrade their buildings to operate more efficiently
- A reduction of community CO2 emissions
- Increased investment in renewables
- Encouraging heritage building reactivation.
- Potential to increase rates through higher valued buildings/properties

Potential risks that Council should be aware of are:

- Loans secured against properties can be seen as negative and can negatively affect their value (at present the Valuer General has no way of knowing the benefit)
- Sum of charges and mortgages must not be more than 80% of the value of the property
- Existing mortgagee must be notified and may restrict loan
- Conflict between owner and tenant
- Many non-residential properties are leased
- No worse off provisions to pass BUC through to tenants – however consent is recommended
- Application processing including review of eligibility of borrower, scope of work, and accuracy of data submitted
- Service support for the life of the loan
- Administration and set up costs are unknown

Other key considerations:

- Upgrades apply only to existing buildings
- Building must be used for predominantly non-residential purpose
- Clean rates payment history
- Building cannot be owned by a self-managed superannuation fund
- Project must deliver an environmental benefit
- Program more suitable for small property ownership
- Interest has been very low at other councils, take up also low
- Set up and administration costs
- Administrative framework and, extensive processes and documentation must be developed
- Legislative compliance
- Risk management and mitigation
- Increased cost of debtors including debt collection costs
- Owner and tenant must agree if a tenant contribution is to exist (Owner risks increase in this case)
- Cost of promotion
- Council's own existing buildings are not eligible

Program Administration

Establishing a program requires managing and resourcing the end-to-end process of BUA applications, through the collections of BUC's. Establishing the eligibility criteria and completion of the required forms and templates is extensive.

The BUF program may bring benefits, but it does require resourcing. If Council did implement this program, a third-party administrator would need to be engaged. Their cost would need to be covered by the administration fee that they would collect from the applicants.

Council would still need to be involved with the following steps:

- Legislative review and advice
- Drafting of relevant papers for set up
- Developing and establishing delegations and processes
- Promotion of the program
- Levy and collection of BUC payments
- Non-residential ownership across the City

Engagement with the business community and other Councils

There are 1601 Commercial rateable properties in the City of Unley.

There are approximately 550 non-residential properties located within the four Mainstreet precincts of King William Road, Unley Road, Fullarton Road South, and Goodwood Road. Mainstreet Associations have indicated that there is not a demand for such a service in the City of Unley at this time.

The take up of such an offer within other council jurisdictions in South Australia is very low. Of those councils, there has been only one finance loan arranged in this manner even with significant promotion.

6. POLICY IMPLICATIONS

6.1 Financial/budget implications

- An external resource would need to be engaged to deliver this program. Further analysis on financial implications would need to be undertaken should BEDAC wish to offer this program.

6.2 Risk Management (identification and mitigation)

- If BEDAC should wish to pursue offering the BUF Program a full risk assessment will need to be undertaken.

6.3 Staffing/Work Plans/Additional Resource Impact

- This proposal has an impact on existing resources and would also require an additional resource to manage the program.

6.4 Climate/Environmental Impact

- As mentioned above, this program could reduce community CO2 emissions and increase investment in renewables.

6.5 Social/Economic

- The Business Upgrade Finance Program would contribute to Objective 4 of the Economic Development Growth Strategy (2021–2025) to encourage business growth and prosperity through a business support program.

7. ANALYSIS OF OPTIONS

Option 1 –

1. The report be received.
2. It is recommended that the Building Upgrade Finance program will not be made available within the City of Unley at this time.

There has been minimal interest following engagement with the business community through the Mainstreet Business Associations and Unley Business E-News. There has been very minimal take up in other metropolitan councils.

Option 2 –

1. The report be received.
2. It is recommended that the Building Upgrade Finance program will be provided within the City of Unley.

Implementation of this program will require additional resources – people and money.

8. RECOMMENDED OPTION

Option 1 is the recommended option.

9. REPORT AUTHORISERS

Name	Title
Peter Tsokas	Chief Executive Officer

DECISION REPORT

REPORT TITLE:	MAINSTREET TRADER ASSOCIATION UPDATE
ITEM NUMBER:	2.5
DATE OF MEETING:	18 OCTOBER 2023
AUTHOR:	DONNA GRIFFITHS, MANAGER ECONOMIC DEVELOPMENT & STRATEGIC PROJECTS
DIVISION:	OFFICE OF THE CEO
ATTACHMENTS:	NIL

1. **PURPOSE**

The City of Unley has four Mainstreet precincts (Fullarton Road South, Unley Road, King William Road, and Goodwood Road) (Precinct). Each Precinct has an Independent Mainstreet Association (Association) consisting of local businesses who enter into an annual funding agreement with Council. The Association Separate Rate Agreement(s) require each Association to submit two expenditure reports per year (January and July) to Council.

Our Mainstreets are critical to the economic success of the City of Unley and the associations are important stakeholders. The Committee seeks to learn from the associations and engage with the associations as key stakeholders. This report seeks to invite the Chairs of the Trader Associations to present to the Committee.

2. **RECOMMENDATION**

That:

1. The report be received.
 2. The Presiding Member to invite the Mainstreet Chairs to the next BEDAC meeting to pose the following questions:
 1. What attracts customers to your street?
 2. What will your street be like in 5 years?
 3. What's the top 3 reasons for locating a business on your street?
 4. What's the most important thing the committee could do?
 5. If you could change a Council service, which one would you change and how?
-

3. RELEVANT CORE STRATEGIES – FOUR YEAR DELIVERY PLAN

4. Civic Leadership

4.1 We have strong leadership and governance.

4. BACKGROUND

The Economic Development Growth Strategy (2021–025) takes a holistic approach to economic development, working with different drivers that encourage economic growth.

Vibrant and active Mainstreets are key destinations for which the City of Unley is well-known, and Mainstreet trader associations are valued stakeholders.

When thinking about our lifestyle economy, it is vital that all stakeholders are considered, and that the approach is regularly monitored to ensure a strategic outcome that meets the needs of businesses and investors is achieved; is reflective of current conditions; is innovative; and ensures that all stakeholders contribute to a collective overall vision.

The Strategy seeks to achieve with our key stakeholders:

1. Civic Leadership – a whole of city approach to facilitate and promote business growth and investment, ensuring the desirability of the City of Unley as a business destination.
2. People and Places – Support growth through quality development that builds on the City’s liveability and aligns with environmental principles.
3. Destination and Investment – Increased employment opportunities through recognition of the City of Unley as a business destination and a place to invest.
4. Business Sustainability – enable business growth and prosperity.
5. Connected and Activated Precincts – business precincts are vibrant, activated and connected.

5. DISCUSSION

Our four Mainstreet Trader Associations are an important stakeholder. Each Association is an Independent Incorporated Body and is managed by a committee that is comprised of their members (volunteer local businesses from the precinct). A Separate Rate is levied by Council on businesses located within each of the Precincts, for the purposes of marketing and promotion, as well as for the provision of small value-added infrastructure upgrades.

Income collected from rate payers by the Separate Rate is dispersed through a funding agreement, to the relevant Association to conduct these activities on Council’s behalf. The Separate Rate amount collected is different for each Precinct.

There is a formal Association Separate Rate Agreement (Agreement) in place between Council and each Association for the expenditure of the Separate Rate collected.

In 2022/23 FY a total of \$338,915 worth of levy was expended by the Trader Associations on the operations of each association, marketing / promotion activities and small infrastructure updates that supports local services for our community and attracts visitors.

Since 2022, each Association is required to have a three-year strategic plan and report against that strategic plan each financial year in January and July.

The activities undertaken through the levy has supported the retention and exposure of over 550 local businesses within the precincts.

Each year, over 530 volunteer hours are injected to help run the Trader Associations and deliver local outcomes.

The Mainstreet Associations also receive a \$10,000 event sponsorship grant annually – a total budget of \$40,000 per year. An event agreement is created in collaboration with each Association and a report is required after each event. There is a letter of agreement with the Fullarton Road South Trader Association to use the funding for minor upgrades instead of an event due to the characteristics of that precinct.

In September 2023, the City of Unley gathered the Mainstreet Chairs and Coordinators together through an executive round-table process. At the conclusion of the evening, there was strong interest to continue to meet quarterly as a team. The next meeting is scheduled for December 2023.

A thriving Lifestyle Economy is critical to the ongoing success of the City of Unley. The Committee is keen to collaborate with all key stakeholders. As such, the Committee intends to invite the Chairs of each association into the November 2023 meeting and pose the following questions:

1. What attracts customers to your street?
2. What will your street be like in five years?
3. What's the top three reasons for locating a business on your street?
4. What's the most important thing the committee could do?
5. If you could change a council service, which one would you change and how?

This stakeholder engagement will provide valuable insights into the Mainstreets and assist the Committee with planning the next strategy.

6. POLICY IMPLICATIONS

6.1 Financial/budget implications

- Nil.

6.2 Risk Management (identification and mitigation)

- Nil

6.3 Staffing/Work Plans/Additional Resource Impact

- Nil

6.4 Climate/Environmental Impact

- Nil

6.5 Social/Economic

- Community Plan - Economic Prosperity: Our businesses are valued because of the range of goods, services and facilities they provide, and new businesses are supported, not burdened, with bureaucracy.
3.1 – Unley is recognised as an easy place to do business
3.2 – Thriving Main streets and other business activities operate across our city.

7. ANALYSIS OF OPTIONS

Option 1 –

1. The report be received.
2. The Presiding Member to invite the Mainstreet Chairs to the next BEDAC meeting to pose the following questions:
 - 1) What attracts customers to your street?
 - 2) What will your street be like in 5 years?
 - 3) What’s the top 3 reasons for locating a business on your street?
 - 4) What’s the most important thing the committee could do?
 - 5) If you could change a Council service, which one would you change and how?

Option 2 –

1. The report be received.
2. The Presiding Member to invite the Mainstreet Chairs to the next BEDAC meeting to pose the following questions:
 - BEDAC to determine

8. RECOMMENDED OPTION

Option 1 is the recommended option.

9. REPORT AUTHORISERS

Name	Title
Peter Tsokas	Chief Executive Officer

INFORMATION REPORT

REPORT TITLE:	GREATER ADELAIDE REGIONAL PLAN DISCUSSION PAPER
ITEM NUMBER:	2.6
DATE OF MEETING:	18 OCTOBER 2023
AUTHOR:	DON DONALDSON, TEAM LEADER PLANNING
DIVISION:	CITY SERVICES
ATTACHMENTS:	NIL

1. **PURPOSE**

The Discussion Paper seeks to stimulate discussion in the community regarding the development form of metropolitan Adelaide and the surrounds over the next 30 years. This is in advance of the State Government considering feedback and preparing a draft GARP for consultation during 2024.

2. **RECOMMENDATION**

That:

1. The report be received.
-

3. **RELEVANT CORE STRATEGIES – FOUR YEAR DELIVERY PLAN**

3. Economic Prosperity

3.1 Unley is recognised as an easy place to do business.

4. **BACKGROUND**

The purpose of the Discussion Paper is to stimulate discussion in the community of the development form of metropolitan Adelaide and surrounds over the next 30 years, prior to the State Government considering the feedback and preparing a draft GARP for consultation during 2024.

The Discussion Paper does not replace the consultation that will take place on the GARP. It does however point to likely directions that the GARP may take.

The following is a summary of the more relevant points outlined in the Discussion Paper relating to employment and industry as they may be particularly of interest to the City, together with some commentary as to the nature of a possible submission by Council in respect to that aspect.

The initial sections of the summary deal with the broader context and policies outlined in the Discussion Paper.

5. **DISCUSSION**

Relevant Points for Consideration

Guiding Principles and Outcomes for Greater Adelaide

There are seven Guiding Principles set out in the Discussion Paper for the scope and preparation of the future GARP. These are very broad considerations but play an important role in setting the tone, scope, and direction of the GARP.

<i>Principles</i>	<i>Possible submission points</i>
<p>Integrated land use planning and delivery of transport infrastructure and open space.</p> <p>Relevant to economic growth/investment/other opportunities.</p>	<p>Integration in approach is strongly supported. Such matters should also take into account broader considerations, such as changing social (eg impact of AI on urban development, lifestyles, and employment) and sustainability (eg climate change, renewable urban infrastructure, passive design) factors.</p>
<p>Aligned with SPPs, strategies and plans.</p> <p>Visionary with short, medium, and long term actions</p>	<p>Alignment with state planning policies should not work against local solutions being defined by councils. Council should be able to provide the detail to the vision through its City Master Plan project.</p>
<p>User-friendly and easy to understand.</p>	<p>The vision and its level of achievement needs to be regularly reviewed and realigned as necessary.</p>
<p>Measurable with KPIs.</p>	<p>The emphasis should be on identifying what are the 'key' indicators. Too many indicators will diffuse the required effort for little gain.</p>
<p>Land use focused with sufficient land supply for housing, employment, and affordability.</p>	<p>The State Government should take into account broader mechanisms to achieve such outcomes (eg use of Treasury actions to improve housing affordability).</p>

The Discussion Paper also puts forward four Outcomes for Greater Adelaide, based on State Planning Policies and global trends identified in the document.

Outcomes	Possible submission points
<p>A greener, wilder* and climate resilient environment</p> <p>*Wilder is taken from Green Adelaide's charter about <i>restoring nature and creating a balance between what is man-made and the natural environment. It is also about enhancing and protecting the wild that already exists.</i></p> <p>In practical terms, this is reflected by the delivery of <i>greening and cooling outcomes and includes practical implementation of water sensitive urban design and biodiversity-sensitive urban design principles, in highly modified urban settings with high community usage, at the site, street or precinct scale.</i></p>	<p>Climate change is well recognised in the Discussion Paper but to date, it can be said that the planning system has yet to sufficiently deal with the ramifications of climate change and to set in place tangible solutions to in respect to design, housing, transport options, and loss of tree canopy.</p>
<p>A more equitable and socially-cohesive place.</p>	<p>Of particular interest to the local communities of Unley would be measures to assist ageing in place, affordable housing options and greater housing choices which may include for the homeless (in response to growing societal inequality).</p> <p>Currently Council is involved in projects relating to co-housing and a <i>Future Living Code Amendment</i> and Resilient Housing Community of Practice.</p>
<p>A strong economy built on a smarter, cleaner, regenerative future</p>	<p>The ongoing pattern to WFH, the opportunity for greater home-based businesses, the impacts of AI, and a trend to a circular economy, are all factors that should be considered in the preparation of the GARP.</p>
	<p>How climate change will influence the attraction of centres for shopping and the delivery of services also requires greater consideration in the preparation of the GARP.</p>

<p>A greater choice of housing in the right places</p>	<p>As noted under the ‘equitable’ outcome, greater choices need to be facilitated for inter-generational housing, ageing in place and co-housing options, while at the same time protect areas of character and heritage.</p> <p>Reliance on corridor zones for higher density living will require the impacts of transport type and volumes (eg number of trucks, fumes, noise, accessibility) to be better addressed so that a greater sense of place and amenity is created.</p> <p>Detailed investigations need to be undertaken to better transition between corridor development and established living areas.</p> <p>The opportunities for the ‘missing middle’ housing will also be an important outcome of the Council’s City Master Plan.</p>
---	---

Reference is also made in several sections of the Discussion Paper to the notion of ‘decentralisation’ playing a role dealing with development pressures for Greater Adelaide. Such a notion is not defined or elaborated on, with the impression given that ‘decentralisation’ is being directed to Victor Harbor, Goolwa, and Murray Bridge. The difficulty is that such locations will become dormitory suburbs for metropolitan Adelaide, promoting commuting to Adelaide rather than centres of activity and employment in themselves.

The question remains open as to whether the pressure of growth on Greater Adelaide could be reduced through decentralisation.

Ideas for the GARP relating to Employment and Industry

<i>Ideas for the GARP</i>	<i>Possible submission point</i>
<p>Identify sites for strategic infill along corridors, transport routes, activity centres on rapid transit public transport.</p>	<p>Supported. Detailed investigations to be undertaken as part of the City Master Plan.</p>
<p>Identify major brownfield sites.</p>	<p>To be undertaken as part of the City Master Plan (eg Goodman Fielder Bakery Leader St Forestville, and industrial site Lyons St Goodwood).</p>

Identify strategic infill sites near public transport, services, and employment.	To be undertaken as part of the City Master Plan.
Identify areas for mix-use developments that bring together housing, jobs and lifelong learning.	Keswick Barracks has already been identified. Other sites could be identified as part of the City Master Plan.
Provide appropriate policies to facilitate end-of-journey facilities for active travel to work.	Supported
Protect and capitalise on employment land in the inner metro region for future knowledge-based industries and innovation precincts.	Supported. Keswick Barracks is identified for such an opportunity.
Identify appropriate areas for innovation hubs (similar to Tonsley and Lot Fourteen).	Keswick Barracks has been identified as both a strategic infill site and a possible location for an innovation hub.

Housing and Employment Lands

The principles relevant to the City that will guide the identification of land for housing and employment areas in the GARP (pg 101), are noted below:

<i>Principles</i>	<i>Possible submission point</i>
Plan for high-growth scenario	Will be important to keep an ongoing review of growth for Greater Adelaide, the success of 'decentralisation', and net migration etc. While it is a safe approach, planning for unnecessary demand may cause development options that are not required.
Targets for sub-regions and each LGA to accommodate growth	This should not be arbitrary spread but based on the capacity a local government area. In Unley's case it should be based on the findings of the City Master Plan.
Rolling 15-year land supply	Such land supply needs to consider the capacity for growth within established areas, at the very least to protect or minimise development pressure on Environment Food Protection Areas and Character Preservation Districts.

Identification and priority of growth areas based on costs to community	Key areas of master planned sites in established areas should be given priority, eg Keswick Barracks.
---	---

Employment Lands

The Discussion Paper (pp 146 – 159) recognises that a *prosperous economy* requires employment land that will accommodate current and future industries that is:

- appropriately serviced and connected to physical infrastructure and digital infrastructure;
- well connected to skilled workers and in environments that are attractive for talented workers; and
- protected from incompatible development and competing uses.

It also recognises that Covid, recent global factors, and reliance on overseas trade, highlighted the need for increased sovereign capabilities and domestic supply of goods and services and local manufacturing, and an increase in innovation and technology clusters.

The Discussion Paper also puts forward that *opportunities also exist to better integrate quieter and greener industries into our urban environment* that would support the notion of major strategic infill sites such as Keswick Barracks being developed as a mixed-use precinct for housing and an innovation hub.

The Discussion Paper (pp 147-148) identifies the following future employment land trends that are of relevance to the City:

- Population serving activities will continue to play an important role in providing the products and services that underpin urban productivity and liveability.
- Number of jobs across inner-suburban employment lands is expected to grow, driven by knowledge-intensive activities that seek locations near CBD and access to skilled workers.
- Inner-suburban employment precincts often identified for rezoning to residential uses, highlighting the need to balance new city-fringe housing with future employment needs.
- Land along the South Road corridor will see increases in new commercial enterprise, highlighting importance of trade gateways and freight corridors to drive employment growth.

In respect to these trends, the areas along Unley Road, Goodwood Road, King William Road, and Glen Osmond Road will continue to provide scope for population serving activities. Fullarton Road is noted in the Discussion Paper as a possible corridor zone, but its residential character (and existing Urban Renewal Neighbourhood zoning) has generated development of a medium density residential nature. Significant redevelopment along South Road is expected to occur once the upgrading and construction of tunnels is more clearly known or undertaken.

The Discussion Paper also recognises (pg 151) that some employment land *no longer suits its purpose because of its location...This land could be considered for future mixed-use development.* Such a statement reinforces the potential review of the Charles Street employment node as part of the City Master Plan, although the Discussion Paper also recognises (pp 156-157) that *we need to safeguard employment land near where people live to continue providing services that meet the needs and demands of the growing population.*

The concept of promoting mixed-use precincts (which generally occur along corridor zones and within major strategic infill sites) and promoting the role of centres (such as the Unley Central Precinct) to accommodate a greater range of education, social services, and recreational uses is supported.

Knowledge Intensive Industries

The Discussion Paper (pp 154-155) notes that *inner metro and inner south locations could support new knowledge-based innovation precincts, also including housing.*

Keswick Barracks are identified for such a mixed-use innovation hub that could play a complementary role to defence projects at Osborne by providing housing, employment and innovation uses. It is also considered that it would be worthwhile to investigate whether a tertiary educational research establishment could be linked to the site in support of the innovation hub.

6. REPORT AUTHORISERS

Name	Title
Megan Berghuis	General Manager, City Services