

Business & Economic Development Committee Agenda & Reports

16 March 2021

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
Norwood
Payneham
& St Peters

12 March 2021

To all Members of the Business & Economic Development Committee

Committee Members

- Mayor Robert Bria (Presiding Member)
- Cr Carlo Dottore
- Cr Scott Sims
- Cr Garry Knoblauch
- Cr John Callisto
- Mr John Samartzis
- Professor Richard Blandy
- Ms Trish Hansen
- Ms Skana Gallery

Staff

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

NOTICE OF MEETING

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

Tuesday 16 March 2021, commencing at 6.15pm

Please advise Keke Michalos on 83664509 or email kmichalos@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
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3.1 PROGRESS REPORT ON THE 2021–2026 ECONOMIC DEVELOPMENT STRATEGY

REPORT AUTHOR: Economic Development Coordinator
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4616
FILE REFERENCE: qA69306
ATTACHMENTS: A - E

PURPOSE OF REPORT

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

BACKGROUND

In 2020, Council Staff, with the assistance of the Business & Economic Development Committee worked on the preparation of the Council's *2021-2026 Economic Development Strategy*, which is designed to guide economic development within the City, identify the priority areas for the next five (5) years and articulate the Council's role in supporting business and economic development.

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

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

Following the conclusion of the consultation period, the results of the consultation and the revised final document were presented to the Committee at its meeting held on 15 September 2020. The Committee resolved to forward it to the Council for its endorsement. Subsequently, at its meeting held 6 October 2020, the Council endorsed the *2021-2026 Economic Development Strategy*.

This report provides an update of the key Strategies and Actions that have been progressed by the Council Staff since the *2021-2026 Economic Development Strategy* was adopted.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

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

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

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

FINANCIAL AND BUDGET IMPLICATIONS

The Council's 2020-2021 Economic Development budget has been used to deliver the actions set out in the Table contained in **Attachment A**. Due to the significant concerns regarding the economic implications of the COVID-19 Pandemic, the Council allocated an additional \$150,000 in the 2020-2021 financial year, bringing the total budget for Economic Development to \$250,000.

A total budget of \$100,000 to deliver the Economic Development Agenda in the 2021-2022 financial year, will be proposed to the Council. The intent is that this budget will be used to fund the remaining actions in Year 1 of the Strategy.

EXTERNAL ECONOMIC IMPLICATIONS

The success of the *2021-2026 Economic Development Strategy* may be impacted by the broader economic environment and worldly events such as the COVID-19 Pandemic. Whilst the Strategy acknowledges and addresses the Pandemic, specifically in Year 1, it does not state that COVID related initiatives cannot be delivered in Years 2-5 if the support in those areas is still required. This is why the Strategy needs to remain flexible and be able to respond to external economic issues as they arise.

SOCIAL ISSUES

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

CULTURAL ISSUES

Cultural and creative activity is increasingly recognised as important components of economic growth. Economic growth and sustainability through employment, vibrancy and growth are all important factors in achieving cultural vitality.

RISK MANAGEMENT

In establishing the Strategic Framework for the *2021-2026 Economic Development Strategy*, the Council took into consideration the economic and demographic profile of the City, the views of the business community and partners and the key influences and trends that have, and will, impact on the City's economy. In doing so, the Council has ensured that the Strategy appropriately addresses the wide range of opportunities and challenges facing businesses and economic growth in the City. The biggest risk to the Council and the business community is not delivering on the Actions outlined in the Strategy.

ENVIRONMENTAL ISSUES

A vital component in meeting the aspirations of current and future businesses in the City of Norwood Payneham & St Peters is ensuring that issues relation to environmental sustainability are considered alongside those of economic sustainability. A sustainable environment impacts on business investment decisions and is a key asset in the success of local businesses. The Council will continue to promote environmental programs such as 'Plastic Free SA' to local businesses and aims to increase the awareness amongst businesses of sustainable business practices and the importance of the circular economy.

RESOURCE ISSUES

This Strategy has been prepared internally by Council Staff, however it will require additional support, from both internal and external resources to ensure its timely implementation.

COVID-19 IMPLICATIONS

Prior to the COVID-19 Pandemic, the Council's *Economic Development Strategy* focused on growth, attraction and understanding the needs of business. However, the effects on businesses due to the Pandemic have been substantial, and therefore it was essential that the *Economic Development Strategy* take into consideration the economic and social impacts that the Pandemic has caused and that these issues be reflected in the Actions.

The Council's *2021-2026 Economic Development Strategy* will play a significant role in the rebounding ability of the business community for a long period of time. The Strategy including its Vision, Outcomes, Objectives, Strategies and Actions, has been designed to help businesses recover and rebuild from the COVID-19 Pandemic and plan for sustainability and growth for when the economy reaches some level of normality. As a result of the impacts of the COVID-19 Pandemic, the *2021-2026 Economic Development Strategy* includes the overarching strategy of *Recover and Rebuild*, which cuts across all four (4) themes. This has been designed to assist the Norwood Payneham & St Peters business community in its recovery and rebuild phase and acknowledges that many businesses are currently in a mode of survival, rather than growth.

The fourteen (14) Actions set out in the *Recover and Rebuild* stage, are of the highest priority. The intent is that these actions will be delivered as part of Year 1 of the Strategy's implementation.

DISCUSSION

The implementation of the *2021-2026 Economic Development Strategy*, has only recently commenced following the adoption of the Strategy by the Council on 6 October 2020. However, to ensure that it is delivered in a timely manner, Council Staff have developed a reporting structure that will be presented to the Business & Economic Development Committee at each of its meetings to track the progress of the Strategy's implementation and to provide direction and guide the Staff in its implementation.

The table contained in **Attachment A**, outlines progress on the Actions under each of the four (4) key themes that are currently being delivered in Year 1 of the Strategy or are 'Ongoing' Actions for the duration of the five (5) year Strategy. It should be noted that Actions that are yet to commence have not been included at this stage.

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

CONCLUSION

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

COMMENTS

Notwithstanding that the COVID-19 Pandemic has had a significant impact on the economy at a local, national and international level, there is a significant opportunity for the Council to now implement its Vision for the City's business and economic sector. The primary focus at this stage is on growth, attraction and understanding the needs of business during the transition out of the COVID-19 Pandemic and beyond.

RECOMMENDATION

That the report be received and noted.

Attachment A

Progress Report on the 2021-2026 Economic Development Strategy

City of Norwood Payneham & St Peters
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IMPLEMENTATION OF THE 2021-2026 ECONOMIC DEVELOPMENT STRATEGY

1. DYNAMIC & DIVERSE CITY		
<i>Outcome: A City with thriving and resilient business sectors that drive employment and deliver growth.</i>		
<i>Objective: Support the growth and viability of the City's business sectors based on their competitive strength and strategic priority.</i>		
ACTION	UPDATE	STATUS
CV.1.0.1: Strengthen the promotion of 'Buy Local' initiatives to support key sector businesses.	The principle 'Buy Local' is at the forefront, when designing and promoting initiatives to support key sectors within the City. The Eastside Wine & Ale Trail businesses that participated at the Cellar Door Fest and the Food Secrets at the Green event are both initiatives that support the local beverage and food manufacturing sector.	In progress
1.1.1: Continue to support and promote the Food & Beverage Manufacturing sector. ALSO ACHIEVES 2.2.1: Continue to develop and implement marketing campaigns for the City's key precincts including Kent Town, Payneham Road, Magill Road and The Parade, and the Glynde and Stepney suburbs.	<p>At its meeting held on 20 January 2020, the Council endorsed to register the <i>Food Secrets at the Green</i> event, as part of the inaugural Adelaide Food Fringe (AFF) Festival that was scheduled to be held in April 2020. Unfortunately due to the COVID-19 Pandemic, the festival and program of events was cancelled only a few weeks before the event was to take place.</p> <p>A year later, on 20 January 2021, the AFF announced that the Festival will return with an expanded festival program of nine (9) days, from Friday 7 May – Sunday 16 May 2021. The vision of the event organisers is to build the AFF festival to become a fixture on the Adelaide Festival's calendar, which establishes a food cluster event in April each year, similar to the arts cluster of events that run in March, (i.e. Adelaide Fringe, Adelaide Festival, WOMAD and Writers Week). For this reason the organisers have scheduled the event to cross over with the <i>2021 Tasting Australia</i> event, which will run from 30 April – 9 May 2021.</p> <p>The AFF is South Australia's newest open-access food festival – "created by the people, for the people". The Festival is intended to be an inclusive and family-friendly festival celebrating the diverse and vibrant food cultures that all South Australians feel a connection to. The festival is about family, community and sharing food in South Australia.</p> <p>Given the strong history and long standing food manufacturers located in the City of Norwood Payneham & St Peters, combined with the opportunity to reinvigorate a food event in the area, the Council, together with Norwood Green will run an event in this year's AFF. This year's <i>2021 Food Secrets at the Green</i> event will be held on Sunday 16 May 2021, from 11am – 3pm.</p> <p>A copy of the <i>Food Secrets at the Green</i> poster is contained in Attachment B.</p>	In progress

IMPLEMENTATION OF THE 2021-2026 ECONOMIC DEVELOPMENT STRATEGY

<p>1.1.5: Promote Kent Town as a Cultural & Creative Industries hub.</p>	<p>Council Staff will release a Project Brief to engage a Consultant to deliver the Kent Town branding project in Quarter 4 of the 2020-2021 financial year.</p>	<p>In progress</p>
<p>1.1.7: Identify funding and/or promotional opportunities for local artists.</p>	<p>The <i>2021 Art on Parade</i> event will provide an opportunity to encourage creative expression and invite new audiences to The Parade whilst at the same time supporting local artists and promoting The Parade as an arts-friendly precinct. All businesses within The Parade Precinct have been invited to express their interest in being a host venue for the <i>Art on Parade</i> event that will be held for the month of April.</p> <p>This year the Council has engaged Evy Moschakis to curate the trail and will be the liaison between the businesses that have expressed their interest and the artists that are showcasing their work. Once the Council has received all expressions of interest, Evy will start the process of matching artworks to venue spaces that are appropriate logistically and are visually complementary.</p>	<p>In progress</p>
<p>1.1.13: Continue to work in partnership with business owners and property owners within the City's retail precincts to encourage greater consumer spending in the Retail sector.</p>	<p>On 1 March 2021, the two (2) year Norwood Mall Redevelopment commenced and the Coles carpark was fenced off. As a result, amongst other things, this has significantly affected foot traffic through Norwood Mall, which in-turn has affected consumer spending for the retail businesses located in Norwood Mall. Council Staff are working in partnership with the property owners, business owners and the Australasian Property Development & Rocca Property Group to design and install new directional signage, and will explore other temporary infrastructure options as issues arise in an attempt to support the businesses affected.</p> <p>A 'Norwood Mall' series of articles is currently being prepared, which will include a profile on each business that is situated within the Mall or facing the pre-existing Coles carpark. This series of articles will be published to The Parade website, and shared across The Parade's social media accounts.</p> <p>This series is just the first targeted initiative that has been developed to support the businesses in Norwood Mall, and the Council Staff will continue to work closely with this group, as well as other businesses in the retail sector to assist them to survive during this construction period and then thrive.</p>	<p>In progress</p>
<p>1.4.1: Create opportunities for businesses to interact through business events and networking functions.</p>	<p>The Council has committed to schedule two (2) networking events each calendar year. The mid-year event, is scheduled for 21 July and the end of year Christmas networking event will take place at the end of November or beginning of December (date to be determined).</p> <p>Business owners and employees thoroughly enjoy these networking events as it gives them the opportunity to meet other business owners in the Council area and to discuss future collaboration opportunities.</p>	<p>Ongoing</p>

IMPLEMENTATION OF THE 2021-2026 ECONOMIC DEVELOPMENT STRATEGY

2. <u>DESTINATION CITY</u>		
<i>Outcome: Increase the number of people who live, work and visit the City and enhance the community well-being of existing residents, workers and visitors.</i>		
<i>Objective: Increase the number of people who live, work and visit the City and enhance the community well-being of existing residents, workers and visitors.</i>		
ACTION	UPDATE	STATUS
<i>CV.2.0.2: Increase precinct website capabilities that facilitate and encourage visitors to the street.</i>	<p>In order to attract current and potential new customers to the City's precincts, it is important to create engaging content, which highlights, informs or celebrates what the City has to offer. One of the most common ways to share this content is through developing articles that are housed on the precinct websites.</p> <p>In the past two (2) years, at least two (2) articles per month have been published on The Parade website, which can then be shared to the Facebook and Instagram associated accounts. As a result of this, the website and social media accounts have received an increase in views, more time on page and have overall generated greater awareness of the precinct and the businesses that form the street.</p> <p>Following the success of this initiative, Council Staff have expanded on this and on 6 January 2021, the first article was published on the Magill Road website. Similarly, the Magill Road website and social media accounts have received more traction online, which in turn has encouraged more visitors to the street.</p>	In progress
<i>2.2.1: Continue to develop and implement precinct marketing campaigns for the City's key precincts including Kent Town, Payneham Road, Magill Road and The Parade, and the Glynde and Stepney suburbs.</i>	<p><u>Magill Road – Adelady TV</u></p> <p>The Magill Road Precinct encompasses an eclectic mix of retail, some residential, and three (3) major anchor hotels that have positioned themselves as lifestyle / entertainment destinations. Magill Road has the opportunity to capture customers who shop for quality, eclectic difference and authenticity. This group are usually high-level income professionals not wanting large shopping centres, home-maker centres or brand name main streets.</p> <p>Adelady showcases the best of South Australia and encourages locals and visitors to support SA. In five (5) short years, Adelady has grown from a fun and friendly local website, to all-round South Australian media brand, including website, social media, TV, events and consulting services.</p> <p>Nine (9) businesses within the Magill Road Precinct have been selected to take part in the Adelady TV episode including:</p> <ul style="list-style-type: none"> • SAHA (Café); • Ambrosini's (Restaurant); 	In progress



IMPLEMENTATION OF THE 2021-2026 ECONOMIC DEVELOPMENT STRATEGY

	<ul style="list-style-type: none"> • Wolfies (Record Store); • Some Days are Diamonds (One-Off Furniture Store); • Wholly Belly (Unique Woodfire & Catering); • Asser & Co (Homewares); • Flourish on Magill Road (Homewares); • Everflowers Collective (Florist & Plant Shop); and • Abbode Interiors (Interior Design & Decorators). <p>The businesses that have been selected are both Magill Road drawcards and are locations that Hayley and Lauren visit or are likely to visit in the future. It was extremely important that the businesses selected are in-line with the Adelady brand, to ensure that the content is genuine and translates to the audience in a trustworthy and authentic way.</p> <p>Filming is scheduled for Tuesday 16 and Wednesday 17 March 2021, with the full Adelady episode airing on Channel 9 in May 2021.</p> <p><u>Magill Road Guide Insert – City Brief</u></p> <p>When the first edition came off the press in Adelaide, Australia in 2015, City Brief set out to reimagine the concept of a city guide. Through their unique, user-centric approach to design, and commitment to authentically local content, City Brief has grown to cities across the world. From Australia to Europe, City Brief continue their passion for good design and wholesome content with a commitment to curating authentic experiences for both discerning locals and visitors to read and interpret.</p> <p>City Brief prepare and release four (4) guides a year – Summer, Autumn, Winter and Spring. The guide features a diverse and ever-changing selection of independent places, experiences and destinations curated on merit and for several years now, Rundle Street East has had exclusivity to an insert in each edition. Council Staff has enquired several times over the past couple of years for the opportunity to do a similar insert, but unfortunately had not received approval, until now.</p> <p>Council Staff, together with City Brief have designed a customer A3 folded to A5 insert, which will be included in the Autumn 2021 edition. The Autumn guide will be released on 26 March and will be in circulation until 14 June 2021.</p> <p>The free Magill Road Guide features thirty-six (36) Magill Road businesses and includes a simplified map of the precinct and neighbouring main streets, to make it easy for locals and visitors to read.</p>	
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IMPLEMENTATION OF THE 2021-2026 ECONOMIC DEVELOPMENT STRATEGY

	<p>City Brief will distribute 10,000 copies of the Autumn Guide (including the Magill Road Guide) to over 190 cafes, stores and services, eateries and bars, hotels and visitor centres, and culture and attraction businesses in the CBD and surrounding suburbs. There is an additional 1,000 copies of the Magill Road Guide that has been printed and the Council will have these available in Council-run facilities for customers to pick up. The Guide will also be included in event gift bags, such as those that will be prepared for the <i>Food Secrets at the Green</i> event which will be held at Norwood Green on Magill Road, as a part of the Adelaide Food Fringe Festival.</p>	
<p>2.2.2: Manage the Norwood Parade Precinct Separate Levy and deliver and implement an Annual Business Plan for the Committee.</p>	<p>At its meeting held on 16 February 2021, the Norwood Parade Precinct Committee was presented with the <i>Draft 2021-2022 Norwood Parade Precinct Annual Business Plan</i> for its consideration and approval.</p> <p>The budget which has been allocated in the Draft Annual Business Plan for the 2021-2022 financial year is \$215,000. This figure reflects the amount which is proposed to be collected by the Council through The Parade Separate Rate in 2021-2022.</p> <p>The Committee endorsed the Draft Plan as being suitable to present to the Council for its endorsement and approval to be released for consultation with The Parade Precinct business community for a period of twenty-one (21) days. The Council will consider the Annual Business Plan at its meeting held on 6 April 2021.</p> <p>A copy of the <i>Draft 2021-2022 Norwood Parade Precinct Annual Business Plan</i>, which sets out the Strategies and Deliverables and associated funding under each of the above categories, is contained in Attachment C.</p>	In progress
<p>2.2.3: Monitor vacancy rates on The Parade by undertaking annual audits.</p>	<p>As part of the report to Council's Business & Economic Development Committee in November 2019, it was recommended that an assessment of The Parade Precinct's occupancy levels be conducted annually and the findings presented back to the Committee to be noted, as well as be presented to the Council's Norwood Parade Precinct Committee and the Council.</p> <p>In October 2020, Council staff undertook an assessment of The Parade Precinct's occupancy levels to gauge the potential impacts that the COVID-19 Pandemic may have had on occupancy levels within the Precinct. The Pandemic has been a significant disruptor for brick and mortar businesses throughout 2020 due to all levels of government applying restrictions to minimise the spread of the virus. As a result, selected business sectors were forced to close or reduce operating capacity, hindering their ability to function efficiently and in some cases, forcing them to close for a period of time or to close permanently.</p>	Not yet started

IMPLEMENTATION OF THE 2021-2026 ECONOMIC DEVELOPMENT STRATEGY

	The next audit on The Parade Precinct's occupancy levels will be conducted in October 2021 and a report will be presented to the Business & Economic Development Committee at its meeting scheduled for 2 November 2021.	
2.3.1: Develop a People, Place and Activity Strategy.	<p>Creating vibrant and successful spaces, and facilitating connections with those places, is at the core of activation, subsequently offering economic, social and environmental benefits for the community. Having a vibrant, active and interactive City not only increases the pride of the local community but it also attracts investment, visitation and engagement from the broader region.</p> <p>The Council is therefore seeking to prepare a strategic document that will guide Council initiatives and external partnerships in the long and short term activation of the Council's places and spaces. <i>The People, Place and Activity Strategy</i> will guide the Council's practices and be a catalyst for place activation initiatives at key sites across the City, using where possible the artistic, creative and cultural assets of the City. The Strategy will establish a clear direction for connecting people to the City's community spaces, through the sharing of stories, memories and experiences, to create places that are welcoming, safe and fun for all.</p> <p>The purpose of the <i>People Place and Activity Strategy</i> is to further shape the identity of the City of Norwood Payneham & St Peters by creating vibrant places for diverse activities and opportunities for enhanced social connection.</p> <p>Council Staff are in the process of preparing a Project Brief, which is at this early stage of development.</p>	In progress
2.3.3: Assist businesses to leverage the City of Norwood Payneham & St Peters, City of Adelaide and State Government event calendars.	<p>For the majority of 2020, events and festivals were cancelled due to the COVID-19 Pandemic, but 2021 has been positive so far and the State and Local Governments have proven to deliver safe and well-managed events. This has instilled confidence in the City of Norwood Payneham & St Peters business community and therefore the Council Staff has been able to assist and inform businesses on how they can leverage various event calendars and the benefits of doing so.</p> <p>The Eastside Happy Hour Live event has been held three (3) times this year at three (3) different venues. In January the event was held at the Maid, February at Little Bang Brewery and in March at the Alma. This series of events directly benefits the host venue, supports local artists and provides flow on benefits to the surrounding businesses. These events are also filmed and streamed online, allowing viewers to watch it again at any given time.</p> <p>In February, some of the businesses that are a part of the Eastside Wine & Ale Trail participated in Cellar Door Fest, a bi-annual event held at the Adelaide Convention Centre. A benefit to being involved in an</p>	Ongoing

IMPLEMENTATION OF THE 2021-2026 ECONOMIC DEVELOPMENT STRATEGY

	<p>organised and tailored event such as this, is that it gives prospective customers the chance to build an affinity with the people and winemakers behind the brand, as well as building awareness of the brand.</p> <p>Adelaide Fringe is the biggest arts festival in the Southern Hemisphere and for 31 days, the Fringe transforms Adelaide into a vibrant and buzzing place to be. In addition to the hundreds of shows that are held in the CBD, there are twenty-one (21) events scheduled at venues within the City of Norwood Payneham & St Peters. The program and particularly those that are held in the Council area, have been shared and promoted to businesses over the past couple of months via electronic direct mail (EDMs), face-to-face as well through a feature article published on The Parade blog. The Fringe attracts thousands of people to the area, and the Council has encouraged businesses to develop marketing campaigns and special offers to 'Fringe-goers' during the festival season.</p> <p>In addition, the Council Staff have encouraged businesses to leverage the AFL Women's games that have been scheduled to be played at the Norwood Oval.</p>	
<p>2.3.5: Support live music by promoting local venues and local artists as well as engaging emerging musicians for Council organised events.</p>	<p>During the COVID-19 Pandemic, <i>BIEcreative</i> launched the 'Happy Hour Live' Series, which aims to bring live music into the homes of many across the State through a live stream on YouTube. Building on this concept, the Council in partnership with <i>BIEcreative</i>, took the initiative "on the road" in the City of Norwood Payneham & St Peters. During August and September 2020, the Council sponsored four (4) events in an attempt to breathe life back into local venues in the Council area and provide musicians with the opportunity to perform again.</p> <p>Due to the overwhelming success, the Council continued this initiative on the first Friday night of the month from October 2020, and will run it through to June 2021. The performances can be viewed on Facebook and on the Happy Hour Live website www.happyhourlive.com.au</p>	<p>In progress</p>

IMPLEMENTATION OF THE 2021-2026 ECONOMIC DEVELOPMENT STRATEGY

<p>3. INNOVATIVE CITY <i>Attract and maintain competitive businesses with the capacity for resilience and ongoing sustainability, innovation and growth.</i></p> <p><i>Outcome: An innovative City that supports business and attracts investment.</i> <i>Objective: Attract and maintain competitive businesses with the capacity for resilience and ongoing sustainability, innovation and growth.</i></p>		
ACTION	UPDATE	STATUS
<p>CV.3.0.2: Increase the number of training and events and deliver them in a variety of formats, easily accessible for the business community.</p> <p>AND</p> <p>3.3.2: Deliver a program of forums, networking and training events for new and existing businesses collaborating with specialist providers.</p>	<p>BUSINESS TRAINING & WORKSHOPS</p> <p>The Norwood Parade Precinct Committee together with the Council has historically run two (2) separate training and development series for the City's business community – the <i>Growth Workshops</i> and the <i>Eastside Startup Series</i>. The <i>Growth Workshops</i> program was designed to provide existing businesses with advice and training through interactive workshops on social media, marketing, content planning, as well as topics around business and the COVID-19 Pandemic.</p> <p>The <i>Eastside Startup Series</i> is a program that the Council developed and delivered in conjunction with Adelaide based company LeapSheep in 2018 and 2019. The series of events were designed to help local start-ups and entrepreneurs with high-level strategic education to aid future growth. Whilst this program did not attract a large amount of attendees, it did attract the appropriate target audience, which was the objective for this program. A 2020 program for the <i>Eastside Startup Series</i> was not curated due to the COVID-19 Pandemic.</p> <p>In November 2020, Council Staff undertook a review of the event content, format, engagement and attendance of the <i>Growth Workshops</i> and the <i>Eastside Startup Series</i>, and took into consideration the feedback received from business owners, employees and other Council Staff. The findings from the review showed that there was a desire for a more comprehensive program, a mix of event formats (in person and online) as well as for the events to be held at a variety of times to accommodate all industries.</p> <p>The 2021 program has been carefully curated, guided by the feedback received and the desire from the Council Staff to develop a new and exciting program for the business community. The branding for the 2021 program is: 'Reflect. Refuel. Restart. <i>Learn how to adapt, grow and help your business thrive.</i>' The series includes eleven (11) events across ten (10) months, which is the most comprehensive and varied program that the Council has developed.</p> <p>The '<i>Reflect. Refuel. Restart.</i>' series of events and workshops has been tailored to retailers, hospitality owners, fitness and wellness centres, start-up entrepreneurs, creatives and professional service</p>	<p>In progress</p>

IMPLEMENTATION OF THE 2021-2026 ECONOMIC DEVELOPMENT STRATEGY

	<p>businesses. The majority of the events will be free of charge for business owners and employees operating within the City.</p> <p>A list of the confirmed speakers and their topics is available on the Council's website at www.npsp.sa.gov.au/workshops</p> <p>The '<i>Reflect. Refuel. Restart.</i>' series of events has and will continue to be promoted to all businesses within the Council area via targeted social and digital channels including electronic newsletters and printed collateral delivered to their door, plus posters and postcards visible and available for collection at all Council-run facilities.</p> <p>A copy of the postcard is contained in Attachment D.</p>	
<p>CV.3.0.3: Explore opportunities for the Council to provide a Business Advisory Service Program</p>	<p>The need for a <i>Business Advisory Service Program</i> was discussed prior to being included in the <i>2021-2026 Economic Development Strategy</i>. The COVID-19 Pandemic has highlighted to a number of businesses, key areas of their business operations are in need of support and assistance, especially with regards to financial management and pivoting to an online presence. For this reason, research has been undertaken and four (4) business advisory service providers have been contacted to discuss a potential <i>Business Advisory Service Program</i> for the City of Norwood Payneham & St Peters.</p> <p>A separate report has been prepared regarding this matter, outlining the options. This will be presented to the Business & Economic Development Committee at its meeting held on 16 March 2021 for consideration.</p>	<p>In progress</p>
<p>3.2.1: Conduct an Annual Business Awards program that gives customers, business owners and employees the chance to recognise and celebrate their favourite City businesses.</p>	<p>2021 EASTSIDE BUSINESS AWARDS</p> <p>The <i>Eastside Business Awards</i> is in its fourth consecutive year and this year, the City of Norwood Payneham & St Peters has partnered with Solstice Media to deliver the program. This decision was determined as a result of the Messenger print publication ceasing operation in mid-2020, which largely affected the ability to promote the program in the same way and to the same extent that it had in previous years.</p> <p>The <i>2021 Eastside Business Awards</i> continues to aim to achieve the following objectives:</p> <ul style="list-style-type: none"> • recognise and celebrate the success of businesses within the City; • raise the profile of the Council's business sector; 	<p>In progress</p>



IMPLEMENTATION OF THE 2021-2026 ECONOMIC DEVELOPMENT STRATEGY

	<ul style="list-style-type: none"> • provide a platform for businesses that fall both within and outside of the Council’s business precincts the opportunity to be promoted; • highlight the “hidden gems”; • encourage exceptional customer service from businesses; • make the City of Norwood Payneham & St Peters a destination of choice for shopping, dining and services; • increase patronage for businesses within the City; and • associate the Council with a high profile awards program. <p>These awards celebrate excellence across twelve (12) categories which remain unchanged from the 2020 program.</p> <p>The 2021 Awards Program was launched on Friday 5 February, with one and a half weeks of general marketing and promotion to generate awareness of the Awards, prior to the voting stage opening. To support the initiative, the Council has made printed collateral available to all businesses, and has encouraged business owners and employees to collect and display the material within their business. To complement the printed collateral, digital assets are available to download and use online.</p> <p>In order to deliver this initiative, this Council recognises that whilst it is important to notify and educate the City’s businesses of the Awards Program, it is just as important to promote it to the community. The community is where the majority of the customers lie, and they have a significant influence and weight on a businesses’ success.</p> <p>The Council, in conjunction with Solstice Media has designed an extensive campaign including print and digital advertising, editorial and social media. The campaign delivers a clear and direct message, followed by a quick, user friendly voting process that can be completed online at: www.eastsidebusinessawards.com.au. To encourage public vote, a ‘Vote to Win’ competition will be run and the winner will receive a voucher to the value of \$250 to the business of their choice. The winner will be drawn at random.</p> <p>Voting is open from Thursday 18 February – Thursday 18 March 2021. At the conclusion of the voting stage, the top three (3) businesses in each category with the highest number of votes become the finalists. The finalists are judged by a panel of four (4) people, including Mayor Robert Bria, together with two (2) Solstice Media representatives.</p> <p>The winner of each category will be announced at an Awards Night on Tuesday 13 April 2021 at the St Peters Banquet Hall and each winner will win digital advertising services to be spent on business</p>	
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IMPLEMENTATION OF THE 2021-2026 ECONOMIC DEVELOPMENT STRATEGY

	<p>marketing with Solstice Media to the value of \$1,000 (excl GST) and a choice of a business advisory service (business planning, budget and forecasting or bookkeeping training) to the value of \$1,000 (excl GST) to be spent on with BIAS.</p> <p>A copy of the 2021 Eastside Business Awards marketing collateral is contained in Attachment E.</p>	
<p>3.3.1: Continue to grow the business database and communicate on a regular basis, including a process to identify new businesses.</p>	<p>The business database is one of the tools that the Council Staff use to inform, connect and communicate with City businesses. A monthly electronic direct email (EDM) is sent to the entire database, which includes information on upcoming events, workshops, available grants through the State Government, COVID-19 related information, as well as any other information that is relevant and affects the local business community.</p> <p>Growing the business database is a priority of the Economic Development Unit and Staff ensure that business data is collected when visiting new and existing businesses, as well as recording contacts that attend business workshops and events.</p> <p>A pop-up, which encourages business owners to sign-up to the database has been created and added to the 'Business & Economy' section of the Council website. This captures the 'active' business owners that are looking for information and seeking further support from the Council.</p>	Ongoing
<p>3.5.1: Promote environmentally sustainable programs such as 'Plastic Free SA'.</p> <p>AND</p> <p>3.5.2: Promote the benefits of operating in a circular economy.</p>	<p>In 2019, The Parade Precinct was one of four (4) precincts, which were selected to participate in the Plastic Free SA Pilot Program, an initiative of Boomerang Alliance, with funding from Green Industries SA.</p> <p>The program involved food retailers only in the early stages (restaurants, cafes, and bars) with a focus on switching from single-use plastic to better alternatives. The Project Coordinator for the 'Plastic Free SA' program worked with the relevant Parade retailers, local suppliers, manufacturers and composters to deliver holistic solutions.</p> <p>The project focussed on targeting the following six (6) single-use plastic items:</p> <ul style="list-style-type: none"> • Water Bottles; • Coffee Cups & Lids; • Plastic Bags; • Take-away Containers; • Straws; and • Food wear (plates, cups, bowls and cutlery). 	



IMPLEMENTATION OF THE 2021-2026 ECONOMIC DEVELOPMENT STRATEGY

	<p>The program was voluntary and all food retailers will be encouraged to participate. It is understood that some businesses will not be able to substitute all single-use plastic at one time, but may choose to focus on one, or a couple of products at a time. The program encouraged reusable / returnable items and swapping to compostable alternatives to eliminate single-use plastic. Those retailers that made a significant reduction of single-use plastic or remove all single-use plastic from their business means they gained Plastic Free SA endorsement and became 'Plastic Free Champions'.</p> <p>On Thursday 30 April 2020, the Minister for Environment and Water, the Hon David Speirs MP, introduced the <i>Single-use and Other Plastic Products (Waste Avoidance) Bill 2020</i> to Parliament.</p> <p>The Bill prohibits the sale, supply and distribution of certain single-use plastic products and establishes a framework for adding other products in the future. The draft Bill was released for public consultation between 14 December 2019 and 7 February 2020. Both the submissions and the Stakeholder Taskforce feedback that was received were used to inform the structure and scope of the final Bill.</p> <p>It is pleasing to note the Government's response acknowledges those items recommended in the Council's submission, including all expanded polystyrene food service products, all plastic bags (e.g. thicker and barrier bags); coffee cups and lids, bread tags and stickers on fruit. However, these items will be subject to deferred consideration for phased introduction over time.</p> <p>Following on from the ban on single-use plastic bags in 2009, on 1 March 2021 a new ban on the sale, supply and distribution of single-use plastics like plastic straws, plastic cutlery and plastic stirrers came into effect. This means manufacturers, wholesalers, retailers, food and hospitality businesses etc. can no longer provide single-use plastic straws, cutlery and stirrers to customers. It's a positive step towards avoiding waste and reducing the harm caused to our wildlife, including marine life, through litter and pollution.</p> <p>The Government hope to use an educational approach for those using prohibited single-use plastics, rather than resorting to fines. However, if necessary, fines are in place. For those caught manufacturing prohibited single-use plastic items, the fine can be up to \$20,000. There will be exemptions for single-use plastic straws to ensure these can be accessed by people with disabilities or medical needs, as well as for pre-packaged and attached items such as straws attached to beverage cartons.</p> <p>The second phase of the legislation will be implemented on 1 March 2022, this will see expanded polystyrene cups, bowls plates and clamshell containers, oxo-degradable plastics also prohibited from sale, supply or distribution in South Australia. But for now they can continue to be purchased, sold and provided to customers. Further analysis of alternatives and consultation will be undertaken on takeaway</p>	
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IMPLEMENTATION OF THE 2021-2026 ECONOMIC DEVELOPMENT STRATEGY

	<p>coffee cups, all plastic bags and other takeaway food service items as the legislation enables the addition of other products in the future.</p> <p>The South Australian Government has launched the 'Replace the Waste' website. The site provides tips, information on alternatives to single-use plastic and is a great source of up-to-date information and resources on the legislation change.</p> <p>Information on this change has been communicated to businesses via the City wide business database and in person as opportunities arise.</p>	
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IMPLEMENTATION OF THE 2021-2026 ECONOMIC DEVELOPMENT STRATEGY

<p>4. BUSINESS FRIENDLY CITY <i>Remove barriers and make it easy for business owners to start, run and grow a business.</i></p> <p><i>Outcome: A City that understands the needs of business.</i></p> <p><i>Objective: Remove barriers and make it easy for business owners to start, run and grow a business.</i></p>		
ACTION	UPDATE	STATUS
<p>CV.4.0.1: Provide financial support to traders in The Parade Precinct in 2020-2021 through the introduction of a Discretionary Rebate of The Parade Separate Rate.</p>	<p>2019-2020 FINANCIAL YEAR At its meeting held 4 May 2020, the Council was presented with a summary of the forecast Budget position for the year ended 30 June 2020, following the Third Budget Review. As a part of the Recurrent Operating Budget, under COVID-19 Financial Support Package, the Council resolved the following:</p> <p style="text-align: center;"><i>Pursuant to Section 166 (1) (b) of the Local Government Act 1999, the Council resolved to grant a discretionary rebate, equal to the fourth quarter payment of the Separate Rate to those businesses within The Parade Precinct who are required to pay the Separate Rate.</i></p> <p>2020-2021 FINANCIAL YEAR At its meeting held on 6 April 2020, the Council considered a report regarding the extension of the Separate Rate for The Parade Precinct, which highlighted the importance of continued support for The Parade businesses during and post the COVID-19 Pandemic. The Council resolved the following:</p> <ol style="list-style-type: none"> 1. <i>That the Separate Rate for The Parade Precinct, (as shown on the Norwood Parade Precinct Committee Map in Attachment B), be endorsed 'in principle'.</i> 2. <i>That consultation and implementation of the Separate Rate for The Parade Precinct be temporarily held in abeyance as result of the financial and community impacts of the COVID-19 Pandemic.</i> <ol style="list-style-type: none"> 1. <i>That the Council notes that a COVID-19 Pandemic Financial Package, which will include the promotion and marketing of The Parade Precinct (and other business precincts in the City) will be considered as part of the Draft 2020-2021 Budget.</i> 	<p>In progress</p>

IMPLEMENTATION OF THE 2021-2026 ECONOMIC DEVELOPMENT STRATEGY

	<p>Subsequently, at its meeting held on Monday 6 July 2020, the Council adopted the 2020-2021 Budget and Declaration of Rates, which included the following in respect to The Parade Separate Rate:</p> <p style="text-align: center;"><i>Waiving of The Parade Development Separate Rate for businesses within the Norwood Parade Business Precinct.</i></p> <p>As a result of the Council waiving The Parade Separate Rate for the 2020-2021 financial year, the proposal to extend the Separate Rate for a further three (3) years was not released for consultation with The Parade business community.</p>	
<p>CV.4.0.2: Provide financial relief to hospitality businesses through the waiving of Outdoor Dining fees.</p>	<p>At its meeting held on 4 May 2020, the Council was presented with a summary of the forecast Budget position for the year ending 30 June 2020, following the Third Budget Review. As a part of the Recurrent Operating Budget, under COVID-19 Financial Support Package, the Council resolved the following:</p> <p style="text-align: center;"><i>Refund the June Quarter Quarter (ie from 23 March to 30 June 2020) Outdoor Dining Permit fee for Outdoor Dining Permit Holders that have paid in full and providing a credit for those who have not paid in full.</i></p> <p>At its meeting held on 6 July 2020, the Council adopted the 2020-2021 Budget and Declaration of Rates, which included the following in respect to the Outdoor Dining Permit:</p> <p style="text-align: center;"><i>Rebating Outdoor Dining Permit fees from 1 July 2020 until 31 December 2020.</i></p>	Complete
<p>CV.4.0.3: Provide information on health and well-being services to businesses.</p>	<p>The Council has and continues to provide businesses with information on health and well-being services available to them. During the peak COVID-19 Pandemic, information was shared via the electronic direct mail (EDM), listed on the 'COVID-19 Information for Businesses' webpage and the Economic Development Staff communicated this and the services available in conversations with business owners.</p> <p>In November 2020, Council Staff undertook a review of the previous business workshop series' that have been developed, and discovered that an event on well-being had not been included as a part of either the 2019 or 2020 program. Now, more than ever and following the effects of the COVID-19 Pandemic, business owners are seeking information and strategies to assist them improve both personal and workplace well-being.</p>	In progress

IMPLEMENTATION OF THE 2021-2026 ECONOMIC DEVELOPMENT STRATEGY

	<p>A workshop title 'Practical solutions for improving workplace well-being' has been scheduled for Friday 30 July 2021, and will be facilitated by local business owner, Rebecca Weatherill of The Wellbeing Workshop.</p> <p>Other health and well-being services will be communicated to businesses as they become available.</p>	
<p>CV.4.0.4: Update the 'COVID-19 Information for Businesses' webpage as new information and resources become available.</p> <p>AND ACHIEVES</p> <p>CV.3.0.1: Assist businesses to navigate the impacts of the COVID-19 Pandemic by providing ongoing communication and education on the support services available to them.</p>	<p>COVID-19 INFORMATION FOR BUSINESSES WEBPAGE</p> <p>In 2020, the world was presented with one of its biggest health and economic challenges, the COVID-19 Pandemic and as a result the Council adopted a suite of measures that were aimed at providing financial relief to ratepayers, residents, sporting clubs and most importantly businesses.</p> <p>In addition to the Council's Financial Assistance Package that is being delivered as a part of the 2020-2021 Annual Budget, the Economic Development Unit has researched, collated and prepared information, which has been listed on the Council's website under the 'Business & Economy' section. Within this section of the website, a dedicated webpage has been created and named 'COVID-19 Information for Businesses', making it clear and easy for business owners and employees to find.</p> <p>This webpage includes a range of links to advice, updates and support services available to businesses affected by COVID-19 conditions. For the last year now, the Council Staff have made it a priority to monitor the webpage and make sure that it is updated with the most recent and relevant information available to businesses. As new information is released, it is shared with the Council's business database via electronic direct mail (EDM).</p> <p>Council Staff will continue to provide ongoing communication and education to the business community on COVID-19 related information until there is a time in which it is not necessary.</p>	In progress



FOOD SECRETS AT THE GREEN

Discover our City's best kept food secrets,
featuring a market of delicious local
produce plus live music, tastings,
cooking classes and more.

SUNDAY 16 MAY
11am - 3pm

FREE
ENTRY

MAR KET

**norwood
green.**

100 Magill Rd Norwood

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

Telephone 8366 4555
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au
Socials [f /cityofnpsp](https://www.facebook.com/cityofnpsp) [@cityofnpsp](https://www.instagram.com/cityofnpsp)



City of
Norwood
Payneham
& St Peters

DRAFT 2021-2022 ANNUAL BUSINESS PLAN

NORWOOD PARADE PRECINCT COMMITTEE



TASTE
STYLE
SHOP
LIVE
PLAY
VISIT







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OVERVIEW

The City of Norwood Payneham & St Peters established the Norwood Parade Precinct Committee pursuant to Section 41 of the *Local Government Act 1999*. The Norwood Parade Precinct Committee is governed by Terms of Reference, which were adopted by the Council on the 2 November 2020.

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

The Committee consists of the Mayor, four Elected Members and eight independent members who represent the interests of commercial landlords and business owners trading within the Norwood Parade Precinct.

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

The Committee also facilitates networking and communication between The Parade business community and the Council.

PURPOSE

The purpose of the 2021-2022 Annual Business Plan is to promote and capitalise on the current retail and commercial activity generated within The Parade Precinct to ensure future growth and the potential of the Precinct.

This Business Plan focuses on developing marketing and promotional activities to stimulate visitation, activate the area and encourage retail, services, leisure and dining patronage to The Parade.

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



A VIBRANT MEETING
PLACE AND BUSINESS
PRECINCT WHERE RESIDENTS
AND VISITORS CAN
EXPERIENCE AND ENJOY
A PLACE TO EAT, MEET,
SHOP AND DO BUSINESS.

OBJECTIVES

The objectives of the 2021-2022 Annual Business Plan are to:

- Attract new customers.
- Promote the Precinct.
- Build on the Precinct's unique atmosphere, culture and 'sense of place'.
- Strengthen relationships amongst businesses and provide support.

BUDGET

The total budget for the 2021-2022 Annual Business Plan is **\$215,000** which is the amount the Council will collect through the Separate Rate.







ALLOCATED SPEND



ITEM NUMBER	STRATEGY	ALLOCATED FUNDS
1.1	Events & Activations	\$40,000
2.1	Website	\$4,000
2.2	Social Media	\$20,000
2.3	Advertising	\$50,000
3.1	Sponsorship	\$7,500
3.2	Signage & Street Decorations	\$50,000
3.3	Merchandise	\$1,000
3.4	Competitions & Promotions	\$35,000
4.1	Networking	\$3,000
4.2	Business Training	\$3,000
5.1	Catering	\$1,000
5.2	Print, Post & Distribution	\$500
	TOTAL	\$215,000



EVENTS & ACTIVATIONS

01



Develop, support and implement events and activations on The Parade to attract customers, provide a unique experience and grow the Precinct's reputation as a leading cultural Precinct.

1.1 EVENTS & ACTIVATIONS

Support the Council's current major events held on The Parade including; Tour Down Under, Norwood Christmas Pageant and an annual fashion event and investigate options to host smaller events and activations throughout the year.

BUDGET — \$40,000

MARKETING & COMMUNICATION



Implement a range of marketing initiatives that communicate and promote the positive strengths of The Parade to all markets.

2.1 WEBSITE

Regularly maintain and promote The Parade's website and improve functionality. Ensure that all businesses within the Precinct have a presence on the website and continue to update their information and utilise the 'offers' page to advise customers of any special promotions in store.

BUDGET — \$4,000

2.2 SOCIAL MEDIA

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

BUDGET — \$20,000

2.3 ADVERTISING

Develop and implement advertising campaigns promoting The Parade across a wide variety of mediums to increase visitation from the wider Adelaide region.

BUDGET — \$50,000

IDENTITY & BRAND

03



Further develop The Parade's brand and implement initiatives that define and communicate The Parade's identity and raise the community's appreciation of the Precinct.

3.1 SPONSORSHIP

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

BUDGET — \$7,500

3.2 SIGNAGE & STREET DECORATIONS

Implement signage and street decorations to promote specific campaigns, events and activities associated with the Precinct, in particular during the Christmas period.

BUDGET — \$50,000

3.4 COMPETITIONS & PROMOTIONS

Coordinate a major competition for The Parade that engages businesses and encourages community participation.

BUDGET — \$35,000

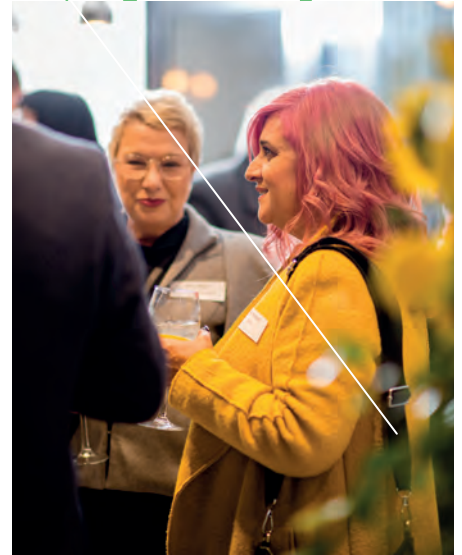
3.3 MERCHANDISE

Investigate options and purchase appropriate branded merchandise and distribute to businesses.

BUDGET — \$1,000

BUSINESS DEVELOPMENT

04



Foster improved business presentation, appearance and cooperation and support business capability and sustainability through education, training and networking.

4.1 NETWORKING

Host networking forums for Parade businesses and property owners to build and strengthen relationships. Focus on increasing numbers through the use of informative speakers, topics and venues.

BUDGET — \$3,000

4.2 BUSINESS TRAINING

Develop a business training and workshop program for businesses to educate traders on a range of topics such as marketing, social media and customer service.

BUDGET — \$3,000

ADMINISTRATION

05



Ensure the ongoing and effective administration of the Committee.

5.1 CATERING

Catering for Committee and special meetings.

TIMELINE — ONGOING

BUDGET — \$1,000

5.2 PRINT, POST & DISTRIBUTION

BUDGET — \$500





MEASUREMENT

In order to assess the success of the 2021-2022 Annual Business Plan, the various Strategies need to be measured. Methods of measurement may include:

- Recording attendance numbers at events.
- Analysing data from competition entries.
- Conducting feedback surveys.
- Evaluating the performance of businesses after a major activity or event.
- Website and social media reports.

City of Norwood Payneham & St Peters

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City of
Norwood
Payneham
& St Peters

D2



Learn how to adapt, grow and help your business thrive in 2021.

The Reflect. Refuel. Restart. workshops have been designed for business owners and employees operating within the City of Norwood Payneham & St Peters. The workshops are tailored to retailers, hospitality owners, fitness and wellness professionals, start-up entrepreneurs, creatives and professional service businesses.

For more information and to book, visit npsp.sa.gov.au/workshops

Places are limited. Bookings are essential.

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

Telephone 8366 4555
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au
Socials  /cityofnpsp  @cityofnpsp



E1

2021 EASTSIDE BUSINESS AWARDS



#bestintheeast | #eastsidebusinessawards

2021 EASTSIDE BUSINESS AWARDS

Who will be the best in the East?

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

Vote for your favourite business in Adelaide's east in one or all 12 categories.

Voting opens 18 February – 18 March 2021.



3.2 CITY WIDE BUSINESS ADVISORY SERVICE PROGRAM

REPORT AUTHOR: Economic Development & Strategic Projects Officer
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4512
FILE REFERENCE: A135414
ATTACHMENTS: A - C

PURPOSE OF REPORT

The purpose of this report is to present options for a *Business Advisory Service Program* to the Business & Economic Development Committee for its consideration.

BACKGROUND

As part of the recently endorsed *2021-2026 Economic Development Strategy*, the Council committed to exploring the opportunity to establish a *Business Advisory Service Program* for businesses within the City of Norwood Payneham & St Peters. This action is identified as a Year 1 priority given its importance in rebuilding business confidence and the local economy following the effects of the COVID-19 Pandemic.

The intent of a *Business Advisory Service Program* is to provide local businesses with access to a range of professional services including, but not limited to:

- financial management and forecasting;
- insurance advice;
- grant support;
- tenancy disputes;
- legal advice;
- human resource management, including employee wellbeing and retention, mental health and workplace culture;
- information technology;
- marketing strategies;
- planning advice; and
- business planning development.

The Council currently provides training and development workshops targeted specifically to businesses within the City, however these workshops are not designed to offer the same level of advice as a *Business Advisory Service Program* nor are they intended to be a one-on-one advisory service that can identify and solve the problems of a particular business.

Whilst the need for a *Business Advisory Service Program* has been considered for some time, investigations into its viability have only commenced since it was identified in the Council's *2021-2026 Economic Development Strategy* as a priority Action for Year 1 of the Strategy.

Statistics released by the Australian Small Business and Family Enterprise Ombudsman in July 2019, highlighted that in Australia:

- small business accounts for almost 98% of businesses;
- small business contributes towards 35% of Australia's gross domestic profit;
- small business employs approximately 2.2million people, which equates to approximately 44% of Australia's workforce;
- over one third (35%) of small business owners are women; and
- micro and small businesses are more likely than large businesses to innovate and bring new goods and services to the market.

Statistics also show that approximately 45-50 percent of small businesses fail within their first five (5) years of operation. The most common reason why small businesses fail is financial mis-management, however a lack of capital or funding, retaining an inadequate management structure, a lack of or ineffective business model, failure to understand customer behaviour and unsuccessful marketing initiatives are also key reasons why small businesses do not succeed.

In order to be successful, businesses need to be resilient to change, agile and business owners need the ability to mitigate business specific risks whilst simultaneously bringing their product and/or service to the market at a price point that meets the demands of their consumers. What the COVID-19 Pandemic has highlighted is that many small business owners are so focussed on delivering their product that they are blindsided by all of the other costs and requirements of running a business (ie the business administration). With a strong focus on their area of expertise, many businesses find it difficult to evolve and adapt to changing external factors. Put simply business owners 'don't know what they don't know' until it is too late.

The intent of the proposed *Business Advisory Service Program* is to establish a service which will assist business owners understand all aspects of running a business in order to prevent unviable businesses from starting up and to assist in preventing struggling businesses from collapsing. Anyone can register an ABN and start a business without any qualifications whatsoever and unfortunately, this is often the case. The social and economic consequences of putting one's life savings into an unviable business venture can be catastrophic when families lose their houses, for example. Given the large number of small businesses within the City of Norwood Payneham & St Peters and the significant contribution that they make to the economy as well as the social and cultural fabric, it is important that a robust advisory service is available to support businesses and encourage them to thoroughly research the viability of their business proposals before they invest the money.

The intent of this report is to outline options for the Committee's consideration on how this service can be delivered and to seek the Committee's advice on how to proceed with this initiative. To assist the Committee with its considerations some of the models that have been adopted by other councils have been outlined in the Discussion Section of this Report.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The implementation of a *Business Advisory Service Program* would align with Council's strategic framework document, *CityPlan 2030*. Specifically, it would align with the general aspiration for the pillar of 'Economic Prosperity' in that the program would assist in facilitating 'A dynamic and thriving centre for business and services' by providing businesses with the opportunity to learn, adapt and grow through utilisation of an advisory service program.

Additionally, the *Business Advisory Service Program* would directly meet Action CV 3.0.3 outlined in the Council's *2021-2026 Economic Development Strategy*, which states, 'Explore opportunities for the Council to provide a Business Advisory Service Program'. Council Staff have explored the potential establishment of an advisory service program for businesses in the City and the Council must now determine whether to proceed with establishing a program and/or engaging a provider based on the advice of the Committee.

COVID-19 IMPLICATIONS

The COVID-19 Pandemic has had a significant impact on businesses within the City of Norwood Payneham & St Peters, as well as businesses all around the world. The Pandemic highlighted that many businesses had an inability to adapt to change, operate efficiently and construct solutions to problems. Examples include but are not limited to, businesses managing their own balance sheets in a manner that makes the data difficult to decipher when the impacts of COVID-19 are accounted for, businesses not understanding the options available to them when negotiating a tenancy concern, and businesses not having an up-to-date and easily accessible website, which was an important asset to have during the peak of the Pandemic given the impact of restrictions placed on brick and mortar business operations.

DISCUSSION

The need to provide a Business Advisory Service is not a new concept and over the years has been delivered in a range of formats by different levels of government.

Outlined below for the Committee's consideration is a brief overview of the former Eastside Business Enterprise Centre (EBEC) and the services offered by the Office of the Small Business Commissioner. This is followed by an overview of some of the services provided by other Council's across Australia. It should be noted that this is not intended to be an extensive list.

Eastern Business Enterprise Centre (EBEC)

The Council was previously a member of the Eastside Business Enterprise Centre (*EBEC*), which operated in the eastern region for over 17 years. The role of the EBEC was to provide free or low cost small business advisory services to home based, micro, small and medium sized businesses in the eastern region, as well as advice and assistance to people looking at establishing or purchasing a business. Membership of EBEC comprised of the Town of Walkerville and the Cities of Burnside, Campbelltown, Unley, Prospect and Norwood Payneham & St Peters.

The Eastside Business Enterprise Centre was established as a not for profit small, independent and non-aligned business service centre, which operated largely on the basis of a funding arrangement between the Federal Government, State Government and the Eastern Region Council's listed above.

EBECs' charter was to provide a one-stop shop for intending and existing small businesses seeking to grow and develop. When it was originally established it was part of a national network of 132 Business Enterprise Centres which foster local economic development and job creation.

The advantages of the EBEC model was that it provided a complementary role to that of the Council by actively dealing with individual business operators and supporting them in the establishment and growth of their business, which at that point in time the Council on its own was not in a position to provide.

However in 2018, the City of Norwood Payneham & St Peters withdrew its involvement due to a range of factors, including the withdrawal of funding from both the State and Federal Governments, which resulted in a reduced service offering.

The EBEC was subsequently replaced by *Propel SA*, which provides limited support to businesses within the member Councils of Burnside, Campbelltown and Walkerville. Currently *Propel SA* has membership options available that allow businesses to access discounted business advisory and support services, discounted and complimentary workshops, business tool kits and working documents, physical and digital assets to recognise their membership and for an additional cost, one-on-one mentoring packages.

Office of the Small Business Commissioner

The *Office of the Small Business Commissioner* offers very specific and tailored services as well as legislative support, to ensure small businesses have a competitive and fair operating environment to grow. As an advocate for the small business sector, services and legislative support are offered for dispute resolution, mediation, industry code enforcement and compliance, Work, Health and Safety codes of practices, leasing, bonds, building and construction industry security of payment and farm debt. The majority of this advice is offered free of charge given it is directly related to publicly accessible documents such as Acts and Codes. Fees are charged for services such as mediation etc. The Council currently directs businesses to the *Office of the Small Business Commissioner* via its website.

Examples of Business Advice Offered by Other Metropolitan Adelaide Councils

Adelaide City Council

The City of Adelaide currently offers support to businesses in their Council area through a two (2) year partnership with *Business SA*. Eligible businesses (all start-ups and small to medium sized businesses) receive access to ten (10) specialised services and advice portals from *Business SA*, however a number of these have limits as to how many times they can be accessed each year (yearly limit outlined below) and if these limits are exceeded then the business can continue to access them at their own cost, albeit at a discounted rate.

The ten (10) services and advice that City of Adelaide businesses can access are:

- business advice hotline (service accessible three time a year);
- accounting, statutory and compliance information (once a year);
- tenants' landlord advisory service (once a year);
- mental health support services (once a year);
- digital capability coaching (once a year);
- grants and tenders support (once a year);
- learning webinars, seminars and virtual conferences;
- access to 'Chamber' networking events;
- access to the Business SA today newsletter subscription; and
- access to Business SA resource library.

City of Charles Sturt

The City of Charles Sturt has partnered with the *Adelaide Business Hub*, which is a not-for profit organisation, to provide support to their business community. For a business located in the City of Charles Sturt who is wanting support, they can call the *Adelaide Business Hub* help line and speak to a qualified business advisor. This is offered to businesses at a subsidised rate. The Council's total contribution to this service is unknown.

City of Port Adelaide Enfield

The City of Port Adelaide Enfield also partner with the *Adelaide Business Hub* and fund business advisors to then provide free and confidential one-on-one support to any business operating in the Council area. They also offer access to the business help line.

Campbelltown City Council

The City of Campbelltown similarly to the City of Burnside and the Town of Walkerville, work in partnership with *Propel SA*, which is a modified version of the former *Eastside Business Enterprise Centre (EBEC)*. *Propel SA* provides guidance across all industry sectors and stages of business development to help achieve growth, expand networks and build success within the business community. The Campbelltown City Council cover the cost (usually \$360) of a 12 month membership with *Propel SA* for any business who complete the registration form.

Southern Adelaide Region (Cities of Marion, Holdfast Bay, Mitcham and Onkaparinga and the District Council of Yankalilla)

The Southern Adelaide Region established the *Southern Adelaide Business Advisory Service*, which was created to provide advice and support on starting a new business, to undertake a 'business health check', one-on-one consultations, and provide growth services. Similar to the EBEC concept, this advisory service was jointly funded by the State Government and the four (4) Southern Adelaide Region Councils. However due to increasing cost of providing this service the Councils involved ceased funding.

Some of the Councils involved in the original Advisory Service have now replaced their offering with the *Southern Business Mentoring Program*, which is an online webinar series that is provided free to eligible businesses. The webinars cover a variety of topics and businesses can register to view any of them.

This advisory service has since been revamped, changing its name to the *South Australian Business Advisory Service (SABAS)*. Unlike previously where the focus was on the Southern Region, SABAS is now an independent service provider that services the whole of South Australia. Their objective is to work with businesses to solve the critical issues that businesses, both large and small, face. Given their independence *South Australian Business Advisory Service (SABAS)* could be a provider that the Council approaches to submit a proposal for the introduction of an advisory service in the City of Norwood Payneham & St Peters.

Examples of Business Advice Offered by Interstate Councils

City of Darebin (Victoria)

As a result of the COVID-19 Pandemic, the City of Darebin established the *Business Recovery Program* for businesses looking to strengthen, develop and grow their business to navigate the Pandemic and for the post Pandemic economy. This program provided a one-on-one confidential service where the business was connected with an industry expert who would undertake an assessment of the business and provide advice and a development strategy tailored specifically for the business. The industry expert would also identify market opportunities, business strengths and develop strategies to allow the business to expand future capacity. Business could register to be part of this program, however the program has since closed its registration portal.

The City of Darebin also refers businesses to the *Darebin Enterprise Centre Ltd* which is a not-for-profit organisation that can provide assistance and support for start-ups and small businesses to then allow them to grow. This is similar to the former EBEC model

Hobsons Bay City Council (Victoria)

The Hobsons Bay City Council has partnered with the *Small Business Mentoring Service (SBMS)* to offer a free 90 minute mentoring session for a business located within the Council area. Follow up sessions are then paid for by the business.

The Hobsons Bay City Council has also created an online business forum on Facebook that allows businesses to ask questions, share initiatives and connect with each other. Other businesses can then provide advice on a question asked, however the Council has partnered with a number of local mentors and industry experts to then provide independent advice to a business's question. Businesses need to 'Join' the Facebook group and there is currently 690 group members. It is however, unclear as to the regularity of a mentor or expert responding to a question and whether a payment is made per response.

North Sydney Council

The North Sydney Council does not have a dedicated advisory support program, but instead directs businesses to other information sources based on the information they require (ie the Australian Government, New South Wales Government, North Sydney Council, Chambers of Commerce or any Other Organisation). The North Sydney Council section contains information on training and workshops that they offer, how to access their electronic newsletters and also how to contact the 'Duty Planner' for planning enquiries. All of these services are similar to those being offered by the City of Norwood Payneham & St Peters.

OPTIONS

There are a number of options that the Committee can pursue including undertaking further investigations into alternative options or combining a range of options. It is intended that these options will be discussed in detail with the Committee at its meeting.

1. Expand the number of Workshops which are delivered

Historically, the Council has conducted two (2) separate training and development series for the City's business community – the *Growth Workshops* and the *Eastside Startup Series*. The *Growth Workshops* program was designed to provide existing businesses with advice and training through interactive workshops on social media, marketing, content planning, as well as topics around business and the COVID-19 Pandemic.

The *Eastside Startup Series* is a program that the Council developed and delivered in conjunction with Adelaide based company LeapSheep in 2018 and 2019. The series of events were designed to help local startups and entrepreneurs with high-level strategic education to aid future growth. Whilst this program did not attract a large amount of attendees, it did attract the appropriate target audience, which was the objective for this program. A 2020 program for the *Eastside Startup Series* was not curated due to the COVID-19 Pandemic.

In November 2020, Council Staff undertook a review of the event content, format, engagement and attendance of the *Growth Workshops* and the *Eastside Startup Series*. The findings from the review showed that there was a desire for a more comprehensive program, a mix of event formats (in person and online) as well as for the events to be held at a variety of times to accommodate all industries. Therefore the 2021 program has been carefully curated, guided by the feedback received from business owners and employees and the desire from the Council Staff to develop a new and exciting program for the business community. The series includes eleven (11) events across ten (10) months, which is the most comprehensive and varied program that the Council, through the Economic Development Unit, has developed.

The series of events and workshops has been designed to target specific sectors ie retailers, hospitality owners, fitness and wellness centres, startup entrepreneurs, creatives and professional service businesses. The majority of the events are free of charge for business owners and employees operating within the City.

Whilst there is an opportunity to expand the number of events and workshop offered the generic and high level nature of the content of the workshops may not always assist businesses in their time of crisis. The events and workshops are currently offered to existing businesses only, the Council could expand the availability of the events and workshops to include new businesses, which are considering locating within the City of Norwood Payneham & St Peters.

Whilst it is recommended that this initiative be retained and expanded as required, it is not considered a suitable replacement for a Business Advisory Service.

2. Partner with an External Provider to deliver a Business Advisory Service

One of the options for the Council is to partner with an external provider to deliver a Business Advisory Service. Examples of four (4) advisory service providers currently on offer are *Business SA*, *One Stop Shop (Business Advisors)*, *BIAS* and *LeapSheep*. In order to help better understand their offering Council Staff met with all four (4) advisory service providers. A summary of each of their offerings is outlined below.

Should the Committee and subsequently the Council, resolve to adopt this option then a detailed Project Brief will be developed and distributed to a range of advisory service providers inviting them to submit a proposal.

Business SA

Business SA is South Australia's peak Chamber of Commerce and Industry body. It has a significant presence and is well known to businesses throughout the State. *Business SA* has the role of ensuring that employers achieve fair outcomes on industrial relations matters whilst also working to create a conducive economic environment for businesses to succeed. This environment is created through the wide range of services, products, advice and training that they offer.

Businesses can become *Business SA* members for an annual fee, which allows them to access a 'menu' of offerings (whether it be a service, product, advice or training) based on the level of their membership subscription package. Alternatively Councils can partner with *Business SA* to deliver this initiative. Under this scenario, *Business SA* would provide the Council with a select number of 1-year memberships based on the fee paid by the Council. The Council would then offer these membership packages to interested businesses within the Council area, at no cost or at a reduced cost.

The number of memberships and the amount that the Council pays to *Business SA* to initiate the membership would be based on selecting one (1) of two (2) options. The Council could choose to offer a number of memberships based on covering the entire 1-year membership for businesses, or the Council could choose to offer more memberships and subsidise the cost of a 1-year membership. The Council would also be required to select a certain number of products and services from the *Business SA* membership 'menu', as contained within **Attachment A**, that businesses would have strict access to.

When the 1-year membership provided by the Council ends, the business would then need to determine if they continue with the membership and pay the annual fee or unsubscribe from the membership.

Business SA confirmed that as of 9 December 2020, the City of Norwood Payneham & St Peters had 182 businesses registered as members, forming 5% of their total membership base. Therefore, for those businesses within the Council area that are already *Business SA* members, this program would be of no value, unless they were to unsubscribe from their membership to receive a year free/subsidised.

The other disadvantage of this option is that the membership would be limited to a select number of businesses and how these businesses were selected could result in significant criticism from the broader business community.

Business SA has indicated that the minimum investment from the Council would need to be in the vicinity of \$24,000.

One Stop Shop (Business Advisors)

One Stop Shop (Business Advisors) provide guidance for businesses to navigate what they believe are thirty (30) different areas involved in operating and effectively running a business, some of which are outlined within **Attachment B**. The Directors of this business use their years of experience as Business Advisors with the City of Adelaide to provide expert advice and guidance to businesses. When they are unable to provide the necessary support directly to a business, they use their extensive list of contacts to fill the void.

Unlike *Business SA*, *One Stop Shop (Business Advisors)* is open to the way in which it would partner with the Council to deliver an advisory service program. Options include creating an online form on the Council website for businesses to register an interest in receiving advisory support. Based on the information provided in the completion of the form, *One Stop Shop (Business Advisors)* would then instigate a conversation with the business and arrange to meet with them.

The second option involves having *One Stop Shop (Business Advisors)* walk the main precincts in the Council area and visit each business to discuss any questions or concerns that businesses may have.

Both options would include initiating follow up meetings if and when necessary. As for the way payment would work for either of these options, *One Stop Shop (Business Advisors)* were flexible to negotiate what would best suit the Council and ensure the program is viable into the future.

BIAS

BIAS focusses on delivering straightforward business improvement strategies to help a business 'survive', 'cruise' or 'grow', based on their 'Business Bible', an essential guide for improving business performance and ultimate business success, as contained within **Attachment C**. The team at *BIAS* specialise in accounting with over 80 years combined experience in the profession, which forms the majority of the advisory service they provide. Notwithstanding this, they have acquired relevant skill sets over time to provide expanded business advice in other relevant areas of business operations.

Given that *BIAS* mainly specialise in accounting elements associated with a business's ongoing operation (i.e. budgets, cash flow forecasts, bookkeeping), when a business is in a position where it requires assistance in another area outside of the *BIAS* offering, *BIAS* would rely on the connections they have formed with other industry leaders to then refer the business to them to obtain the advice they are after.

The cost associated with this service would need to be negotiated with *BIAS* and will probably be dependent upon the number of one-on-one consults the Council is wanting to offer the business community (either on a monthly or yearly basis) to then be redeemed with *BIAS*. Businesses would be given access to the full array of services offered by *BIAS*.

To access the service businesses in the Council area would need to register for the program through an online form.

LeapSheep

LeapSheep is a local Adelaide company delivering services worldwide. *LeapSheep* provide bespoke support to start-ups, and small to medium established businesses in the development of business models, strategies, skills, resources and connections.

In 2018 and 2019, the Council collaborated with *LeapSheep* to deliver the 'Eastside Startup Series', which focussed on the start-up, Small Medium Enterprises (SMEs) and entrepreneur sector and was designed to highlight and build a robust start-up community in a strategic and proactive way. Given that Entrepreneurship and Small Medium Enterprises (SMEs) continue to be significant drivers of economic activity in South Australia, it is important for the Council to provide support services to these businesses, particularly following the effects of the COVID-19 Pandemic.

LeapSheep's 'Business Building Support Service' provides current and potential business owners with access to expert advice, which will assist them to:

- understand the type of business they have;
- understand the type of business they aspire to have; and
- provide them with the knowledge and guidance to grow their business by identifying potential opportunities and trends for success.

The *LeapSheep* team is world-class, with expertise and experience across several sectors. They have an extensive database, including influential corporate contacts, investors and advisors and provide opportunity for businesses to connect and collaborate in a professional manner.

For an agreed number of connects and cost per month, *LeapSheep* will offer a one-on-one mentoring session to each business that signs-up via the Council's website. The business will then be contacted by one of *LeapSheep's* Advisors to organise a meeting. The business will have access to the templates and supporting documents used in the session. Following the business' one-on-one mentoring session, they will have the option to subscribe to *LeapSheep's* 'Business Builder' monthly service, which includes further mentoring and workshops.

Advantages of a Business Advisory Service Program

A *Business Advisory Service Program* would allow businesses to receive specific information and direction from experts in the fields that they require assistance in, whether it be legal advice, business planning advice or assistance in creating and managing a cash flow spreadsheet etc. The business workshops currently offered by the Council can often help start the conversation for a business in a basic format, however when follow up assistance or monitoring of progress is needed, an advisory program would be more advantageous to a business.

A *Business Advisory Service Program* offers one-on-one consultation between the business and the advisor, allowing the business to feel more comfortable and open with what they discuss, leading to honest and direct feedback about what needs to be done to assist with the concern they have.

By establishing a *Business Advisory Service Program*, the Council would become more aware of the issues and complications businesses in the Council area are facing, either through information collection via an online form or from the business advisor reporting back to the Council. This then allows the Council to be more strategic when determining future training and development, events, promotion and general allocation of budgets to support businesses.

Disadvantages of a Business Advisory Service Program

The provision of a *Business Advisory Service Program*, through an external provider or combination of providers, will require an allocation of funding. This is then likely to only be utilised by those businesses in the City which are facing difficulty and those willing to seek assistance (even though it will be available to all businesses) and therefore, it is unlikely that the program will be accessed by the majority of businesses in the City.

Given that the Council's contribution towards establishing an advisory service program is likely to only ensure that a business has access to an initial meeting with the provider, or in the case of *Business SA*, a year membership, follow up meetings and ongoing membership renewal is likely to result in the cost being placed back on the business. This has the potential to discourage follow up appointments or membership renewals, even though the business may still need to access advice or a service.

The one-on-one nature of a *Business Advisory Service Program* could result in a loss in connection between businesses seeking support and the 'middle-person', which would be Council's Economic Development Unit. Strong and strict communication processes would need to be established to ensure the connection continues.

3. Introduce a Concierge Service which is run by the Council with the support of a panel of experts.

One of the options that has been investigated by staff is that of introducing a Business Concierge Service for businesses starting up in the Council area. Under this model a new business will contact the Council's Business Concierge and a meeting will be set up with one (1) representative from different units across the Council (ie Economic Development, Planning, Building and Environmental Health etc) to provide the business owner with the advice they require.

The Business Concierge would be the business owner's one point of contact within the Council and will guide and assist the business owner through the process of establishing a new business from the beginning through to the very end.

Whilst this model is based on supporting new business it could be expanded to include advice to existing businesses.

To ensure that this model operates effectively the Council would need to establish a panel of experts which would be willing to provide advice to businesses. An agreement could be reached that the panel of experts offers the first meeting free of charge in the hope that the business owner will then seek additional meetings and/or advice. Alternatively the Council could subsidise the first meeting with the specific panel expert to encourage both businesses to register on the panel and for businesses to use the service. Where practicable the panel will comprise of specialist panel members located with the City of Norwood Payneham & St Peters.

The difficulty of this model is the significant resource allocation required to establish and deliver the service to a standard that provides significant benefit to new and existing business owners. It will also require the Council to establish a panel of experts that are willing to meet with the individuals to provide the necessary advice.

4. Propel SA

Under this scenario will resolve to become a member of Propel SA (formerly EBEC). Whilst this is a viable option the limited offering that this service now provides would not provide the best value to the City's business community. On this basis this option is not recommended.

5. Do nothing

Notwithstanding the possibility of this option, it is not recommended given that the business sector is a key contributor to the vibrancy of the City and the attractiveness of living, working and recreating in this City. A healthy economy leads to a healthy community therefore it is vital that the Council supports its businesses as much as it can.

It is therefore recommended that the Committee support the concept of engaging an independent advisory service provider or potentially a couple of independent service providers to deliver the Business Advisory Service for a period of 12 months.

CONCLUSION

Investigating potential options for establishing a *Business Advisory Service Program* for businesses within the City of Norwood Payneham & St Peters, is a key action in the Council's *2021-2026 Economic Development Strategy*. The impacts of the COVID-19 Pandemic, together with ever changing consumer habits, has made 'doing business' challenging and has highlighted to business owners and operators the need to be robust and agile, and the areas where improvement can be made to enhance the way in which they operate.

Business Advisory Services play an important role in ensuring businesses are provided with industry and problem specific information that is beneficial to them.

As outlined in this report, significant research as well as meetings with potential advisory service providers have been held to enable staff to gain a better understanding of what is available and what could be beneficial for the City's business sector, to ensure that if an investment is to be made by the Council, the best programs and services are offered. Other providers outside of the four (4) contacted by Council Staff do exist and will be contacted if the Committee feels that partnering with an External Provider to deliver a Business Advisory Service would be beneficial.

The analysis of the advantages and disadvantages of an advisory service program raises valid points for both sides of the argument, however the analysis into other council offerings, demonstrates that the majority of Councils tend to offer some sort of advisory support or service to their business communities.

COMMENTS

One of the greatest challenges that the Council faces with the delivery of any of these types of programmes is the ability of business owners to recognise that they need assistance and to proactively seek that assistance.

RECOMMENDATION

1. That the report be received and noted.
2. That the Business & Economic Development Committee supports the introduction of a Business Advisory Service for the City of Norwood Payneham & St Peters through an external provider and notes that a procurement process will now be undertaken.

Attachment A

City Wide Business Advisory Service Program

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



Membership

We're here for you
and your business



We're here to
**help business grow,
succeed and progress.**

Business SA is proudly South Australia's largest membership-based employer organisation. Our focus is to grow business in South Australia, today and into the future.

We are the one voice that has and will always put businesses and employers first. From policy and advocacy, to training and support, our business is here to help yours succeed.

With close to 180 years' experience, we have an impressive track record of policy and advocacy on behalf of business in SA, and tailoring training, consulting and hands on business advice for our members.

We work hard to help grow business, working for the betterment of South Australia and we will continue to lead the creation of robust trade partnerships that benefit all in this new global economy.

Let us work harder for you and your business, by becoming a Member of Business SA.



Martin Haese
Chief Executive Officer



About Business SA

Business SA is the peak independent Chamber of Commerce and Industry in South Australia. We are the State's leading voice for trade, commerce and industry, representing and providing services for thousands of businesses of all sizes and from across all industry sectors.

Our purpose

'To advocate for the economic prosperity of South Australia and support local businesses to succeed.'

What we want to be known for

Whether you are starting, managing, growing your business or planning your succession strategy, Business SA is your trusted partner, always helping you to succeed.

What we do

Advocacy

We advocate on behalf of the state's business and employer communities to achieve a more productive and competitive environment in which to engage in trade, commerce, export and innovation.

Membership

Our Members benefit from exclusive access to the popular Business Advice Hotline to support and help them meet their obligations as an employer. Members also receive discounts or exclusive access to many of Business SA's services.

Learning

We deliver unique learning programs that help you start and grow your business locally, nationally and internationally. Our facilitators and mentors are experienced industry practitioners.

Training

We provide market leading training in the key areas of HSR and WH&S, along with leadership, digital literacy and cyber security training.

Migration Services

Our Move Work Stay migration and Visa service provides our members and clients with professional, effective and trusted advice at competitive rates.

Consulting & Advisory

Our consultants work closely with our members and clients to solve complex industrial relations and employment related matters. Our advisory products keep employers informed about changes to Award conditions with regular essential information.

Partnerships

We partner with Federal, State and Local Governments and employers to deliver quality programs that support business. These include the Federal Government's Entrepreneurs' Programme which provides valued advice delivered by experienced advisors to businesses across South Australia.

International Trade

We help South Australian businesses to grow and trade internationally with export documentation and translation services.

Business Brokerage

Planning a successful succession strategy is complex. Our highly experienced employees and partners will help you plan your exit strategy, promote your business and secure the best outcome for you and the purchaser.

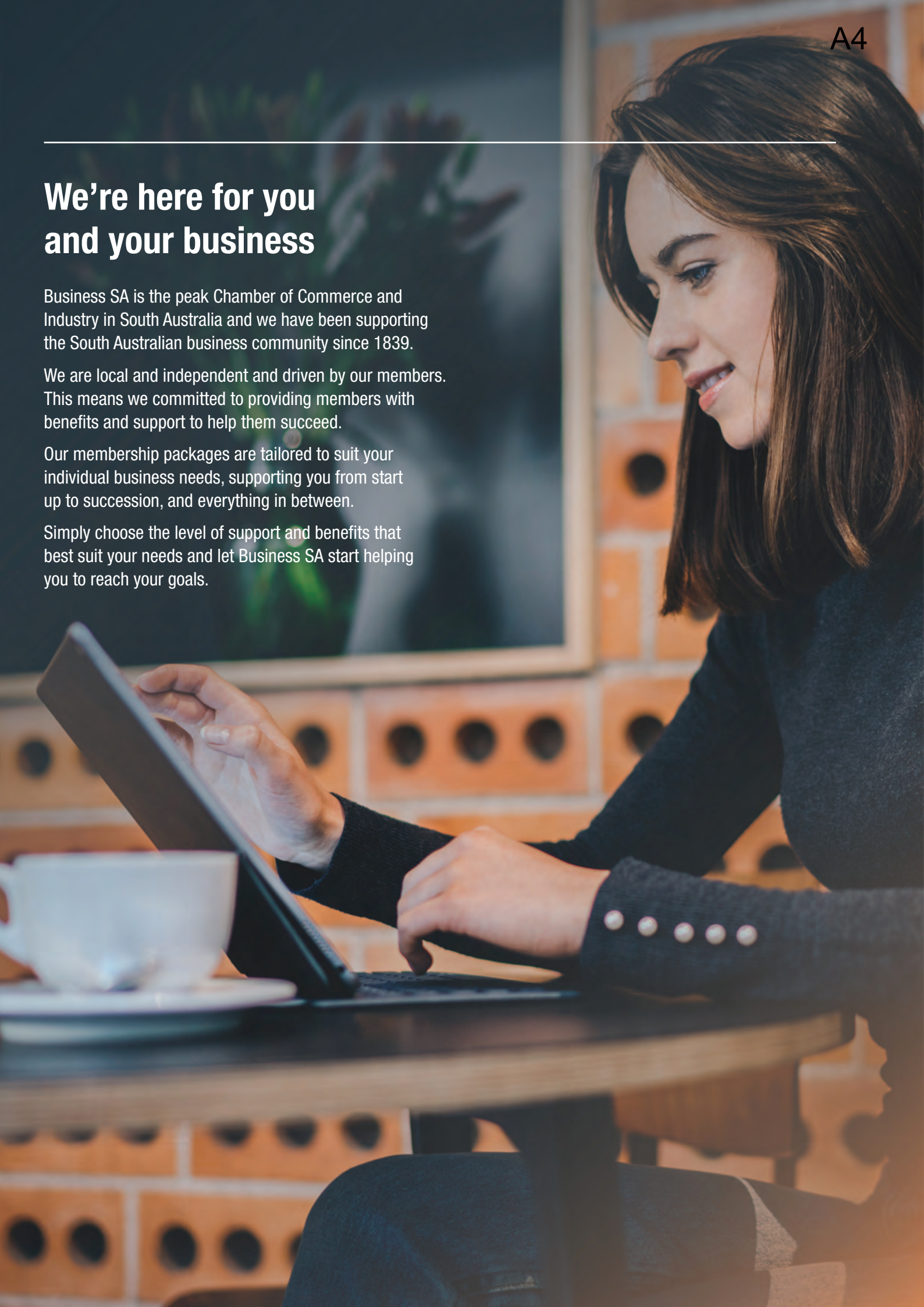
We're here for you and your business

Business SA is the peak Chamber of Commerce and Industry in South Australia and we have been supporting the South Australian business community since 1839.

We are local and independent and driven by our members. This means we committed to providing members with benefits and support to help them succeed.

Our membership packages are tailored to suit your individual business needs, supporting you from start up to succession, and everything in between.

Simply choose the level of support and benefits that best suit your needs and let Business SA start helping you to reach your goals.



Membership Benefits	Basics \$34.95 per month	Start-Up \$44.95 per month	SME \$69.95 per month	Corporate \$349.95 per month	1839 By invitation
Rewards and benefits program	Y	Y	Y	Y	Y
Special discount offers for your business and staff, including:	Y	Y	Y	Y	Y
> Insurance – Business, Health	Y	Y	Y	Y	Y
> Banking – Lending, Home Loans	Y	Y	Y	Y	Y
> Utilities – Electricity	Y	Y	Y	Y	Y
> Preferential foreign exchange rates	Y	Y	Y	Y	Y
> Discount Police checks	Y	Y	Y	Y	Y
> Many other offers	Y	Y	Y	Y	Y
Inform our advocacy positions	Y	Y	Y	Y	Y
Supporting your local and independent Chamber of Commerce	Y	Y	Y	Y	Y
Online marketplace to sell your products and services	Y	Y	Y	Y	Y
Invitations to Member exclusive networking events	Y	Y	Y	Y	Y
Invitations to free or discounted webinars	Y	Y	Y	Y	Y
Invitations to free or discounted events	Y	Y	Y	Y	Y
Use of Business SA logo to promote your affiliation	Y	Y	Y	Y	Y
Inclusion in Member Only directory	Y	Y	Y	Y	Y
Access to free Business Advice Hotline		Y	Y	Y	Y
Complimentary Modern Award Updates subscription PayPACK*		1	2	Up to 20	Up to 20
Complimentary 30-minute international trade consult		Y	Y	Y	Y
Business matching – intrastate business introductions		Y	Y	Y	Y
Complimentary 30-minute commercial leasing consult		Y	Y	Y	Y
Complimentary training voucher – Business SA workplace training*		\$100	\$200	\$300	\$300
Access to Start-Up and Growth webinars		Y	Y	Y	Y
Placement in our Business Accelerator Program			Y	Y	Y
Complimentary 30-minute sustainability business consult			Y	Y	Y
Complimentary 30-minute recruitment consult			Y	Y	Y
Complimentary 30-minute business brokerage consult			Y	Y	Y
Invitations to SME Member networking events			Y	Y	Y
Complimentary 30-minute IR, WPR or WHS consult			Y	Y	Y
Free access to Business SA meeting rooms (regional members only)			Y	Y	Y
Complimentary media training course			Y	Y	Y
Business matching – interstate business introductions			Y	Y	Y
Advertising opportunities via Business SA marketing			Y	Y	Y
Business matching – interational business introductions				Y	Y
Complimentary promotional package (video profile)				Y	Y
Invitations to Corporate Member networking events				Y	Y
Invitations to sponsor key Business SA activities				Y	Y
Opportunities to engage with senior political and business leaders				Y	Y
Complimentary advertising package				Y	Y
Invitations to participate in our Advocacy Reference Groups				Y	Y
Concierge service					Y
Special invitations to 1839 exclusive member events					Y
Opportunities to engage with federal politicians and executive level business leaders					Y

*terms and conditions apply, please go to www.business-sa.com/member-terms-conditions for full details.



Business Basics Membership

For sole traders and
small business operators

\$34.95 monthly
\$395.00 annually
(prices inclusive GST)

Valued at \$1,150

These benefits include:

- > Member discounted products and services
- > Special discount offers for your business and staff, including:
 - Insurance – Business, Health
 - Banking – Lending, Home Loans
 - Utilities – Electricity
 - Preferential foreign exchange rates
 - Discount Police checks
 - Many other offers
- > Inform our advocacy positions
- > Supporting your local and independent Chamber of Commerce
- > Online marketplace to sell your products and services
- > Invitations to Member exclusive networking events
- > Invitations to free or discounted webinars
- > Invitations to free or discounted events
- > Use of Business SA logo to promote your affiliation
- > Inclusion in Member Only directory



Start-up Membership

For new businesses and those wanting to scale quickly

\$44.95 monthly
\$495.00 annually
(prices inclusive GST)

Valued at \$1,750

Includes all the Business Basics benefits:

- > Member discounted products and services
- > Special discount offers for your business and staff, including:
 - Insurance – Business, Health
 - Banking – Lending, Home Loans
 - Utilities – Electricity
 - Preferential foreign exchange rates
 - Discount Police checks
- > Inform our advocacy positions
- > Supporting your local and independent Chamber of Commerce
- > Online marketplace to sell your products and services
- > Invitations to Member exclusive networking events
- > Invitations to free or discounted webinars
- > Invitations to free or discounted events
- > Use of Business SA logo to promote your affiliation
- > Inclusion in Member Only directory

Plus these additional benefits:

- > Access to free Business Advice Hotline
- > Complimentary 30-minute international trade consult
- > Business matching – intrastate business introductions
- > Complimentary 30-minute commercial leasing consult
- > \$100 complimentary training voucher – Business SA workplace training
- > Access to Start-Up and Growth webinars

Please note:

Start-Up membership is available for one 12-month period only.



SME Membership

For established businesses and those who still seek to grow

\$69.95 monthly
\$795.00 annually
(prices inclusive GST)

Valued at \$4,500

Includes all the Start-Up benefits:

- > Member discounted products and services
- > Special discount offers for your business and staff, including:
 - Insurance – Business, Health
 - Banking – Lending, Home Loans
 - Utilities – Electricity
 - Preferential foreign exchange rates
 - Discount Police checks
- > Inform our advocacy positions
- > Supporting your local and independent Chamber of Commerce
- > Online marketplace to sell your products and services
- > Invitations to Member exclusive networking events
- > Invitations to free or discounted webinars
- > Invitations to free or discounted events
- > Use of Business SA logo to promote your affiliation
- > Inclusion in Member Only directory
- > Access to free Business Advice Hotline
- > Two complimentary Modern Award Updates subscription PAYpack (first year only)
- > Business matching – intrastate business introductions
- > Complimentary 30-minute commercial leasing consult
- > \$200 complimentary training voucher – Business SA workplace training
- > Access to Start-Up and Growth webinars
- > Complimentary 30-minute international trade consult
- > Complimentary 30-minute phone consults for Accounting
- > Statutory & Compliance Information
- > Mental Health Support Services
- > Digital Capability Coaching
- > Grants & Tenders Advisory

Plus these additional benefits:

- > Placement in our Business Accelerator Program
- > Complimentary 30-minute sustainability business consult
- > Complimentary 30-minute recruitment consult
- > Complimentary 30-minute business brokerage consult
- > Invitations to SME Member networking events
- > Complimentary 30-minute IR, WPR or WHS consult
- > Free access to Business SA meeting rooms (regional members only)
- > Complimentary media training course
- > Advertising opportunities via Business SA marketing



Corporate Membership

For more mature businesses and those seeking to influence policy change

\$349.95 monthly
\$3,995.00 annually
(prices inclusive GST)

Valued at \$7,500

Includes all the SME benefits:

- > Member discounted products and services
- > Special discount offers for your business and staff, including:
 - Insurance – Business, Health
 - Banking – Lending, Home Loans
 - Utilities – Electricity
 - Preferential foreign exchange rates
 - Discount Police checks
- > Inform our advocacy positions
- > Supporting your local and independent Chamber of Commerce
- > Online marketplace to sell your products and services
- > Invitations to Member exclusive networking events
- > Invitations to free or discounted webinars
- > Invitations to free or discounted events
- > Use of Business SA logo to promote your affiliation
- > Inclusion in Member Only directory
- > Access to free Business Advice Hotline
- > Up to 20 Complimentary Modern Award Updates subscription PAYpack (first year only)
- > Business matching – intrastate business introductions

- > Complimentary 30-minute commercial leasing consult
- > \$300 complimentary training voucher – Business SA workplace training
- > Access to Start-Up and Growth webinars
- > Complimentary 30-minute international trade consult
- > Placement in our Business Accelerator Program
- > Complimentary 30-minute sustainability business consult
- > Complimentary 30-minute recruitment consult
- > Complimentary 30-minute business brokerage consult
- > Invitations to SME Member networking events
- > Complimentary 30-minute IR, WPR or WHS consult
- > Free access to Business SA meeting rooms (regional members only)
- > Complimentary media training course
- > Advertising opportunities via Business SA marketing

Plus these additional benefits:

- > Business matching – international business introductions
- > Complimentary promotional package (video profile)
- > Invitations to corporate member networking events
- > Invitations to sponsor key Business SA activities
- > Opportunities to engage with senior political and business leaders
- > Complimentary advertising package
- > Invitations to participate in our advocacy reference groups



Join us today

Membership application

About your business

First name: _____ Last name: _____

Email: _____

Company name: _____ Phone: _____

Business address: _____

Suburb: _____ Postcode: _____ State: _____

Payment details

Choose your membership level:

All prices include GST

Business Basics
\$34.95 monthly or \$395.00 annually

Start-Up
\$44.95 monthly or \$495.00 annually

SME
\$69.95 monthly or \$795.00 annually

Corporate
\$349.95 monthly or \$3,995.00 annually

I wish to pay by:

Please invoice

EFT (www.business-sa.com/eft)

Cheque (payable to Business SA)

Credit card (please fill in details below)

Direct debit (www.business-sa.com/direct-debit)

Payment frequency:

Monthly

Annually

Credit card details:

Mastercard

Visa

Amex

Card number: _____ Expiry: _____ / _____

Cardholder's name: _____ Signature: _____

Authorisation for membership declaration

Before joining, please ensure that you have read our Membership Terms and Conditions, located on the Business SA website:

<https://www.business-sa.com/member-terms-conditions>

I have read, understood and acknowledge the Business SA Membership Terms and Conditions.

Full name: _____

Title: _____

Signature: _____ Date: _____ / _____

How to return your completed form:

Please post your completed form to Reply Paid, Business SA, Level 1, 136 Greenhill Road, Unley SA 5061
or scan and email to customerservice@business-sa.com

Find out more

To discuss how becoming a member
can benefit your business contact:

Phone: 08 8300 0000

Email: customerservice@business-sa.com

Working for your business. Working for South Australia > business-sa.com



Business SA
Chamber of Commerce
and Industry South Australia

Attachment B

City Wide Business Advisory Service Program

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

27 August 2020

To Economic Development / CEO's / Councillors

We wanted to reach out to you regarding small businesses who are struggling in your Council area, right now in 2020 and suggest a possible solution.

Small businesses - both established and start-ups on main streets have been hit with:

- Corona Virus impacts
- Closures of retail, hospitality, tourism, and other businesses for long periods due to restrictions.
- Lack of customers
- More people shopping online rather than on main street.
- Confusion, not knowing who to turn to for help.
- Many are going to the wall – affecting families in our community.

One Stop Shop Business Advisors – is a rapid response, highly experienced unit – that can visit every single business in your Council area to offer help, support, and solutions.

In the past year in the City of Adelaide – we visited over 1100 small businesses through street visits and one on one face to face business advisor meetings.

We could offer this service to you via 1,3, 6 or 12- month options

Rapid response means exactly that. We could be potentially helping businesses within 3 to 5 business days and have a strong supportive concentration in your Council area.

In addition, this service could be FREE to the business owners.

Here is how we can assist:

We can provide help, assistance, and solutions within these areas:

- How to get assistance with lease or contract challenges?
- Landlord negotiations and protecting your rights
- Who to contact if you need legal advice?
- Contracts for staff and HR related issues.
- Staffing and employment related issues.
- Be a conduit to dealing with Council – who, how and what to do with permits, planning and other departments.
- State and Federal Government agencies - ASIC, FairWork Australia, IP Australia etc. Who to approach and how to go about it?
- Grants – Find out if there are grant possibilities for your business that may assist you. Where to go and what to do to find out about grants?

- Cashflow – do you have good financial systems? If not speak to us about improving this.
- Accounting advice is crucial to success. Do you have the right accountant for your needs?
- Protection – legally, and risk for your business – via the correct structures, insurance, and accounting advice. Have you covered yourself for your family and yourself?
- Exporting and importing assistance. Do you know the basics of how to start and need expert advice?
- Insurance cover – have you the right protection for your specific needs?
- Trademarking and IP: Have you investigated this? How to start. Who to contact?
- Overall, is your business struggling, stale and not performing well? We can help!

SOLUTION: Contact us today for a **FREE, NO OBLIGATION chat** with our us.

Contact us Today on 8312 5964 or please email

sergio@onestopshopbusinessadvisors.com.au

Our website has more information → www.onestopshopbusinessadvisors.com.au

Sincerely,

Sergio Mattiazzo and Brian Jackway

Attachment C

City Wide Business Advisory Service Program

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

Your Business and You Seminar

Ready. Set. Grow!

BIAS  Funding
Options

THE BUSINESS BIBLE

An Essential Guide for Improving
Business Performance and Ultimate
Business Success

BIAS

/MPROVED BUS/NESS PERFORMANCE

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Disclaimer

You're responsible. This book is meant to be a guide and a helping hand for those people either starting out, or currently in business. It is in NO WAY meant to be advice and should not be relied on as being, OR the giving of advice. All information and ideas produced in this book whilst factual are general in nature and are not directed to any one type of enterprise or situation. It should be used to enlighten you and identify those areas that you need help in and seek out your own independent and professional advice for your circumstances.



www.biasaust.com.au

EXECUTIVE SUMMARY

For just over \$100 you can register a business name, hang up your shingle and you are in business, that's how easy it is - or is it? If you have a trade, profession or a product or service that's in demand you can generally make a living - or can you? 20 - 30 years ago perhaps, it was that easy but we live in a vastly different world today. Competition, globalisation, compliance, technology, generational gap.... the list goes on and on. Being good at what you do or offer, simply isn't enough today. It's just as important as ever to be good at what you do or offer, but to succeed in business today you need much, much more.

Knowledge is power! A cliché for sure, but you have a responsibility to arm yourself with all the knowledge that is available, to increase your chances of success and prosperity. 20 years has brought about many changes, the internet, advances in technology, cloud accounting and advisory software, all SME's are now in a position to afford and receive what was previously only available to larger and very profitable enterprise.

What are Advisory and Monitory Services?

There are many definitions of what advisory services are and many management consultants may have some version of what they perceive to be advisory services. In my opinion having provided such services for over 20 years there are some fundamental principals and common threads.

I like to use a wholistic approach, essentially an expert in accounting and strategic management would partner with the business owner(s) or manager(s) in a structured and ongoing basis to help with the measurement, performance and the macro running of the enterprise.

- Business Planning
- Business/Owners Needs Analysis
- Ongoing Monitoring
- Advice and Guidance

Being in business is still the best way to earn a living in my opinion. There is no shortage of opportunity and there is nothing like being in control of your own destiny. It does come at a price however, and can often be a lonely place. If you follow the simple but fundament steps outlined in this book and surround yourself with the right people, the journey to property can be an amazing experience!

I sincerely wish you the best of fortune in your venture!

Regards

John Zerella

THE 10 COMMANDMENTS FOR BUSINESS SUCCESS

1. Thou Shall properly define your Product or Service AND KNOW YOUR CUSTOMER

Many enterprises do not properly understand what they actually do or what it is they provide in their enterprise. Business owners are fixated on the actual work they do rather than the value they provide. When asked the question, 'what is your product or service that you provide in your enterprise?' You will often receive answers like: - plumbing, hair dressing, café, web design, etc. These answers describe the industry and infer a product or service but they are too broad, it does not accurately define the product or service. These answers do not hone in on the essence of the value you provide to customers. The answer should sound something like: - design and build outstanding bathrooms, designing hairstyles that show the real you, preparation of food that both nourishes and fulfils your appetite, provide IT solutions, etc.



“CAPTURE THE ESSENCE
OF THE VALUE YOU
PROVIDE YOUR CLIENTS”

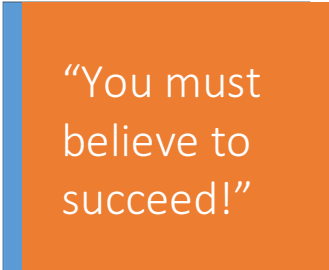
It's extremely important as the very first step, of your enterprise success and survival, to properly define your product or service in terms of the value you provide to your clients. Once properly defined this will form the basis of many

other marketing, cultural and growth definitions. If you provide your product or service well, it will form part of your sustainable competitive advantage. This is what sets you aside from everyone else.

2. Thou shall have the correct trading structure.

Whether starting out in business or trading for some time, the trading structure by which you trade your enterprise is of extreme importance. Getting it right to suit your needs and circumstance is of utmost importance. Unfortunately there is no "one size fits all" scenario, when it comes to choosing the correct trading structure. There are many things to consider and even more variables to take into consideration when choosing the correct trading structure.

One thing is for certain, you will need professional and legal advice to come to your correct decision. The implications of getting this wrong can be catastrophic and I urge you seek good advice.



“You must
believe to
succeed!”

3. Thou shall have the right attitude

This is an area that I have enormous faith in its effectiveness and the profound effects to the success or lack thereof, that you will experience in your enterprise. It is difficult to explain and even more difficult to understand or believe. However I have witnessed enough examples to say with certainty that your mental state and the attitude that you bring to your enterprise will be the most influential factor that will determine the level of success you achieve.

The best way to characterise this phenomenon is to think about and understand each component of a very famous quote by Paul J Meyer:

"Whatever you vividly imagine, ardently desire, sincerely believe, and enthusiastically act upon... must inevitably come to pass!"

4. Thou shall have a Strategy



**"STRATEGY LAYS
THE PATH"**

What is a strategy? A business strategy is the way in which an enterprise will achieve its goals and objectives over the medium to long term. By defining your business strategy clearly, you can develop your enterprise or growth plan to achieve your business

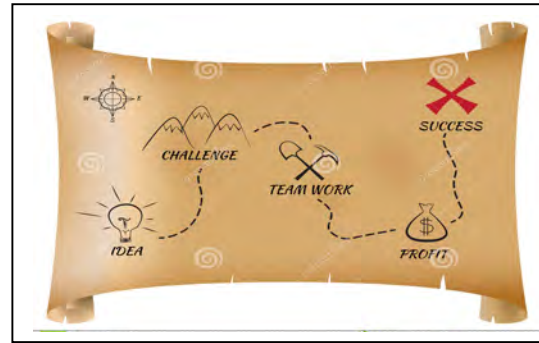
and personal goals. A good strategy provides a match between the internal capabilities of your enterprise and your external environment which will lead you towards achieving your goals. Strategy is focused on the future and is goal orientated, long term and outward looking.

Having a clearly defined strategy is one of the most important management functions you can perform to achieve business success and longevity. Strategy is about defining the long term direction of your enterprise. If you don't know where you want your enterprise to be in 3, 5 or even 10 years, how can you possibly get there? Strategy defines the direction and the means by which you get to the destination.

5. Thou shall have a Plan

A business plan is a road map for your enterprise. If you are going on a road trip and you want to go from point 'A' to point 'B' you don't simply start driving aimlessly. You may not realise it but you put together a plan, of a series of steps which will eventually get you to your destination. You determine your starting point, you seek the direction in which to head, plot the roads in which you drive and ultimately get you to your final destination. Sometimes along the way due to unforeseen events you may need to vary your route but you ultimately get yourself back on track and arrive at your final destination. The outcome is almost guaranteed, don't you agree?

Achieving your business goals and ultimate business success is exactly the same. If you want your enterprise to go from point 'A', where it is today, to point 'B' where you want your enterprise to be in the future. You identify where your enterprise is today, simply face it in the right direction (strategy) and plot a series of steps over a period of time which will untimely get your enterprise to where you want it to be at some point in the future.



This may appear to be an over simplification but the elements and the process is absolute! Just like the obstacles we face on our road trips, we will also face in our journey for our business. We simply plot a detour or an alternative route around the obstacles but ultimately achieve the same business results - guaranteed. It's not always easy and things don't always go to plan but if we keep driving our enterprise in the right direction take the necessary detours when needed, we will eventually reach our destination or be close to it.

6. Thou shall prepare budgets and forecasts

**“BUDGETS ARE A
MEASUREMENT AND
PLANNING TOOL”**

Just like the business plan, budgets and forecasts act as a tool to get your enterprise from where it is today to the destination you desire. More importantly, it is my opinion, an enterprise can not operate effectively in a dynamic environment without properly prepared budgets and forecasts. Budgets and forecasts act as a measurement and future planning tool.

What is a budget? It certainly is not guessing what your income or expenses may be in the year to come. It should be a well thought out, mathematical prediction based on sound estimates and assumptions. It generally relates to the profit and loss for the year immediately ahead but can also be used to predict a period longer than one year ahead.

What is a forecast? Whilst budget and forecast can mean the same thing there is a slight difference. Forecast is generally associated with predicting cash flows but the word forecast can mean a prediction or estimate in any aspect of an enterprise actively but budgeting generally relates to the estimate or prediction of sale/income and expenses/costs as part of the profit and loss of a business.

7. Thou shall maintain proper and timely records

Accurate and timely record keeping for your business income and expenses is paramount. There are no excuses, with a wide variety of inexpensive and easy to use bookkeeping software which do most of the work. Alternatively there are no

shortages of outsourcing options with many available and competent bookkeepers nearby. You should direct your energy and expertise to the things you do best and if it's not bookkeeping then have someone else who is more competent do it. However this task is a daily job not to be missed or ignored. Regular bank and subsidiary ledger reconciliations are a feature of good bookkeeping!



8. Thou shall comply with the law of the land

**“ENGAGE THE
PROFESSIONALS TO DEAL
WITH COMPLIANCE”**

Compliance, compliance, compliance> It's true to say that as business owners we are inundated with compliance, both state and federal. BAS, IAS, WorkCover, Superannuation, Payroll tax, Tax returns, and the list goes on. Dealing with and keeping up-to-date can be a difficult and expensive task but we all have a responsibility to comply with all the various laws of the day. It's important that you engage the services of professionals to handle these matters on your behalf, at very least to oversee and verify. The risk of not getting this area right can be catastrophic.

Dealing with the all complexity and keeping up to date with the relentless and constant changes is not for the inexperienced. Ensuring your enterprise is compliant is a responsibility business owners should not take lightly. Nothing stifles business success like an enterprise that is not compliant.

9. Human Resources

The most common and difficult issues facing business owners today is dealing with all issues relating to HR. Working conditions, pay rates, staff entitlements, occupational health and safety are but some of the issues that constantly consume business owners. Changing employee attitudes and a greater acceptance of life work balance has made dealing with staff a complex issue. However one thing is for certain, staff are an enterprise's greatest asset and when we view staff in this light we generally understand the importance of getting the HR process right!



We have found that having staff culturally aligned with the business is by far the most important aspect to get right. Skillset, experience and training whilst important,

are far easier to administer and we would suggest that you employ on cultural fit as the first and most important criteria. "You are better off with no staff than the wrong staff!"

10. Thou shall Review, monitor and improve

Running an enterprise is not a 'set and forget' task! Working in your business is not the same as working on your business. Business success and longevity requires that business owners set time and resources to review, monitor and improve!

Review	evaluate, assess and analyse your business on a regular basis, at least on a monthly basis.
Monitor	check and measure the progress of your business compared to your plans, budgets and goals.
Improve	seek to constantly improve what you do and how you do it

"KNOW WHAT PHASE YOUR BUSINESS IS IN"

This is by far the most important but difficult part of maintaining a successful and prosperous enterprise, so you should seek professional help. At Bias (Aust.) Pty Ltd our business is dedicated to business improvement and advisory services. We have a number of tailor made services for all businesses depending on the phase they are currently in.

BIAS has devised a simple 5 step proprietary process, specifically designed to improve your business performance and drive financial prosperity to see you achieve your goals. The proprietary process of analytical, strategic and recommendation based advisory services provides you the means to review monitor and improve your business. We provide each of our clients with invaluable support and devise a tailor-made solution to suit their specific enterprise needs.

SURROUND YOURSELF WITH EXPERTS

Being good at what you do is no longer enough to ensure a successful business. We live in dynamic and complex world and trying to handle all the complexities yourself is fraught with danger. You and your business should surround yourself with experts to assist you in the areas that need experts.

- | | |
|------------------------|---------------------------------------|
| a) Marketing and sales | e) Banking and finance |
| b) Property matters | f) Strategic & Performance Management |
| c) Legal matters | |
| d) Human resources | |



All these areas should be handled by competent professionals who are experts in their field. Business owners often try to save on the cost of engaging these professionals. We have found that the cost of getting these areas wrong will far outweigh the cost of engaging the experts. In some cases, the damage is irreversible!

Stick to what you do best and surround yourself with experts in their field. Life will be far less stressful and you will achieve a far better outcome.

ONGOING ADVISORY AND MONITORING SERVICES

Once you engage all the ideas and concepts outlined above you will have set a path to business success and prosperity. Business improvement and performance management is a highly skilled task and should only be handled by experts.

This is where BIAS (Aust.) Pty Ltd can help, it is our mission to deliver straightforward business performance improvement techniques to small and medium sized enterprises. We have used our expertise and industry knowledge to devise our BIAS 5 step proprietary process that is tailored to suit the personalised business needs of each of our clients. Our process has been specifically designed to “bullet-proof” your business and see you achieve prosperity and reach your individual business and financial goals.

Our business model has been effectively proven to add value through increased profit, improved cash flow and increased business value. We work closely with our clients to achieve excellence, simplicity and add value through trust, compassion and understanding.

CONCLUSION

This book provides some simple but fundamental principles and tasks that must be addressed if your business is to succeed in the future. There are a few things I’m confident of, it’s still great to be in business and be in control of your own destiny. Business success is still very achievable and affordable but you just need to surround yourself with the right people!

If you feel your enterprise would benefit from the services BIAS offers, we provide a number of different subscription plans that can be tailored to your specific business needs. Regardless of where your business is right now, we offer high quality services which have been specially designed to meet the varying needs of each business with whom we work.

When you subscribe to a plan with BIAS, you can feel confident knowing that we will look after you. Becoming a client at BIAS means you are guaranteed ongoing

support for you and your business. Our team of trustworthy and reliable consultants are here to guide you in the right direction and will go above and beyond to help you.

YOUR NEXT STEP

To learn more about how your business can benefit from Business Improvement & Advisory Services talk to the team at Bias (Aust.) Pty Ltd. Give us a call on 1300 731 118, or visit our website: www.biasaust.com.au

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

5. **NEXT MEETING**
Tuesday 15 June 2021

6. **CLOSURE**