

Annual

Report



Annual Report

1/7/20 - 14/1/21

Our Vision

To be renowned as Adelaide's premier, smart and authentic heart, that connects people to new retail, property and place experiences.

Our Purpose

Attract – to attract people to the Rundle Mall Precinct.

Stay – to encourage people to dwell longer.

Enjoy – to facilitate enjoyment of the Rundle Mall experience.

Areas of Focus

Information – to be the hub of Precinct information.

Visitor Experience – to support an easy and enjoyable visitor experience.

Advocacy – to influence projects for Precinct growth and minimise negative impacts.

Brand – to position Rundle Mall as the premier retail destination in South Australia.

About the RMMA

The Rundle Mall Management Authority (RMMA) was constituted under the provisions of the *Local Government Act 1999* as a Subsidiary of the City of Adelaide pursuant to Section 42 and was governed by a Board of Directors representing business, retail, property and Council interests.

The Rundle Mall Precinct is bound by the southern side of North Terrace, the eastern side of King William Street, the northern side of Grenfell Street and the western side of Pulteney Street and includes all of the land in between. It is comprised of approximately 700 retail stores, 300 service businesses and a myriad of laneways which interconnect with the Mall and the neighbouring cultural, dining, entertainment, business and transport orientated precincts.

This is referred to as the Rundle Mall Levy Area, with funds being raised through a separate rate declared by Council on rateable land in the Rundle Mall Precinct. These funds are provided to the Authority and must be expended by the Authority in accordance with the Annual Business Plan and Budget.



Summary

With initial restrictions slightly easing, Rundle Mall was trading in a new COVID-19 safe landscape, launching the Roadmap to Recovery to guide how we would drive visitation to support our traders and businesses for the rest of 2020.

Ongoing COVID-safe measures necessitated a shift from major events such as Vogue Festival to creating a safe and welcoming Rundle Mall through place-making, experiences and installations. Our aim was to draw South Australians into the city to rediscover what they love about Rundle Mall – the new and different experiences that support our ‘expect it all’ brand promise.

Our multi-channel Rundle Mall at Home campaign running from July to September included our first TV commercial with our new brand, digital advertising and social media content promoting Rundle Mall-only experiences. Videos of buskers and traders struck a chord on our social media channels, with engagement rate three times our annual average and helping to grow our Instagram and Facebook following.

Despite a small, early spring COVID-19 outbreak, more than 230 activations were held including live art, green turf, picnic tables and large screens displaying Rundle Mall digital content. Spectacular flower ‘bombs’ of Rundle Mall icons including the bronze pigs sitting amidst a field of tulips and a Feast Festival-inspired takeover of the historic fountain outside Adelaide Arcade created an ongoing surprise element to delight visitors throughout September.

Generous spend and win competitions provided another drawcard for visitors. Spending as little as \$50 earned shoppers a chance to win a share of \$28,000 in Rundle Mall vouchers, drawing thousands of entries and doubling the average spend per visit over September and October. Traders were provided with supporting promotion collaterals at no cost.

Following its launch in October 2019, the new Rundle Mall brand identity earned widespread industry acclaim at the 2020 Adelaide Advertising & Design Club, including the coveted overarching award for branding and design expertise, the Master’s Chair.

After such a challenging year for Rundle Mall traders and the wider community, we unveiled the annual Christmas Windows installation slightly earlier to deliver festive cheer and reinforce Rundle Mall’s place as the heart of Christmas in Adelaide. The individually themed ‘shop windows’ showcased gift ideas available from Mall retailers, along with the work of South Australian icons including couturier Paolo Sebastian, Adelaide Festival Centre and local creatives.

Soon after the Windows arrived, we welcomed a new piece of public art from the City of Adelaide. The stainless steel ‘Pigeon’ sculpture outside Nespresso at Gawler Place sent social media chatter alive ensuring the giant sculpture became a must-see destination for all ages.

A mid-November COVID outbreak threw the state into a snap lockdown and our plans for Black Friday into doubt. With lockdown lifted early, we speedily reactivated our strategy for a three-day COVID-safe Black Friday sales event. A record PR blitz promoted how to shop safely, with a partnership with SA Health enabling us to distribute 80,000 face masks over three days. Notwithstanding the pandemic, Black Friday 2020 remained one of our two busiest trading days of the year.

Ongoing promotion of extra Christmas trading hours and our COVID-safe measures drew visitors out of their home offices and into the city to get ready for the festive season and lead up to the all-important post-Christmas sales.

With Boxing Day falling on a Saturday, an exclusive 8am ‘opening moment’ differentiated Rundle Mall from the suburbs and attracted front-page newspaper coverage. Our special opening included music DJs and celebrity MCs who counted down to a confetti cannon outside David Jones and Myer and distributed 200, \$20 vouchers to shoppers queuing outside each store.

Finally, in a sign of confidence, brands such as Vans, Fast Times and Kryolan Professional Makeup have chosen Rundle Mall for their first South Australian location, while Universal Store relocated to larger premises.

Performance against 2020–21 Business Plan Actions

(attached)

Funding

The RMMA was funded via a differential rate levy appropriated by Council to the custodianship of the RMMA for the delivery of programs designated and approved by the RMMA Board and laid out in the Annual Business Plan. Having considered the general rating principles outlined in Section 150 of the *Local Government Act 1999 (SA)*, the City of Adelaide maintained a differential separate rate of \$0.03582 in the dollar of the AAV (annually assessed value) in FY 2020/21.

General Purpose Financial Statements

(attached)

Area of Focus: Information			
Objective: Be the hub of Precinct information			
Year 4 action	How	Outcomes	Status
Collect and analyse key performance data to: <ul style="list-style-type: none"> • Inform marketing strategy • Measure success • Inform advocacy; and • Educate stakeholders 	Continue to capture and analyse information including: <ul style="list-style-type: none"> • Precinct foot traffic trends • Spend data • Dwell time • Shopping behaviour • Customer experience • COVID-19 recovery 	Precinct foot traffic captured and analysed each month <ul style="list-style-type: none"> • Jul 20 – Sept 20 +3% • Jul 20 – Dec 20 -5% (impacted by COVID-19 November lockdown, decrease in students & CBD workers) • Jan 21 – Jun 21 +30% Shopper behaviours and customer research updated and further research undertaken December 2020 <ul style="list-style-type: none"> • Market Share 7.1% MTA • Average Annual Visits 14.2 <i>Source: Kepler, Quantum</i>	
	Continue to work with data analyst to review and analyse information and prepare information for sharing	Data Analyst engaged and analysis of information conducted monthly including: <ul style="list-style-type: none"> • Traffic results and analysis • Quantum quarterly analysis on spend (market research) • Tourism trends • ABS data • Australian Retailer Association results 	
	Create and implement reports based on the data captured	A quarterly report was created – <i>The Rundle Mall Report</i> with key business insights	
Develop and implement a B2B Comms Plan	Create segmented groups in the Customer Relationship Management (CRM) tool to support communication	Continued to be used	
	Create communications calendar for all stakeholder engagement	Communications calendar created and content gathered from retailers, CoA and third parties to keep retailers informed	

Area of Focus: Information (continued)

Objective: Be the hub of Precinct information

Year 4 action	How	Outcomes	Status
Develop and implement a B2B Comms Plan	Send monthly stakeholder communications via electronic direct mail and quarterly printed communications	<p>New 'The Rundle Mall Report' created with quarterly updates on visitor trends, ABS retail sales data, market share and average transactions, spend and visits to the Mall</p> <p>EDMs sent on average three times per month to all subscribed stakeholders</p> <p>Printed communications delivered to all stakeholders for Spring Spend & Win campaign and Christmas</p> <p>Stakeholder feedback survey issued to coordinate support for Black Friday</p>	
	Meet regularly with Arcades/Centres, property owners, and retailers	Met regularly with retailers, property managers, leasing agents and Arcade/Centre Managers and marketing teams	
	Deliver 3 stakeholder information and education sessions	<p>Annual General Meeting held in October</p> <p>Additional stakeholder information sessions paused due to COVID restrictions and capacity limits</p>	
	Connect businesses to key support packages post COVID-19 including Business SA, State Government and CoA information	Connected businesses with CoA & Business SA support packages to assist stakeholders on recovery	

Area of Focus: Visitor Experience			
Objective: Support an easy and enjoyable customer experience			
Year 4 action	How	Outcomes	Status
Stage and support engaging activities	Create a 12-month event and activation plan and calendar	Events and activations plan revised from July to November in line with Government advice during the COVID-19 pandemic Activity shifted from events to creating a safe and welcoming environment through place-making, experiences, and installations	
	Drive income from sponsorship in line with FY20/21 Budget	Forecasted income from sponsors and third party pop-ups above target for July to December 2020 <ul style="list-style-type: none"> • \$138K vs. \$108K budget (+28%) Events and activations numbers: <ul style="list-style-type: none"> • 495 events and activations throughout the entire year • July to December -8.7% decrease compared to 2019/20 due to the impact of COVID 	
	Drive brand partnerships aligned with the Rundle Mall brand values and event and marketing plan objectives	Partners through the 6 months include Pepsi, Golden North Ice Cream, CROWmania, Kyttons Bakery, Foodbank NRL	
Advocate for innovative solutions to support visitor experience	Work with CoA to deliver solutions and use Rundle Mall to trial city wide initiatives	Continued to work with CoA on city wide solutions Worked with CoA on trialling hand sanitiser stations	
Support a safe and attractive public space	Update the Operating Agreement with CoA to define service levels to the RMMA and Precinct	Review of Operating Agreement postponed due to COVID-19 response and impacts to budget and resource	
	Deliver new cleaning agreement and uniforms with CoA	Service level review under taken and new CoA and Rundle Mall branded uniforms provided to cleansing staff	
	Work with CoA to implement Emergency & Crisis Management plans	Rundle Mall Risk Management and Incident Response Plans updated Worked with CoA to review and update BCP plans	

Area of Focus: Visitor Experience (continued)

Objective: Support an easy and enjoyable customer experience

Year 4 action	How	Outcomes	Status
Support a safe and attractive public space	Review Rundle Mall Security requirements and contract to define service levels including reporting	Worked with Wilson's Security team to ensure a safe shopping precinct for customers and businesses including increased presence and high visibility during COVID-19 response	
	Work with SAPOL to support a safe precinct	Advocated for and achieved the reintroduction of SAPOL Business Watch meetings with key precinct representatives to help collaborate and achieve more efficient issue identification, increased safety and crime prevention	
	Engage with CoA to define busking standards and permitted locations within the Precinct	New Busking permits and guidelines successfully implemented to enable the return of amplified busking in a COVID-19 safe manner	
	Work with CoA to address vehicle access times for the Mall	New Vehicle Access times Gazetted and implemented successfully	
	Support CoA's strategic plan priorities	Action plans aligned to support the 2020-2024 CoA Strategic Plan	

Area of Focus: Advocacy

Objective: Influence projects for Precinct growth and minimise negative impacts

Year 4 action	How	Outcomes	Status
Advocate for future Council investment in the delivery of upgrade works to ensure high-quality amenity and public realm	Engage with CoA to inform this approach	Continued to work with CoA Planning, Design, Infrastructure and Public Arts teams to advocate for projects and upgrades in Rundle Mall Final stage of Gawler Place Upgrade completed with installation and reveal of <i>Pigeon</i> in November.	
	Engage with CoA to inform the approach and secure commitment and funding for future years where relevant	No additional funding for next phase	
	Work with CoA to deliver COVID-19 recovery and placemaking strategies	Worked with CoA to connected businesses with CoA & Business SA support packages to assist stakeholders on recovery	
Work with State Government to provide positive outcomes for the Rundle Mall Precinct	Work with State Government on Trading Hours legislation Work with State and Local Government on infrastructure and capital projects that impact the Rundle Mall precinct	Worked with DPC, DPTI and CoA to advocate for trading hours and Planning and Development policy Secured additional trading hours for key periods including Black Friday and Boxing Day	
Continue to advocate for ongoing capital investment in the Rundle Mall precinct	Work with State and Local Government and private property owners to deliver new retail experiences and support investment and minimise vacancy rates	Met with key property owners and building managers to discuss funding, future projects and enhancements for Precinct presentation	
Support CoA with the delivery of the City-Wide Business Model	Engage with CoA and provide RMMA Board support to the delivery of the proposed City-Wide Business Model	Worked with CoA to deliver the proposed City-Wide Business Model	

Area of Focus: Brand

Objective: Position Rundle Mall as the premier retail destination in South Australia

Year 4 action	How	Outcomes	Status
<p>Create, implement and deliver an annual Marketing Plan</p>	<p>Create a 'Roadmap to Recovery' and deliver activation and placemaking strategy COVID-19</p>	<p>Rundle Mall at Home campaign ran until September, together with a 30 second TV commercial focused on bringing Rundle Mall into the home and encouraging shoppers to come out of the suburbs and into the city</p> <p>Created a safe and welcoming environment through placemaking, experiences and installations:</p> <ul style="list-style-type: none"> • Added greenery and colour through turf circles and coloured picnic benches • Live art installations with SA artists who painted a series of planter boxes • Reinstated festoon lighting and installed fairy lights in trees to add lighting and warmth • Installed large format screens for COVID safe information and updates, including messages from the Lord Mayor, Sandy Verschoor, and Premier Stephen Marshall to welcome shoppers back to the Mall • Installed hand sanitiser stations throughout the Mall • Surprise and delight moments during spring – flower bombs of Rundle Mall icons including the bronze pigs and fountain <p><i>Vogue</i> Festival postponed due to COVID restrictions but was replaced with a spring spending promotion aimed at driving economic benefit for businesses in the Precinct:</p> <ul style="list-style-type: none"> • Over 300 businesses had point of sales • Spend seen across over 520 businesses • Average spend per visit \$189 • Over 6,600 entries <p>Executed Christmas campaign and worked closely with SA Health and SAPOL to deliver a COVID-safe Black Friday within a week out of lockdown:</p> <ul style="list-style-type: none"> • COVID marshals • Additional cleaning and security • On-Mall queuing systems and shade • Signage and music DJs • Gave out 80,000 masks • PR with SA Health in the Mall <p>Black Friday saw similar uplift in traffic, up more than 30% compared to the Fridays and Saturdays before the lockdown</p> <p>The 8am exclusivity for Rundle Mall on Boxing Day helped to create a celebration and fanfare moment for the city</p>	

Area of Focus: Brand (continued)

Objective: Position Rundle Mall as the premier retail destination in South Australia

Year 4 action	How	Outcomes	Status
Create, implement and deliver an annual Marketing Plan	Support key retail and public holiday trading periods	All key retail and public holidays supported with media, digital and PR campaigns including: Lunar New Year, Valentines Day, Easter, Mother's Day, Father's Day	
	Develop year-round campaigns to support all retail categories during the year	Focus on spend and win campaigns to drive economic benefit across the whole precinct and all retail categories and services Prizing included Rundle Mall vouchers as well as food court vouchers to drive spend back into businesses in the Precinct	
	Increase social media engagement including Facebook and Instagram	Facebook (December 2020) 54,105 Likes (+0.9%) Engagement Rate: 1.34% (industry average 0.5-0.99%) Instagram (December 2020) 26,050 Followers +11% Engagement Rate: 4.52% (Industry average is 1-3%)	
	Update website and grow consumer EDM database	EDM Subscribers (December 2020): 34,099 +14% Introduced Offers section on website to better display and promote retail and service offers Cross promoted retailers through gated content at key times of year, driving both awareness for businesses in the Precinct and EDM subscribers	
	Engage with State Government and CoA to support relevant tourism initiatives	Cruise Ship activity cancelled due to COVID restrictions Worked with SATC on Great State Vouchers initiatives Interstate and overseas tourists impacted by COVID Worked with CoA and the visitor information centre to promote activity in Rundle Mall	

Area of Focus: Brand (continued)

Objective: Position Rundle Mall as the premier retail destination in South Australia

Year 4 action	How	Outcomes	Status
Develop the Rundle Mall Brand	Continue to develop the Rundle Mall brand Proactively drive positive PR stories based on campaign implementation	July to December 2020: <ul style="list-style-type: none"> • \$13M proactive PR • \$39M total PR coverage for the Rundle Mall brand 	
	Engage all agencies in marketing campaign planning and business operations	Corporate PR agency tender completed, and agency appointed Conducted all agency workshops and planning days for major campaigns	
Position the RMMA as an industry leader	In consultation with the RMMA PR agency, create and implement a proactive public relations strategy in relation to industry positioning	Industry PR plan created and opportunities and articles placed in key publications	
	Identify relevant industry awards and submit application	Submitted National Retail Award entry for Retail Precinct of the Year	