

Developing the 2024 – 2028 Strategic Plan

Strategic Alignment - Enabling Priorities

Public

Tuesday, 15 August 2023
City Finance and Governance Committee

Program Contact:
Bree Goodchild, Manager
Strategy, Insights and
Performance

Approving Officer:
Michael Sedgman, Chief
Operating Officer

EXECUTIVE SUMMARY

Council is required under the *Local Government Act (SA) 1999* to review the suite of Strategic Management Plans within two years of a periodic election.

The Strategic Plan review project will facilitate this, by incorporating the development of the 2024-2028 Strategic Plan and a review of the Strategic Management Framework, alongside the work being brought separately to Council on the Long-Term Financial Plan, City Plan, and Asset and Infrastructure Management Plans.

Council administration is currently preparing a report on feedback from market research undertaken in support of the Strategic Plan, and one outlining an Integrated Engagement Framework for community engagement linking the Strategic Plan and other key strategy documents.

Over the past several months Council has provided direction to inform the development of the 2024-2028 Strategic Plan through decisions, workshops and articulation of priorities of the 2023/24 Business Plan and Budget on the key issues, policy positions and the deliverables sought over this term.

This report provides Council Members with a summary of a draft structure for the 2024-2028 Strategic Plan and proposes a roadmap for the development of the Strategic Plan for presentation to Council in December 2023.

RECOMMENDATION

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE:

1. Notes the proposed structure for the 2024-2028 Strategic Plan provided in this report.
2. Notes the high-level summary of the initial research activities to support the Strategic Plan development, Attachment A to Item 7.3 on the Agenda for the meeting of the City Finance and Governance Committee held on 15 August 2023.
3. Notes a minor amendment to the Strategic Plan Review project timeline provided in Attachment B to Item 7.3 on the Agenda for the meeting of the City Finance and Governance Committee held on 15 August 2023, to include a special meeting of the City Finance and Governance Committee.
4. Notes that Council will receive a Draft Strategic Plan document for adoption for the purposes of public consultation in September 2023.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Enabling Priorities Development of the 2024-2028 Strategic Plan shows leadership in the sector and represents Council's role as a Capital City Council.
Policy	Developing a new Strategic Plan requires public consultation under Council's Community Consultation Policy. There are likely to be additional changes to strategies and plans as well as policy implications associated with any new direction articulated in the Strategic Plan 2024-2028
Consultation	Council's consultation policy requires a minimum of 6-week consultation on the Strategic Plan.
Resource	The delivery of this project will be within existing budget and resources.
Risk / Legal / Legislative	Council is legally required to review the suite of Strategic Management Plans, including the Strategic Plan within two years of a periodic Local Government election.
Opportunities	Developing a new Strategic Plan provides Council Members the opportunity to articulate what they see the future of the City to be and what the deliverables that will be the key focus areas to achieve this vision in the next four years.
23/24 Budget Allocation	Not as a result of this report
Proposed 24/25 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
23/24 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

1. The role of a capital city council is diverse and complex. Our core role is delivering services to the community of the City of Adelaide and the way we deliver these reflects our diverse responsibilities to ratepayers, visitors, workers, residents, key stakeholders and the State of South Australia.
2. As the capital city of South Australia, Adelaide has a vital role to play in shaping the future of our state.
3. Councils are legislatively required to have a suite of plans that form a Strategic Management Framework which outline objectives, measures and finances. Other City strategies, plans and policies support delivery of Strategic Management Framework plans.
4. Our Strategic Management Framework includes the Strategic Plan, Long Term Financial Plan, Asset and Infrastructure Management Plans, and City Plan (City built form). These are our long-term planning documents, which inform one another and integrate delivery.
5. Council is legislatively required to review the Strategic Plan and Long Term Financial Plan by November 2024 consequent on the commencement of a new Council term. In addition an annual review of the Long Term Financial Plan is required which also includes the Chief Executive Officer's Statement of Financial Sustainability.
6. Council received information about these responsibilities and the Strategic Management Framework during a CEO Briefing on 25 July 2023.
7. Consideration has been given to how the Strategic Plan can:
 - 7.1. clearly articulate the long term goals of Council, and a four-year delivery plan (the detail)
 - 7.2. enable Council to build policy positions, and build and review strategies and action plans over the Council term.
8. The proposed structure for the 2024-2028 Strategic Plan is based on Council's decisions, feedback in workshops, and policy setting. It includes:
 - 8.1. Long Term considerations
 - 8.1.1. A Vision for the future of Adelaide – a leading aspirational statement summarising the focus of the plan and guiding decision-making on the future of the City.
 - 8.1.2. Aspirations that help articulate the vision, expressed as outcomes which help shape future policy positions of Council.
 - 8.2. 4 Year considerations incorporating:
 - 8.2.1. Priorities which sit across the four-year plan – “headline” projects for the term.
 - 8.2.2. Objectives for achieving long term outcomes.
 - 8.2.3. Key Actions that describe the outcomes that will be delivered for each objective.
 - 8.2.4. Targets and Measures that define what long term success looks like
 - 8.2.5. A Strategic Resource Plan to enable and support the delivery of the Strategic Plan. This document outlines the financial, and non-financial resources required to achieve strategic objectives across the Strategic Management Plans by articulating:
 - 8.2.5.1. The financial principles and parameters that will enable the delivery of the Long Term Financial Plan,
 - 8.2.5.2. The revenue and financing structures,
 - 8.2.5.3. The financial indicators, our position and targets,
 - 8.2.5.4. The Administrative functions that are required to deliver the Strategic Plan for a four year period. This will include the technology and people resources and workforce needs (which will align to a workforce strategy).
9. Administration will draft a Strategic Plan and Strategic Resource Plan that reflects Council's preferred language and structure, based on Council's feedback to date, and feedback on this report.

Initial Research Activities Summary

10. As part of the Strategic Plan Review project, the State of the City research report was presented to the City Finance and Governance Committee at its 25 July 2023 meeting, and subsequently to Council at its meeting of 25 July 2023. This report formed a key part of the evidence base in the development of a Strategic Plan.

11. To further inform the development of the Strategic Plan 2024-2028, Council has engaged McGregor Tan to conduct market research (between 28 July and 11 August 2023) with 800 community members about their thoughts for the future of the city.
12. Results of this research were not available at the time of producing this report, but will be presented to the City Finance and Governance Committee in September 2023, along with a report outlining an Integrated Engagement Framework for the community engagement activities associated with Council's Strategic Plan 2024-2028, City Plan, and Integrated Transport Strategy. The intention of the integrated approach is to ensure that the more significant plans and strategies that Council is considering are being developed in a cohesive way and that clarity is provided to the community on the role and functions of each plan. The Integrated Community Engagement Framework will enable the community's feedback from each activity to inform the next, and will consider:
 - 12.1. The Strategic Plan's role in setting Council's vision, aspirations and commitments for outcomes for the city and community over the next four years. Community Engagement on the Strategic Plan is planned to occur from mid September to the end of October 2023.
 - 12.2. The City Plan's role in informing the public realm requirements and opportunities in a spatial format for the next ten years. Community Engagement on the City Plan is planned to occur in early 2024.
 - 12.3. The Transport Strategies' role in setting the movements and accessibility requirements and opportunities and the related infrastructure requirements. Community Engagement on the Transport Strategy is planned to occur from April 2024.
13. In addition as part of the planned research for the development of the Strategic Plan, McGregor Tan has sought the input of influential city leaders via in-depth interviews to seek their views on the future of the City and Council's role. This input was sought through letters of invitation from both the Lord Mayor and Chief Executive Officer, which secured interviews with the following:
 - 13.1. Lucy Hood MP (SA Parliament, Member for Adelaide)
 - 13.2. Hon Nick Champion MP (Minister for Trade and Investment; Planning; Housing and Urban Development)
 - 13.3. Rick Persse (Under Treasurer, Department of Treasury and Finance)
 - 13.4. Nikki Govan (Chair, Board of AEDA)
 - 13.5. Professor Chris Daniels (Chair, Green Adelaide)
 - 13.6. Andrew Kay (CEO, Business SA)
 - 13.7. Liam Golding (CEO, Urban Development Institute in South Australia)
 - 13.8. Bruce Djite (Executive Director, Property Council of Australia (SA))
 - 13.9. Jeremy Kwan (Director, Estate Planning and Investment, University of Adelaide) - representative nominated by the University.
 - 13.10. Philip Clatworthy (Director, Facilities Management, University of South Australia) – representative nominated by the Uni)
14. The key message flowing from the in-depth interviews was strong support for Council's role as an enabler of development and growth in the city. Themes include:
 - 14.1. Development, including affordable housing;
 - 14.2. Development of distinct precincts;
 - 14.3. Events in the city such as through the management of road closures and increased promotions and signage;
 - 14.4. The education sector and the pursuit of innovation and research and development;
 - 14.5. Attraction of businesses to set up in the city;
 - 14.6. A strong business eco system which makes doing business easy;
 - 14.7. Understanding and promotion of the distinct character and uniqueness of the Park Lands;
 - 14.8. Advocacy for residents;
 - 14.9. Increased greening such as through increasing tree canopy and the use of sustainable infrastructure materials.

15. Emerging messages from stakeholder interviews (as at 4 August 2023) are included in **Attachment A**, and a report on the complete McGregor Tan work will be presented to Council at a later date.

Project Timeline

16. At its meeting on 25 July 2023, the City Finance and Governance Committee sought an additional meeting to discuss Strategic Plan engagement feedback. This will occur in November 2023, before the adoption of the final 2024-2028 Strategic Plan.
 17. It is proposed that the City Finance and Governance Committee is provided the analysis of the initial market research, and a Draft 2024-28 Strategic Plan, at a special meeting on 5 September 2023. Council could then endorse the Draft for public consultation on 12 September 2023.
 18. Following this, public engagement will occur to the end of October, with Council receiving engagement findings and an updated 2024-28 Strategic Plan for consideration in late November / early December.
 19. This minor amendment to the project timeline will enable Council to meet its required 6-week consultation period and remain on track for its December 2023 adoption. An updated Strategic Plan Review Project Timeline is provided as **Attachment B**.
-

ATTACHMENTS

Attachment A – 2024-2028 Strategic Plan - emerging messages from stakeholder interviews

Attachment B - Strategic Plan Review Project Timeline

- END OF REPORT -