

# Implementation Plan for AEDA Reviews

Strategic Alignment - Enabling Priorities

Public

**Tuesday, 17 October 2023**  
**City Finance and Governance**  
**Committee**

**Program Contact:**  
Chief Operating Officer Corporate  
Services

**Approving Officer:**  
Michael Sedgman - Chief  
Operating Officer

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## EXECUTIVE SUMMARY

At its meeting on 22 August 2023 Council resolved that an implementation plan for actions recommended in the two separate Reviews of AEDA conducted by KPMG and Deloitte in 2023 would be presented to the City Finance and Governance Committee meeting of 17 October 2023.

This report addresses the resolution of Council by detailing a clear Implementation Plan that outlines the approach for each recommendation, the responsible officer for this action and timeframe in which the action needs to be resolved. It also highlights points at which a Council decision is required as well as a schedule for reporting back into Council an update on the progress made against the implementation plan.

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## RECOMMENDATION

The following recommendation will be presented to Council on 24 October 2023 for consideration

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL:

THAT COUNCIL:

1. Endorses attachment A, AEDA Review Implementation Plan, as outlined in Attachment A to Item 7.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 17 October 2023.
  2. Notes the AEDA Review Action Implementation Schedule as provided in Attachment B to Item 7.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 17 October 2023.
  3. Notes the BDO workshop output document, Attachment C to Item 7.2 on the Agenda for the meeting of the City Finance and Governance Committee held on 17 October 2023.
  4. Notes the intent to provide implementation update reports to the City Finance and Governance Committee in March 2024 and July 2024.
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## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Enabling Priorities
Policy	Not as a result of this report
Consultation	Council and the AEDA Board were consulted on 26 September 2023 in a workshop facilitated by BDO – which focused on AEDA/Council Ways of Working. Outputs from that session are provided in <b>Attachment C</b> of this report.
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	Not as a result of this report
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. Council, at its meeting on 22 August 2023, considered the findings of the AEDA reviews and authorised the Chief Executive Officer to work with the AEDA Board and City of Adelaide administration to implement recommendations of KPMG and Deloitte Reviews. Further, Council noted the implementation plan to address the recommendations of the Reviews would be presented to the City Finance and Governance Committee at its October 2023 meeting.
2. **Attachment A** summarises the implementation approach for each action, agreed between the City of Adelaide and AEDA, including responsibility, proposed approach, expected completion date, and lead officer. Key points from the summary are below.
3. **Attachment B** summarises the delivery schedule of actions in the implementation plan.
4. A Workshop between Council members and AEDA Board was held on 26 September focused on strengthening working relationships between the two entities. The two focus themes of the workshop were “*What can be done to enhance the collaboration between AEDA and Council*”, and “*What enhancements would benefit the reporting from AEDA to Council*”. The outputs of this Workshop are in **Attachment C**.
5. The reviews recommend the development of an Economic Development Strategy by Council to articulate its priorities and provide overarching guidance to AEDA under which the Agency’s Strategic Plan can be framed. A workshop on the Economic Development Strategy was held with Councillors during the 3 October 2023 meeting of the City Planning, Development and Business Affairs Committee. The AEDA Strategic Plan will be developed concurrently with the Economic Development Strategy to enable the AEDA Strategic Plan to be completed prior to the 2024-25 Business Plan and Budget process. The timing of the two processes means that the AEDA Strategic Plan will be completed prior to Council’s consideration of the EDS.
6. AEDA will be preparing a Strategic Plan in consultation with the Council per the requirements of its Charter, which will include guidance from the EDS as it develops.
  - 6.1. The work and extensive consultation required by the City of Adelaide to deliver the EDS, means it will be completed later than the AEDA Strategic Plan.
  - 6.2. Close consultation and collaboration between Council (who are leading the EDS project) and AEDA will be required to ensure the key themes including community feedback can be incorporated into the AEDA Strategic Plan, in parallel to evolution of the EDS.
  - 6.3. Council will be asked to approve the EDS in May 2024 once all feedback from consultation during November 2023 – February 2024 is incorporated.
7. A joint workshop to occur before February 2024 between City of Adelaide and AEDA staff will detail activity to resolve AEDA Governance, performance and accountability matters (Action 4 a-e).
8. Actions which consider augmenting staffing resources or reallocating these between CoA and AEDA (Actions 5c, 5d, and 8a – relating to City Experience, Mainstreets, Precincts and Place Coordinator roles; and Data and Insights roles) will be considered as part of an overall approach to ensure the structure of the City of Adelaide supports the directions and priorities sought by Council.
9. Of 37 actionable recommendations two are completed, eight will be completed before the end of 2023, 12 will be completed by the end of March 2024, and the remaining 15 will be completed by the end of May 2024.
  - 9.1. The two actions already completed are
    - 9.1.1. Action 6b (“*Ensure CoA is acknowledged as the key funding body for large events and campaigns*”).
    - 9.1.2. Action 3a (“*AEDA Managing Director and/or Board Chair to be invited to present the quarterly progress report to the City Finance and Governance Committee*”).
  - 9.2. The nine actions expected to be complete by the end of 2023 are:
    - 9.2.1. Action 3b – “*Lord Mayor to share insights regarding AEDA Board discussions with Councillors and encourage attendance at Board meetings*”
    - 9.2.2. Action 4e – “*Undertake an internal audit on AEDA’s administration of grant allocation*”
    - 9.2.3. Action 5a – “*Establish clear terms of reference for cross-over business units (eg. marketing, grant administration functions within CoA)*”
    - 9.2.4. Action 5b – “*Articulate and document AEDA and CoA marketing units’ respective roles responsibilities, and collaboration principles*”

- 9.2.5. Action 6 – “Develop a brand guideline, in collaboration with the CoA”
  - 9.2.6. Action 6a – “Maintain AEDA brand independence (to drive increased engagement and participation with external stakeholders)”
  - 9.2.7. Action 9b – “Identify obligations of ByADL contract and investigate options to continue or exit”
  - 9.2.8. Action 9c – “Reassess ambition and contractual obligations for Wellfest Program”
10. Committee will be provided implementation status updates in March 2024 and July 2024. Implementation of actions will be monitored and managed via the City of Adelaide Promapp system.
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## ATTACHMENTS

**Attachment A** – Summary of AEDA Review implementation

**Attachment B** – Summary of AEDA Review action implementation schedule

**Attachment C** – BDO 26 September 2023 Workshop output document

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