

Action no.	Recommendation	Review	Rec. No.	Responsibility	Proposed approach	Expected completion date	Priority rating	Lead officer
<b>1</b>	<b>Economic Development Strategy / Policy</b>							
1	* Develop an overarching CoA Economic Development Strategy (which would underpin AEDA priorities, targets, measures and deliverables) * Develop City Economic Development policy	Deloitte KPMG	D5 K1	CoA	Economic Development Strategy (EDS) project led by Council (Workshop 3/10/23; consultation Nov-Feb; Council approval April/May 2024). Main EDS themes inform the AEDA Strategic Plan process, requiring close collaboration between AEDA Board and staff and CoA officers.	May-24	Immediate	Director, City Shaping
a	Develop further CoA strategies to indirectly drive economic growth (eg. strategies for residential population growth, housing)	Deloitte	D6	CoA	Need to determine which functions in the AEDA Charter will be guided by the EDS and which will require standalone strategies. AEDA Board will seek to have formal input.	May-24	Immediate	Director, City Shaping
<b>2</b>	<b>AEDA Strategic Plan</b>							
2	Develop the AEDA Strategic Plan	KPMG	K2	AEDA	Will incorporate input from the EDS process as it progresses. Developed in parallel - EDS will be presented to the AEDA Board for consultation in Feb 2024. AEDA Strategy will aim to be completed in time for the 2024/25 Business Plan and Budget process.	Mar-24	High	Managing Director, AEDA
a	Better target strategic AEDA KPIs towards economic development outcomes	Deloitte	D15	AEDA	Indicators will flow from developing work on the EDS and ongoing consultation between AEDA and CoA on this process, noting long term outcomes from AEDA activity may not be easily captured in regular quarterly reporting timeframes	Mar-24	High	Managing Director, AEDA
b	Develop the AEDA Long Term Financial Plan	KPMG	K3	AEDA	Discrete component of the AEDA Strategic Plan and developed in parallel.	Mar-24	High	Managing Director, AEDA
c	* Diversify economic development activation activities (beyond current retail focus) * Investigate additional investment opportunities (for funding from other bodies and government to deliver more, and more diverse, economic growth services)	Deloitte KPMG	D8 K11	AEDA	Priorities and opportunities will come out of the development of the AEDA Strategic and Long-Term Financial Plan. Finding additional investment opportunities is recognised by the Board as a longer term priority. Non-retail support is already provided and can be extended - for example AEDA already supports development in sectors such as hospitality, video gaming, biomed, entrepreneurship, international education, business events, as well as being responsible for the management of Rundle Mall.	Mar-24	High	Managing Director, AEDA
d	Conduct a review of current AEDA resourcing and requirements	KPMG	K6	AEDA	To be considered as part of AEDA Strategic Plan, as well as considerations regarding how the CoA is structured to support the delivery of directions of CoA Strategic Plan 2024-28.	Mar-24	High	Managing Director, AEDA
<b>3</b>	<b>AEDA - Council decision making and reporting</b>							
3	* Develop streamlined and structured approval between the Board and the CoA  * Review and simplify Executive reporting structures between AEDA and the CoA	KPMG Deloitte	K17 D3	Both	Recommendations 3a, 3b, and 3c as well as outcomes of the workshop discussion with Council (26/9) will be used to inform how to better structure reporting,	Dec-23	High	Chief Operating Officer Managing Director, AEDA
a	AEDA Managing Director and/or Board Chair to be invited to present the quarterly progress report to the City Finance and Governance Committee	KPMG	K12	CoA	City of Adelaide Governance has confirmed that the AEDA Chair and Managing Director will have a standing invitation to present the quarterly progress report to the City Finance and Governance Committee	COMPLETE	Immediate	Chief Executive Officer
b	Lord Mayor to share insights regarding AEDA Board discussions with Councillors and encourage attendance at Board meetings	KPMG	K13	CoA	Opportunities for the Lord Mayor to share AEDA Board discussions with Councillors to be discussed further with the Lord Mayor's Office. There may be an opportunity to include these updates in the Lord Mayor's regular update report to Council.	Nov-23	Immediate	Lord Mayor
c	Ensure more targeted AEDA reporting to Council (relevant and aligned to economic activities and with sufficient evidence support)	Deloitte	D13	Both	AEDA reporting to Council will be consistent with broader corporate reporting through the quarterly reporting process, however the content will be reviewed to ensure it is relevant and targeted. The AEDA Strategic Plan will articulate AEDA metrics.	May-24	Medium	Chief Operating Officer Managing Director, AEDA
<b>4</b>	<b>AEDA Governance performance and accountability</b>							
4	Better employ operational AEDA KPIs, measured against appropriate baselines (including more rigorous project, financial and timeline variation reporting)	Deloitte	D16	Both	To be considered in the AEDA Strategic Plan development process. Joint workshop before February 2024 with AEDA and relevant CoA officers to address 4a-e to highlight existing mechanisms, tweaks and new processes needed, including any highlighted in the KPMG Grants audit (see 4c).	May-24	Medium	Chief Operating Officer Managing Director, AEDA
a	Ensure CoA Governance has greater oversight at initial stages of key AEDA operational processes	Deloitte	D11	CoA	Item for discussion in AEDA/CoA administration workshop session	May-24	Low	Chief Operating Officer
b	Clearly define risk and mitigation strategies required by the Audit and Risk Committee	Deloitte	D14	CoA	Item for discussion in AEDA/CoA administration workshop session	May-24	Medium	Chief Operating Officer
c	Define risk-based requirements for justifying key grant, sponsorship and campaign financing decisions (systematising risk-assessment of funding decisions)	Deloitte	D2	Both	An audit of grant processes within Council, including AEDA, has been undertaken by an external auditor as part of Council's 2023-24 audit program. The outcomes of the audit will be presented at the Audit and	May-24	Immediate	Managing Director, AEDA Chief Operating Officer

					Risk Committee in November 2023, and will define required activity relating to this action.			
d	Implement an ongoing assurance model for AEDA	Deloitte	D12	CoA	Needs to be implemented at CoA level as the issue is not only specific to AEDA. Item for discussion in AEDA/CoA administration workshop session. Existing elements of CoA practice will be identified which constitute an assurance framework.	End of 2024	Low	Managing Director, AEDA Chief Operating Officer
e	Undertake an internal audit on AEDA's administration of grant allocation	Deloitte	D12a	Both	An audit of grant processes within Council, including AEDA, has been undertaken by Council's internal auditor provider as part of Council's 2023-24 audit program. The outcomes of the audit will be presented at the Audit and Risk Committee in November 2023.	Nov-23	Medium	Managing Director, AEDA Chief Operating Officer
f	Provide a detailed breakdown of budget allocation that aligns actions to progress and accountability.	KPMG	K15	AEDA	A revised Budget format has been noted by the AEDA Board (September 2023). Reporting to Council will reflect clear outcomes based on this, and alignment with reporting mechanisms established across CoA and subsidiaries.	May-24	High	Managing Director, AEDA
<b>5</b>	<b>Clarify AEDA - CoA roles and responsibilities</b>							
a	Establish clear terms of reference for cross-over business units (eg. marketing, grant administration functions within CoA)	Deloitte	D9	Both	Terms of Reference to be drafted reflecting current practice, and any outcomes of other work from this Review Implementation, including reference to how external stakeholders engage with AEDA and CoA.	Feb-24	Low	Managing Director, AEDA Chief Operating Officer
b	Articulate and document AEDA and CoA marketing units respective roles, responsibilities and collaboration principles	Deloitte	D21	Both	Although an informal framework is currently in place. formal documentation to be developed by CoA and AEDA Marketing teams which will help inform 5a.	Dec-23	High	Managing Director, AEDA Chief Operating Officer
c	Investigate the options and benefits of merging the City Experience team into the AEDA model	KPMG	K8	CoA	To 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.	May-24	Medium	CEO/ COO/ MD AEDA
d	Explore moving Mainstreets, Precincts, and Place Co-ordinators to AEDA	KPMG	K9	CoA	To 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.	May-24	Medium	CEO/ COO/ MD AEDA
e	Review marketing and event management services panel contracts to meet both AEDA and CoA business needs	Deloitte	D17	CoA	Manager Finance and Procurement, and MD AEDA to coordinate a review and make recommendations to MD AEDA and COO CoA.	Mar-24	Low	Managing Director, AEDA Chief Operating Officer
<b>6</b>	<b>AEDA branding</b>							
6	Develop a brand guideline, in collaboration with the CoA	KPMG	K18	Both	Will be resolved through the broader CoA Brand Architecture project to be considered by CoA Executive in November 2023, prior to AEDA Board input.	Dec-23	High	Managing Director, AEDA Chief Operating Officer
a	Maintain AEDA brand independence (to drive increased engagement and participation with external stakeholders)	Deloitte	D20	Both	Through consultation with AEDA the CoA Brand Architecture will maintain a distinct AEDA identity within the broader Brand Architecture.	Dec-23	High	Managing Director, AEDA Chief Operating Officer
b	Ensure CoA is acknowledged as the key funding body for large events and campaigns	Deloitte	D7	AEDA	This is already included in funding agreements with festival and event organisers, and other sponsorship recipients.	COMPLETE	Immediate	Managing Director, AEDA
<b>7</b>	<b>Improved AEDA stakeholder engagement</b>							
a	Review, expand, and strengthen alliances with key strategic partners	KPMG	K10	AEDA	Development of the AEDA Strategic Plan gives opportunity to articulate, systematise and formalise these relationships, and the Plan should reflect the AEDA approach to these relationships. Allocation of existing resources can be employed to support strategic opportunities through a continued transparent merit-based allocation model and other non-financial partnership opportunities.	Mar-24	Medium	Managing Director, AEDA
b	Ensure more active, timely engagement with traders in developing AEDA's events and campaign program	Deloitte	D18	AEDA	Development of the AEDA Strategic Plan will better enable early identification of when events and campaigns will be delivered, leading to better engagement with traders.	Mar-24	Low	Managing Director, AEDA
c	Increase stakeholder access to baseline demographic and economic metrics (to better support their investment and commercial decisions)	Deloitte	D19	AEDA	To 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.	May-24	Low	Managing Director, AEDA
d	Review AEDA's Mainstreet Precincts engagement model	Deloitte	D10	AEDA	To 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.	May-24	Medium	Managing Director, AEDA
e	Conduct a review of the purpose and value of the AEDA Advisory Committee	KPMG	K4	AEDA	AEDA Board and Advisory Committee Chair to undertake this review, noting that any changes to Terms of reference or Charter would need AEDA Board and Council approval.	Mar-24	Medium	Managing Director, AEDA
<b>8</b>	<b>AEDA data insights</b>							

8	Review and enhance AEDA's capability to provide strategic economic insights for the city	Deloitte	D1	AEDA	To 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.	May-24	Low	Managing Director, AEDA
a	Expand the AEDA Data and Insights function from one staff member to a team	KPMG	K7	CoA	To 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. The CoA Graduate Program has allocated 1 position to support the AEDA Data and Insights team during 2024 and 2025.	Mar-24	Low	Managing Director, AEDA Chief Operating Officer

9	Review of specific AEDA programs							
a	Review effectiveness of outsourced small business service functions to support new and emerging businesses, to inform future operating and contracting models	Deloitte	D4	AEDA	In progress - Board has agreed to target the 2023/24 Strategic Partnerships funding towards projects that support the growth of small businesses. Call for submissions have been made. Implications of recent directions of State Government relating to provision of advisory services through the Office of Small and Family Business will be considered.	Mar-24	Immediate	Managing Director, AEDA
b	Identify obligations of ByADL contract and investigate options to continue or exit	KPMG	K14	AEDA	Contracted agreement to handover ownership of ByADL to Arcadia before end 2023.	Dec-23	Immediate	Managing Director, AEDA
c	Reassess ambition and contractual obligations for Wellfest Program	KPMG	K16	AEDA	The facilitator is scheduled to present a valuation report to the Board following the October 2023 event after which the AEDA Board will determine whether to continue the activity.	Dec-23	Immediate	Managing Director, AEDA
d	Revisit the original plan and approach for the new Experience Adelaide Visitor Centre	KPMG	K5	Both	AEDA Administration have reassessed the original plan and approach. Updated feasibility studies have also been considered. The AEDA Board have endorsed the proposed amendment model for the Experience Adelaide Visitor Centre and a report is being present to Council's City Finance and Governance Committee in November for consideration of the amended approach.	Mar-24	Immediate	Chief Executive Officer Managing Director, AEDA