

Draft Strategic Plan 2024-2028

Friday, 10 November 2023

Audit and Risk Committee

Strategic Alignment - Enabling Priorities

Program Contact:

Manager Strategy, Insights and Performance

Public

Approving Officer:

Michael Sedgman - Chief Operating Officer

EXECUTIVE SUMMARY

Council is required under the *Local Government Act 1999 (SA)* 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.

This report provides the Audit and Risk Committee an opportunity to fulfill its Terms of Reference requirements to review and provide advice on Council's Strategic Management Plans, Integrated Business Plan, Long Term Financial Plan and Asset Management Plans, and to monitor and review the effectiveness of delivery.

This report presents the Draft Strategic Plan 2024-2028 for the Audit and Risk Committees consideration. Endorsed for consultation by Council at its 24 October 2023 meeting, as an important and valuable stakeholder, the consideration and feedback of the Audit and Risk Committee is sought. The Draft Strategic Plan 2024-28 has been developed through numerous Council workshops, reports and decisions, research and community feedback and incorporates various Council plans, policies and strategies, market research, data and insights.

The Draft Strategic Plan 2024-2028 proposes a vision "Our Adelaide. Bold. Aspirational. Innovative." The Vision is supported by five Aspirations of Our Community, Our Environment, Our Economy, Our Places and Our Corporation. Objectives, Outcomes, Key Actions and Indicators of Success/Measures/Targets identify how Council will deliver on each Aspiration.

The endorsed Draft Strategic Plan 2024-2028 is available for public consultation for a 21-day period to seek the views of our community. The feedback received will be analysed and modifications to the draft will be considered ahead of Council's consideration of the Strategic Plan 2024-2028 in December 2023

RECOMMENDATION

THAT THE AUDIT AND RISK COMMITTEE

1. Notes the draft Strategic Plan 2024-2028, provided as Attachment A to Item 5.9 on the Agenda for the meeting of the Audit and Risk Committee held on 10 November 2023.

THAT THE AUDIT AND RISK COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Receives the following feedback on the draft Strategic Plan 2024-2028 from the Audit and Risk Committee.
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IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Enabling Priorities
Policy	Council's Community Consultation Policy requires that the consultation period for the Strategic Plan be open for a period of 6 weeks. This is above the legislative requirements of Section 50 of the <i>Local Government Act 1999 (SA)</i> which prescribes a 21 day minimum consultation period
Consultation	Consultation on the draft Strategic Plan 2024-2028 will be open from Friday 27 October 2023 to Monday 20 November 2023. The results of the consultation feedback and analysis will be reported to Council in December 2023
Resource	Consultation will be conducted using existing resources. There are no additional resources required as a result of this report
Risk / Legal / Legislative	There are no additional risks identified as a result of this report
Opportunities	There are no additional resources required as a result of this report
23/24 Budget Allocation	There are no additional budget resources required as a result of this report
Proposed 24/25 Budget Allocation	There are no additional budget resources required 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. Over the past several months Council has provided direction to inform the development of the Draft Strategic Plan 2024-2028 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.
2. At its 18 April 2023 meeting, the City Finance and Governance Committee received a presentation and workshop on the development of the Strategic Plan 2024-2028.
3. At its 25 July 2023 meeting, the City Finance and Governance Committee noted a State of the City report, which contained data, research and insights that formed a key part of the evidence base in the development of the Draft Strategic Plan. Council noted this report at its meeting of 25 July 2023.
4. At its 15 August 2023 meeting, the City Finance and Governance Committee received a report proposing a structure for the Strategic Plan.
5. At its 5 September 2023 meeting, the City Finance and Governance Committee received a report proposing a draft Strategic Plan and noted market research conducted over July and August which informed the draft Strategic Plan. At this meeting, Council requested to have an externally facilitated workshop to further discuss the draft Strategic Plan.
6. The Committee confirmed that the Strategic Plan should:
 - 6.1 Clearly articulate the long-term goals of Council, and a four-year delivery plan (the detail).
 - 6.2 Enable Council to build policy positions and build and review strategies and action plans over the Council term.
7. At a 23 September 2023 workshop Council Members provided feedback on the draft Strategic Plan and their key issues, visions, policy concerns and priorities.
8. The Draft Strategic Plan 2024-2028 was considered by the City Finance and Governance Committee at its 17 October 2023 meeting and was endorsed for consultation by Council at its 24 October 2023 Council meeting.
9. The structure for the draft Strategic Plan 2024-2028 is based on Council's decisions, feedback in workshops, and policy setting. It includes:
 - 9.1. Long Term considerations:
 - 9.1.1. 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.
 - 9.1.2. The proposed vision is:

Our Adelaide. Bold. Aspirational. Innovative.
 - 9.1.3. Aspirations that help articulate the vision, expressed as outcomes which help shape future policy positions of Council. The proposed Aspirations are:
 - 9.1.3.1. Our Community will be vibrant, connected and diverse
 - 9.1.3.2. Our Environment will be protected, resilient and sustainable
 - 9.1.3.3. Our Economy will be growing, innovative and responsive
 - 9.1.3.4. Our Places will be interesting, purposeful and safe
 - 9.1.3.5. Our Corporation will be high performing, customer centric and bold.
 - 9.2. Four-year considerations incorporating:
 - 9.2.1. Principles that inform the primary areas of focus to drive outcomes across the four-year plan
 - 9.2.2. Objectives that describe what will be achieved and the strategies employed.
 - 9.2.3. Key Actions that describe what is being delivered under each objective relevant to Council's responsibilities.
 - 9.2.4. Indicators of Success that define the desired end result.

Consultation

10. Seeking the views of the community is an essential part of the development of a new Strategic Plan. Consistent with Council's Community Consultation Policy, Council will undertake to 'obtain and consider community contributions and relevant information to ensure that any decision made is in the best interests of the community. However, it is important to note that having considered the submissions received, any final decision rests with Council'.

11. The draft Strategic Plan 2024-2028 as shown in **Attachment A** will be available for public consultation for a minimum 21-day period in accordance with the legislative requirements from 9.00am Friday 27 October to 9.00am Monday 20 November 2023.
12. The 21-day consultation period meets the minimum requirements of Section 50 of the *Local Government Act 1999 (SA)*, however, is less than the six-week consultation period required as per Council's Community Consultation Policy. The 21-day consultation period has been selected to ensure that Council meets the legislative requirements for public consultation and ensure that there is sufficient time for collate, analyse and incorporate the feedback ahead of Council's consideration of the final Strategic Plan on 12 December 2023.
13. To ensure the community is informed and aware of their opportunities to provide feedback into this process, consultation will include:
 - 13.1. Information about the draft Strategic Plan 2024-2028 on Council's website, Your Say site and newsletter and promoted through social media
 - 13.2. Face-to-face information drop-in sessions will be conducted across the City of Adelaide
 - 13.3. Face-to-face discussions through visits to precinct groups and resident association meetings to share information and receive feedback
 - 13.4. Information provided to Council Members to forward to their respective networks as an option
 - 13.5. Communication to our stakeholder database (similar to the Business Plan and Budget communication)
 - 13.6. Communication to relevant influential leaders or government agencies such as the House of Assembly, Legislative Council, House of Representatives and Senate members, adjoining Councils, and Department of Premier and Cabinet.
14. Feedback will be analysed and modifications to the draft will be considered ahead of a proposed adoption of the Strategic Plan 2024-2028 in December 2023
15. The consultation for the draft Strategic Plan is complementary to the consultation planned for the City Plan and Transport Strategy. These activities form a critical part of the Integrated Community Engagement Framework, which the City Finance and Governance Committee received on the 19 September 2023 and subsequently endorsed by Council.

Supporting the Strategic Plan

16. Under Section 122 of the *Local Government Act 1999 (SA)*, Council must develop and adopt strategic management plans for the management of its area. The following documents comprise these strategic management plans:
 - 16.1. Strategic Plan 2024-2028
 - 16.2. Long Term Financial Plan 2023-2033 (revised annually)
 - 16.3. Asset Management Plans
 - 16.4. City Plan.
17. These documents, together with supporting strategies, risk register, plans, policies and processes create the City of Adelaide's Strategic Planning Framework Proposed Resource Plan 2024 - 2028
18. A Resource Plan 2024-2028 is proposed to enable and support the delivery of the Strategic Plan 2024-28. This document outlines the financial, and non-financial resources required to achieve strategic objectives across the Strategic Management Plans by articulating:
 - 18.1. The financial principles and parameters that will enable the delivery of the Long-Term Financial Plan
 - 18.2. The revenue and financing structures
 - 18.3. The financial indicators, our position and targets
 - 18.4. The administrative functions 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).
19. The Resource Plan underpins the four-year delivery of the Strategic Plan by outlining the inputs required for delivery. The Strategic Plan and the Resource Plan will work in concert with the Long-Term Financial Plan, Asset Management Plans and City Plan to inform the Annual Business Plan and Budget. Council has a suite of strategies, plans and policies to support its decision making for the provision of services, programs and projects. Program Plans ensure all work is planned and delivered.

Project Timeline

20. Council endorsed the draft Strategic Plan 2024-2028 for public consultation at its meeting on 24 October 2023. Public consultation will occur from 27 October to the 20 November 2023, with Council receiving engagement findings and an updated 2024-28 Strategic Plan for consideration in December 2023.

ATTACHMENTS

Attachment A – Draft Strategic Plan 2024-2028

- END OF REPORT -

