

| Action no. | Recommendation | Review | Rec. No. | Responsibility | Update | Expected completion date | Priority rating | Lead officer |
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| 1 | Economic Development Strategy / Policy | | | | | | | |
| 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 | The last City of Adelaide economic policy/strategy was the Economically Prosperous City Strategy 2012-2016. The development of an Economic Development Strategy (EDS) was supported by recommendations through independent reviews by Deloitte and KPMG, and the 2024-2028 Strategic Plan adopted by Council on 12 December 2023 also includes an Indicator to 'Develop a City of Adelaide Economic Development Strategy by 2024 to drive growth' under the pillar Our Economy On 7 November 2023, a draft of the EDS was presented to the CPDBA Committee, which requested additional external input. On 14 December 2023, CoA hosted an Economic Development Strategy Roundtable and collaborative discussions from the session have informed drafting of the EDS. The AEDA Board will be discussing the revised draft of the EDS at its February meeting to provide input to the draft strategy which will then be presented to Council in March 2024 for approval to commence public consultation on the draft EDS. | June-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 | In February 2023, Council requested a housing strategy to replace the Homelessness, Social Housing and Housing Affordability Policy 2022-2025 endorsed in May 2022 reflecting an increased Council role in the housing sector and its ambition to grow the city's population to 50,000 by 2036. In December 2023, Council endorsed the Strategic Plan 2024-2028 which includes an Outcome to 'Drive affordable, safe and quality housing outcomes that attract and retain residents in our city', and targets from the draft Housing Strategy. Public consultation on the draft Housing Strategy was open for 8 weeks from 23 November 2023 until 25 January 2024. On 6 February 2024, the consultation summary and Housing Strategy was presented to CCSC Committee. The City of Adelaide Housing Strategy is due to be presented to Council for endorsement on Tuesday 13 February 2024. | June-24 | Immediate | Director, City Shaping |
| 2 | AEDA Strategic Plan | | | | | | | |
| 2 | Develop the AEDA Strategic Plan | KPMG | K2 | AEDA | AEDA's Board, Advisory Committee and staff have workshopped economic priorities and opportunities for inclusion in the AEDA Strategic Plan, based on assessment of the economic environment. Further development of AEDA's Strategic Plan will occur once the Economic Development Strategy has been endorsed for public consultation by Council. An extension was granted by the CEO for this action. | August-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 incorporated within AEDA's Strategic Plan where relevant to do so. AEDA's Board, Advisory Committee and staff have workshopped economic priorities and opportunities for inclusion in the AEDA Strategic Plan, based on assessment of the economic environment. Further development of AEDA's Strategic Plan will occur once the Economic Development Strategy has been endorsed for public consultation by Council. An extension was granted by the CEO for this action. | August-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. Development of AEDA's LTFP will occur once Council have endorsed the Economic Development Strategy as this will be key in developing AEDA's Strategic Plan. An extension was granted by the CEO for this action. | August-24 | High | Managing Director, AEDA |

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| 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 Plan and Long-Term Financial Plan. This action has had to be extended as it depends upon the development of the aforementioned documents. An extension was granted by the CEO for this action. | August-24 | High | Managing Director, AEDA |
| d | Conduct a review of current AEDA resourcing and requirements | KPMG | K6 | AEDA | AEDA's Strategic Plan will determine AEDA's priorities and therefore inform resourcing requirements. Additionally, the delivery of the City of Adelaide's 2024-2028 Strategic Plan and broader corporate resource needs may also impact this action as consideration is given to delivering the actions outlined in that document. An extension was granted by the CEO for this action. | August-24 | High | Managing Director, AEDA |
| 3 | AEDA - Council decision making and reporting | | | | | | | |
| 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 | An extension has been granted by the CEO for this action as it was scheduled for further discussion at the 30 January 2024 workshop. Discussion from the 30 January workshop acknowledged that a funding policy is scheduled to go before the Council in February 2024 which will provide greater clarity around approvals and funding delegations. A structural change within the City of Adelaide has occurred post AEDA Reviews with the AEDA General Manager now reporting into the Chief Operating Officer of Corporate Services. This ensures consistency amongst the subsidiaries of the City of Adelaide and provides greater clarity on direct reporting lines. | Feb-24 Completed | High | Chief Operating Officer Managing Director, AEDA 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 | The AEDA Chair and Managing Director now have a standing invitation to present the quarterly progress report to the City Finance and Governance Committee This action is completed. | Completed | 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 | A discussion was had with the Lord Mayor who expressed her preference for an e-news to go out post AEDA Board meeting highlighting key items. AEDA are responsible for writing and distributing the e-news. This action is completed. | Completed | 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 reviewed the information provided in its quarterly reports to now include: <ul style="list-style-type: none"> Reporting against its projected budget for that quarter Any upcoming risks and opportunities. These risks could be project or operational based. Item that has been delivered within that quarter and relevant results from those activities. In addition to this, the City of Adelaide is currently reviewing how the corporate quarterly reports are structured. Any changes relevant to AEDA for improvement of the quarterly reports will be adopted. The development of AEDA's Strategic Plan will also ensure more targeted reporting that is aligned to economic activities. | Completed | Medium | Chief Operating Officer Managing Director, AEDA |
| 4 | AEDA Governance performance and accountability | | | | | | | |
| 4 | Better employ operational AEDA KPIs, measured against appropriate baselines (including more rigorous project, financial and timeline variation reporting) | Deloitte | D16 | Both | The AEDA Executive team is currently developing a project brief template that will be implemented agency-wide. This template aims to ensure consistency in the development and reporting of projects within AEDA. | 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 | An internal workshop between AEDA staff and Corporate Governance staff occurred on 7 December 2023 and confirmed AEDA is included in CoA assurance review processes, testing controls, and audits and policy reviews. These encompass grant funding, procurement processes, and risk assessments for staged events, per the Deloitte recommendation. | Completed | Low | Chief Operating Officer |

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| | | | | | <p>Additionally, in Q3 2023/4 Corporate Governance will develop a compliance register for AEDA against the Charter and Schedule 2 of the Local Government Act. This will be an additional assurance mechanism, and also help clarify decision-making responsibilities between the AEDA Board and Council, as recommended in the KPMG review.</p> <p>This action has now been closed.</p> | | | |
| b | Clearly define risk and mitigation strategies required by the Audit and Risk Committee | Deloitte | D14 | CoA | <p>The Deloitte review observed that AEDA reporting is focused on event outcomes and not necessarily on AEDA's strategic / operational /business risk profiles and mitigation strategies, or assurance and control processes. AEDA quarterly reporting was also reviewed with Corporate Services following similar feedback from the Audit and Risk Committee in early 2023. Since Q1 2023/24 AEDA Quarterly reports now provide:</p> <ul style="list-style-type: none"> AEDA's financials for that quarter - to demonstrate if the subsidiary is tracking against the projected budget presented to Council via the Annual Business Plan and Budget process. Identifying current risks and opportunities Reporting against AEDA's BP&B Key Performance Indicators. <p>In addition to this, Governance is scheduled to review the Corporate Strategic Risk Register in Q3 2023/24, which incorporates Council's subsidiaries, with a biannual report to go before the Audit and Risk Committee.</p> | 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 | <p>Deloitte recommended that CoA with AEDA should define requirements for how key financial decisions are to be justified (based on value /nature) and who is required to approve these decisions. For example, large grants / sponsorships to go through consistent business case and evaluation process.</p> <p>A similar finding was provided out of Council's internal audit process of all City of Adelaide (and subsidiary) grants/funding. Council's internal auditor, KPMG, recommended that the CoA consider streamlining approval processes for all CoA grant programs with consideration of the current Delegation of Authority. The finding also advised that there is an opportunity to streamline AEDA related grants to operate within the delegated authority of the AEDA Board where deemed appropriate.</p> <p>To enact these findings, a corporate wide funding policy is currently being developed to ensure consistency in the administration of funds across Council and its subsidiaries. This will also include clarity around delegated authority for funding decision i.e. does it require a Council decision or does it fall under Director or Associate Director delegation?</p> <p>AEDA are also currently developing a project brief template to ensure there is a consistent process for developing and reporting on campaigns and projects within the Agency.</p> | May-24 | Immediate | Managing Director, AEDA Chief Operating Officer |
| d | Implement an ongoing assurance model for AEDA | Deloitte | D12 | CoA | <p>Corporate Governance will undertake a strategic risk management review in Q3 of this financial year. The development of an Assurance Model will form part of this review which will incorporate all City of Adelaide subsidiaries.</p> | 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 | <p>An audit of grant processes within Council, including AEDA, was undertaken by Council's internal auditor, KPMG, as part of Council's 2023-24 audit program.</p> <p>This action has now been completed.</p> | Completed | 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 | <p>In early 2023, CoA quarterly reporting (including that of subsidiaries) was reviewed with Corporate Services, and a new quarterly reporting format has been endorsed by ARC and CFG.</p> <p>Since Q1 2023/24 AEDA Quarterly reports now provide:</p> <ul style="list-style-type: none"> AEDA's financials for that quarter - to demonstrate if the subsidiary is tracking against the projected budget presented to Council via the Annual Business Plan and Budget process. | Completed | High | Managing Director, AEDA |

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| | | | | | <ul style="list-style-type: none"> Identifying current risks and opportunities Reporting against AEDA's BP&B Key Performance Indicators. <p>This action has now been completed.</p> | | | |
| 5 | Clarify AEDA - CoA roles and responsibilities | | | | | | | |
| a | Establish clear terms of reference for cross-over business units (eg. marketing, grant administration functions within CoA) | Deloitte | D9 | Both | <p>A terms of reference between the City of Adelaide Marketing and AEDA Marketing team has now been formalized and shared amongst the teams.</p> <p>Grant administration will be guided by the development of a grants policy that is currently being prepared by the City Culture Program for consideration by Council in February 2024.</p> <p>The need for the development of other cross over business unit's terms of references will be determined by any potential structural changes.</p> | April -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 | A terms of reference between the City of Adelaide Marketing and AEDA Marketing team has now been formalized and shared amongst the teams. | Completed | 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 | An outcome from the 30 January 2024 workshop between Council Members and the AEDA Board was to undertake an in-depth review, led by the City of Adelaide, on how Council and its subsidiaries supports placemaking and activation within the City of Adelaide (including Mainstreets, Precincts, Associations etc.). | 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 | AEDA Marketing is currently liaising with City of Adelaide Procurement, City of Adelaide Marketing and City of Adelaide Events team to understand if AEDA/CoA are effectively managing and leveraging service panel contracts in areas of interest across both the marketing and events teams. | Mar-24 | Low | Managing Director, AEDA Chief Operating Officer |
| 6 | AEDA branding | | | | | | | |
| 6 | Develop a brand guideline, in collaboration with the CoA | KPMG | K18 | Both | <p>A draft of the Brand Architecture for the City of Adelaide suite of brands (e.g. CoA, ACMA, UPARK, AEDA etc) was presented to the City of Adelaide Executive team and the AEDA Board in late 2023. Constructive feedback was provided to the CoA Marketing team to consider.</p> <p>An extension has been granted for this action as both AEDA and City of Adelaide Marketing teams will require time to collaborate in developing an updated draft of the Brand Architecture which considers the implementation for all applications of the logo.</p> <p>The revised draft of the Brand Architecture is currently scheduled to be presented to the City of Adelaide Executive team and AEDA Board by March 2024 for feedback.</p> | April-24 | High | Managing Director, AEDA Chief Operating Officer |
| a | Maintain AEDA brand independence (to drive increased engagement and participation with external stakeholders) | Deloitte | D20 | Both | This will be dependent upon the Brand Architecture which is currently being developed and scheduled to go before the City of Adelaide Executive team and AEDA Board by March 2024. | April-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 | <p>This is already included in funding agreements with festival and event organisers, and other sponsorship recipients.</p> <p>This action is completed.</p> | Completed | Immediate | Managing Director, AEDA |

| 7 | Improved AEDA stakeholder engagement | | | | | | | |
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| a | Review, expand, and strengthen alliances with key strategic partners | KPMG | K10 | AEDA | <p>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. However, the opportunity to strengthen alliances and partnership is ongoing and continues to happen.</p> <p>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.</p> <p>An extension has been granted for this action due to the development of the AEDA Strategic Plan having to be delayed until the EDS has been finalised.</p> | August-24 | Medium | Managing Director, AEDA |
| b | Ensure more active, timely engagement with traders in developing AEDA's events and campaign program | Deloitte | D18 | AEDA | <p>Internal processes are being reviewed to ensure maximum lead time is provided to traders for AEDA Events and Campaigns. The draft project brief template (as detailed in under action 4 of this plan) is currently being reviewed to require staff to provide details for stakeholder engagement for any potential AEDA projects.</p> <p>AEDA engages with Rundle Mall stakeholders up to 3 times a month via stakeholder edm's which includes a monthly report on relevant metrics (i.e. foot traffic, new traders etc), upcoming campaigns and the results of previous campaigns and promotions. Targeted engagement with property owners and traders is occurring regularly for pertinent updates (i.e. specific campaigns, activations and events). A broad Rundle Mall Stakeholder engagement session will occur in quarter 4 of 2023/2024.</p> <p>A survey was circulated in late 2023 to AEDA Stakeholders, which included Rundle Mall Stakeholders, for input into AEDA's 2024/2025 Business Plan and Budget.</p> | 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 | <p>The Economic Dashboard was reviewed and updated in early 2023 to reflect relevant and recent economic data for city users and investors.</p> <p>Monthly reports on activity levels and the visitor economy are produced and distributed via the City Business and the City Tourism EDM's. Additional to this, the AEDA Business Summit and three industry briefings were held in 2023 for city stakeholders.</p> <p>This recommendation will also be considered as part of recommendations 8 and 8a within the Implementation Plan in regards to resourcing.</p> | May-24 | Low | Managing Director, AEDA |
| d | Review AEDA's Mainstreet Precincts engagement model | Deloitte | D10 | AEDA | <p>The review, which was conducted as part of the Advisory Committee review, recommends Place Coordinators being located within AEDA. Should that recommendation be implemented, they will become the main Point of Contact for engaging with Mainstreets.</p> | May-24 | Medium | Managing Director, AEDA |
| e | Conduct a review of the purpose and value of the AEDA Advisory Committee | KPMG | K4 | AEDA | <p>A review of the Advisory Committee was undertaken in November 2023. A report was then presented at the 21 November 2023 Board meeting which proposed how the Committee could be better utilised going forward. The Board endorsed the report's recommendation. No changes are required to the Advisory Committee Terms of Reference.</p> <p>This action is now completed.</p> | Completed | Medium | Managing Director, AEDA |

| 8 | | AEDA data insights | | | | | | | |
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| 8 | Review and enhance AEDA's capability to provide strategic economic insights for the city | Deloitte | D1 | AEDA | <p>The CoA Graduate Program has allocated 1 FTE position to support the AEDA Data and Insights team during 2024 and 2025. In addition to this, AEDA is working with the universities to provide students with work experience opportunities while also assisting AEDA with adhoc research projects.</p> <p>A business case has also been submitted via the City of Adelaide Business Plan and Budget process for 2024/2025 for a qualitative research assistant within AEDA.</p> <p>Any additional resourcing 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.</p> | Mar-24 | Low | Managing Director, AEDA | |
| a | Expand the AEDA Data and Insights function from one staff member to a team | KPMG | K7 | CoA | <p>The CoA Graduate Program has allocated 1 FTE position to support the AEDA Data and Insights team during 2024 and 2025. In addition to this, AEDA is working with the universities to provide students with work experience opportunities while also assisting AEDA with adhoc research projects.</p> <p>A business case has also been submitted via the City of Adelaide Business Plan and Budget process for 2024/2025 for a qualitative research assistant within AEDA.</p> | April-24 | Low | Managing Director, AEDA Chief Operating Officer | |

| 9 | | Review of specific AEDA programs | | | | | | | |
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| 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 | <p>In July 2023, the AEDA Board agreed to target the 2023/24 Strategic Partnerships Program (SPP) funding towards projects that supported the growth of small businesses.</p> <p>Consideration was given to the State's Small Business Strategy when redesigning the SPP Guidelines to ensure it complimented, rather than duplicated, existing support programs. The revised guidelines for the program therefore prioritised activities that were more intensive and had a measurable impact.</p> <p>The application period for the program was open from 23 August to 18 September 2023 and the University of Adelaide/ThinkLab, MTPConnect and SouthStart were selected as the recipients of the funding.</p> <p>In addition to the SPP Program, regular communications are occurring with the Office for Small and Family Business to ensure that upcoming business support programs are communicated to businesses via AEDA Channels. This also provides the opportunity for AEDA to provide feedback on business needs and where additional support may be required.</p> <p>Communications are also continuing with Business SA, which includes referring small businesses to Business SA for assistance where relevant to do so.</p> | Mar-24 | Immediate | Managing Director, AEDA | |
| b | Identify obligations of ByADL contract and investigate options to continue or exit | KPMG | K14 | AEDA | <p>The options to continue or handover the platform to the software partner were explored by Administration and the options were presented to the AEDA Board on 26 September 2023. The Board authorised the Managing Director to execute a revised agreement with Arcadier (the software partner) to enable transition of the byADL platform. A formal term sheet has now been signed by both parties.</p> <p>This action has now been closed.</p> | Completed | Immediate | Managing Director, AEDA | |
| c | Reassess ambition and contractual obligations for Wellfest Program | KPMG | K16 | AEDA | <p>At the 21 November 2023 AEDA Board meeting, the Board considered a report on Wellfest. The Board noted the origin of WellFest project as a response to concerns relating to Covid and reiterated the continuing importance of wellbeing to workplaces. However, the Board considered the environment that Wellfest was conceived in has changed and resolved to discontinue the event.</p> | Completed | Immediate | Managing Director, AEDA | |

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| | | | | | <p>An update on this project was provided to Council at the 30 January 2024 workshop.</p> <p>This action is now completed.</p> | | | |
| d | Revisit the original plan and approach for the new Experience Adelaide Visitor Centre | KPMG | K5 | Both | <p>AEDA Administration have reassessed the original plan and approach. Updated feasibility studies have also been considered. The AEDA Board have endorsed the proposed amended model for the Experience Adelaide Visitor Centre and this was briefly discussed with Council at the 30 January 2024 workshop.</p> <p>A report is being prepared for the City Finance and Governance Committee to review in February 2024.</p> | Mar-24 | Immediate | Chief Executive Officer Managing Director, AEDA |