

Action no.	Recommendation	Review	Rec. No.	Responsibility	Update	Expected completion date	Priority rating	Lead officer
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 (CoA) economic policy/strategy was the Economically Prosperous City Strategy 2012-2016. The need for an Economic Development Strategy (EDS) was recommended by Deloitte and KPMG. Council's 2024-2028 Strategic Plan adopted by Council on 12 December 2023 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 discussed the revised draft of the EDS at its February meeting and provided input to the draft strategy which will be presented to Council in March 2024 for approval to commence public consultation.	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 was endorsed by Council 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	General Manager, 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	General Manager, 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	General Manager General Manager, 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 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	General Manager, 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	General Manager, 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 was granted by the CEO for this action as it was scheduled for further discussion at the 30 January 2024 workshop. The draft funding policy provides greater clarity around approvals and funding delegations. The draft funding policy has since been endorsed by the Council at its 13 February 2024 meeting for public consultation. 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. These actions have now been completed.	Completed	High	Chief Operating Officer General Manager, AEDA Chief Operating Officer General Manager, AEDA
a	AEDA General Manager 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 General Manager 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 General Manager, 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 General Manager, AEDA

a	Ensure CoA Governance has greater oversight at initial stages of key AEDA operational processes	Deloitte	D11	CoA	<p>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. 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>	Completed	Low	Chief Operating Officer
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.</p> <p>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 was developed and endorsed by Council at its 13 February 2024 meeting for public consultation. The policy will ensure consistency in the administration of funds across Council and its subsidiaries and provide 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 is also developing a project brief template that will require staff to undertake risk assessments of their proposed projects and campaigns to ensure a consistent decision-making process across the Agency.</p> <p>This action is now completed.</p>	Completed	Immediate	General Manager, 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	General Manager, 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, was undertaken by Council's internal auditor, KPMG, as part of Council's 2023-24 audit program. This action has now been completed.	Completed	Medium	General Manager, AEDA Chief Operating Officer
f	Provide a detailed breakdown of budget allocation that aligns actions to progress and accountability.	KPMG	K15	AEDA	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. Since Q1 2023/24 AEDA Quarterly reports now provide: <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. This action has now been completed.	Completed	High	General Manager, AEDA
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	A terms of reference between the City of Adelaide Marketing and AEDA Marketing team has now been formalized and shared amongst the teams. Grant administration will be guided by the draft funding policy that Council endorsed for public consultation at its 13 February 2024 meeting. This action has now been completed.	Completed	Low	General Manager, 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	General Manager, 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 and supported by AEDA, on how Council and its subsidiaries supports placemaking and local economic 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	General Manager, AEDA Chief Operating Officer
6	AEDA branding							
6	Develop a brand guideline, in collaboration with the CoA	KPMG	K18	Both	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. 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. The revised draft of the Brand Architecture is currently scheduled to be presented to the AEDA Board in April 2024.	April-24	High	General Manager, 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 be presented to the AEDA Board in April 2024.	April-24	High	General Manager, 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	General Manager, AEDA
7	Improved AEDA stakeholder engagement							
a	Review, expand, and strengthen alliances with key strategic partners	KPMG	K10	AEDA	<p>AEDA currently has formalised partnerships with organisations such as Renew Adelaide, Festival City Adelaide, SouthStart, Business Events Adelaide, StudyAdelaide, The University of Adelaide/ThinkLab and MTP Connect. These partnerships enable the Agency to efficiently deliver initiatives that increase economic activity within the city by leveraging off the industry specific partners.</p> <p>AEDA is also continuously engaging with organisations outside of formalised agreements to deliver mutually benefited outcomes for the City, such as the Property Council and Committee for Adelaide. Regular communication is maintained with various industry associations, including the Restaurant and Catering Association, Hotels Industry Association, Business SA, TiCSA, and others, to mutually support each other.</p> <p>In addition to these organisations, AEDA continues to work with Government Departments such as Department of Trade and Investment, Department of Premier and Cabinet, SA Small Business Commissioner and Department of Industry and Skills and their Office of Small and Family Business. Recent key activities have involved collaborative investor pitches; promoting opportunities to small business through the delivery of the State's Small Business Strategy and supporting the State of Mind Campaign to attract skills to the state.</p> <p>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>Existing resources are employed to support new and/or expand on existing strategic opportunities through a continued transparent merit-based allocation model, the AEDA Strategic Partnership Program, and other non-financial partnership opportunities.</p> <p>This action is completed.</p>	Completed	Medium	General Manager, 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 including 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	General Manager, 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, with another update scheduled in 2024.</p> <p>As part of this update, AEDA is also planning to redesign the Data and Insights part of its website to enhance the promotion of available demographic and economic metrics data to stakeholders. The aim of this upgrade is to make it easier for the community to request specific data on demographics and economic information in a more user-friendly manner.</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 action is now completed.</p>	Completed	Low	General Manager, AEDA
d	Review AEDA's Mainstreet Precincts engagement model	Deloitte	D10	AEDA	<p>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 and supported by AEDA, on how Council and its subsidiaries supports placemaking and local economic activation within the City of Adelaide (including Mainstreets, Precincts, Associations etc.).</p>	May-24	Medium	General Manager, 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	General Manager, AEDA
8	AEDA data insights							
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	General Manager, 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	General Manager, 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	<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>AEDA will review the strategy and its associated programs at the end of 2024, taking into account their success and the current needs of the city.</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> <p>This action is now completed.</p>	Completed	Immediate	General Manager, 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 General Manager 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	General Manager, 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> <p>An update on this project was provided to Council at the 30 January 2024 workshop.</p> <p>This action is now completed.</p>	Completed	Immediate	General Manager, AEDA
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 was presented to the City Finance and Governance Committee on 20 February 2024 for further consideration.</p> <p>Engagement with Council on this project will be ongoing.</p> <p>This action is now completed.</p>	Completed	Immediate	Chief Executive Officer General Manager, AEDA