

# AEDA Review Implementation Update Report

Friday, 14 June 2024  
Audit and Risk Committee

Strategic Alignment - Our Corporation

Public

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## EXECUTIVE SUMMARY

This report details the progress made in implementing the Adelaide Economic Development Agency (AEDA) Review Recommendations.

At its meeting on 24 October 2023, Council endorsed the AEDA Review Implementation Plan (the Plan) which outlines how each recommendation from the Deloitte and KPMG reviews of AEDA will be addressed. As part of that resolution, Administration committed to providing implementation update reports to Council in March 2024 and July 2024.

This report outlines the progress made from mid-February to mid-May 2024 in implementing the Adelaide Economic Development Agency (AEDA) Review Recommendations, with 25 out of the 36 actionable recommendations completed and the remaining 11 actions in progress.

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## RECOMMENDATION

### THAT THE AUDIT AND RISK COMMITTEE

1. Notes the progress made to date on the AEDA Review Implementation Plan as outlined in Attachment A to Item 6.4 on the Agenda for the meeting of the Audit and Risk Committee held on 14 June 2024.
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## IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment - Our Corporation Strategic Alignment - Our Economy
Policy	Not as a result of this report
Consultation	Council and the AEDA Board discussed a range of matters on 30 January 2024 in a workshop that focused on recommendations that were strategic in nature.
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

## Background

1. The AEDA Review Implementation Plan (the Plan) was endorsed by Council at its 24 October 2023 meeting. As part of that resolution, the Administration committed to providing implementation update reports to Council in March 2024 and July 2024.
2. In line with this commitment, progress on the implementation of the review recommendations was reported to the Audit and Risk Committee on 16 February 2024 and to Council on 26 March 2024.
3. This report outlines the progress made from mid-February 2024 to mid-May 2024 in implementing the AEDA Review Recommendations and will be presented to the City Finance and Governance Committee on 16 July 2024, and Council on 23 July 2024.

## AEDA Implementation Plan Update

4. **Attachment A** updates the status of the recommendations in the AEDA Review Implementation Plan.
5. Of the 36 actionable recommendations, 25 have been completed since Council endorsed the AEDA Review Implementation Plan on 24 October 2023. 14 actionable recommendations have been completed since the last report to the Audit and Risk Committee on 16 February 2024.
  - 5.1. The 14 recommendations which have been completed since the 16 February 2024 report are:
    - 5.1.1. **Action 3** - Develop streamlined and structured approval between the Board and City of Adelaide (CoA); and Review and simplify Executive reporting structures between AEDA and CoA
    - 5.1.2. **Action 4** - Better employ operational AEDA KPIs, measured against appropriate baselines (including more rigorous project, financial and timeline variation reporting)
    - 5.1.3. **Action 4c** - Define risk-based requirements for justifying key grant, sponsorship and campaign financing decisions (systematising risk-assessment of funding decisions)
    - 5.1.4. **Action 5a** - Establish clear terms of reference for cross-over business units (eg. marketing, grant administration functions within CoA)
    - 5.1.5. **Action 5e** - Review marketing and event management services panel contracts to meet both AEDA and CoA business needs
    - 5.1.6. **Action 6** - Develop a brand guideline, in collaboration with CoA
    - 5.1.7. **Action 6a** - Maintain AEDA brand independence (to drive increased engagement and participation with external stakeholders)
    - 5.1.8. **Action 7a** - Review, expand, and strengthen alliances with key strategic partners
    - 5.1.9. **Action 7b** - Ensure more active, timely engagement with traders in developing AEDA's events and campaign program
    - 5.1.10. **Action 7c** - Increase stakeholder access to baseline demographic and economic metrics (to better support their investment and commercial decisions)
    - 5.1.11. **Action 8** - Review and enhance AEDA's capability to provide strategic economic insights for the city
    - 5.1.12. **Action 8a** - Expand the AEDA Data and Insights function from one staff member to a team
    - 5.1.13. **Action 9a** - Review effectiveness of outsourced small business service functions to support new and emerging businesses, to inform future operating and contracting models
    - 5.1.14. **Action 9d** - Revisit the original plan and approach for the new Experience Adelaide Visitor Centre.
  - 5.2. Further information on these recommendations can be found in the updated AEDA Review Implementation Plan (**Attachment A**) while key activity since mid-February is summarised below.
6. In response to **Action 4** and **Action 7b**, a project/ campaign brief template was implemented in AEDA to ensure consistency across the Agency in developing projects and campaigns, and approaches to internal and external stakeholder engagement. The status of these briefs is reported monthly at AEDA Executive meetings and identifies potential or impending budget or project variations.
7. Further to **Action 9d**, at its 23 April 2024 meeting Council considered a revised model for the Experience Adelaide Visitor Centre and endorsed the proposed approach of a Council-supported-not-for-profit model.
8. **Action 6** and **Action 6a** were completed by finalising the City of Adelaide Brand Architecture project.

- 8.1. The project reviewed all City of Adelaide's brands, sub-brands and business brands (i.e. ACMA, UPark, AEDA etc) to improve customer visibility of the services CoA provides or supports, enable clear communication with customers, and ensuring the City of Adelaide and subsidiaries including AEDA are considered "easy to do with business with".
- 8.2. AEDA was consulted on AEDA brand positioning to strengthen the relationship between the CoA and AEDA brands, while also maintaining AEDA's brand independence.
- 8.3. On 9 April 2024, the AEDA Board endorsed the final draft of the CoA Brand Architecture Project which enables AEDA to proceed as an 'endorsed' brand of the City of Adelaide, while allowing AEDA to maintain brand independence.

#### Anticipated action completion

9. In response to **Action 5c** and the combined **Action 5d / 7d** a review commissioned by the City of Adelaide on Council's placemaking and local economic activation (including subsidiary activities, Mainstreets, Precincts etc.) is in progress. The Acting Chief Executive Officer has approved a completion date extension from 31 May 2024 to 31 October 2024 in line with completion of the independent review.
10. To finalise **Action 4b** the Chair of the Audit and Risk Committee is being briefed on how the measures introduced consequent to the AEDA Review map to the Audit and Risk Committee Terms of Reference. The Acting Chief Operating Officer has arranged to meet with the ARC Chair to deliver this briefing. The Acting Chief Executive Officer has approved a completion date extension from 31 May 2024 to 31 August 2024 to accommodate this meeting.
11. Council endorsed the draft City of Adelaide Economic Development Strategy for public consultation, which closed on 31 May 2024. In response AEDA has resumed development of its Strategic Plan including consideration of the Economic Development Strategy. An AEDA Board Strategic Planning workshop is scheduled for June 2024 which will inform the first draft of the Strategic Plan. This will allow finalisation of **Actions 2 – 2d** of the AEDA Review Implementation Plan.
12. Further information, including completion notes and progress updates, on these recommendations can be found in the AEDA Review Implementation Plan (**Attachment A**)
13. This report will be presented to the City Finance and Governance Committee on 16 July 2024 and Council on 23 July 2024.

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## DATA AND SUPPORTING INFORMATION

Nil

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## ATTACHMENTS

**Attachment A** – AEDA Review Implementation Plan

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