

Adelaide Economic Development Agency Strategic Plan

Tuesday, 19 November 2024
City Finance and Governance
Committee

Strategic Alignment - Our Economy

Program Contact:
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Public

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EXECUTIVE SUMMARY

In accordance with clause 6.1 of the Adelaide Economic Development Agency (AEDA) Charter, the Agency must prepare a Strategic Plan with an operational period of four years which sets out the goals, objectives, strategies, priorities and relevant key performance indicators of the Agency for the period.

The Strategic Plan must align and be consistent with the Council's current strategic management plans. It is to be reviewed annually in consultation with the Council.

The AEDA Strategic Plan (Attachment A) has been developed in consultation with the AEDA Advisory Committee, AEDA Board, staff, CoA Executive and stakeholders. It has been developed based on the priorities and key actions assigned to the Agency from endorsed Council documents, including the CoA Strategic Plan and the CoA Economic Development Strategy.

The AEDA Board endorsed the 2024/25 - 2028/29 AEDA Strategic Plan at a Special Meeting on 25 October 2024.

RECOMMENDATION

The following recommendation will be presented to Council on 26 November 2024 for consideration
THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL:

1. Notes the 2024/25 - 2028/29 Adelaide Economic Development Agency Strategic Plan as per Attachment A to Item 7.2 on the Agenda for the City Finance and Governance Committee held on 19 November 2024.
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IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Economy Strategic Alignment – Our Corporation
Policy	Not as a result of this report.
Consultation	Consultation with Advisory Committee, AEDA Board, CoA Executive and stakeholders has been undertaken to inform this Strategic Plan.
Resource	Not as a result of this report.
Risk / Legal / Legislative	Clause 6.1.1 of the AEDA Charter (Link 1) requires the Agency to prepare a Strategic Plan with an operational period of four years which sets out goals, objectives, strategies, priorities and the relevant key performance indicators of the Agency for the period.
Opportunities	The AEDA Strategic Plan provides opportunities to grow the city’s economy and deliver on outcomes and actions of the CoA Strategic Plan 2024-2028 (Link 2) and the CoA Economic Development Strategy (Link 3).
24/25 Budget Allocation	Not as a result of this report.
Proposed 25/26 Budget Allocation	Not as a result of this report.
Life of Project, Service, Initiative or (Expectancy of) Asset	4 years; 2024/25 – 2028/29
24/25 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 Adelaide Economic Development Agency (AEDA) Charter prescribes that:
 - 1.1. The Agency prepare a Strategic Plan with an operational period of four years which sets out the goals, objectives, strategies, priorities and relevant key performance indicators of the Agency for the period.
 - 1.2. The Agency must ensure that the strategic management plans are aligned and consistent with the Council's current strategic management plans.
 - 1.3. The Agency must review the Strategic Plan annually in consultation with the Council.
2. In 2023 Deloitte was engaged by CoA and KPMG was engaged by AEDA to undertake reviews of the Agency. Key outcomes of both reviews relating to the development of a Strategic Plan, that were included in the endorsed AEDA Implementation Review Plan were:
 - 2.1. Develop an overarching CoA Economic Development Plan which would underpin AEDA priorities, targets, measures and deliverables
 - 2.2. Develop further CoA Strategies to indirectly drive economic growth
 - 2.3. Develop the AEDA Strategic Plan
 - 2.4. Better target strategic AEDA KPI's towards economic development outcomes
 - 2.5. Develop the AEDA Long Term Financial Plan
 - 2.6. Diversify economic development activations activities
 - 2.7. Conduct a review of current AEDA resourcing requirements
3. Development of the AEDA Strategic Plan began in October 2023 and Kristine Peters Project Management (KPPM) was engaged to support delivery of the Plan.
4. In November 2023 initial engagement commenced via workshops with AEDA staff, Advisory Committee and Board.
5. The CoA Economic Development Strategy (EDS) was considered by the City Finance and Governance Committee in November 2023, and Council requested further work be undertaken on the EDS. Consequently, development of the AEDA Strategic Plan was paused while the EDS was finalised, recognising the influence the EDS was likely to have on the AEDA Strategic Plan being developed.
6. Following the EDS being released for public consultation in late April 2024, AEDA resumed development of its Strategic Plan. The EDS was subsequently endorsed by Council on 10 September 2024.
7. A further workshop was held with the AEDA Board in June 2024 followed by a workshop with AEDA Executive in July. Further consultation with AEDA Staff and the Advisory Committee was undertaken on the draft plan.
8. The draft AEDA Strategic Plan was considered by the AEDA Board at its 19 September 2024 meeting and endorsed by the AEDA Board at its Special Meeting on 25 October 2024.

The Strategic Plan

9. The AEDA Strategic Plan (Attachment A) proposes that in line with Council's priorities, the Agency will increase emphasis on:
 - 9.1. Increased marketing and promotion of the City into a consistent brand to underpin AEDA's marketing activities to support investment, and visitor attraction (link to Goal 2 of Council's Economic Development Strategy);
 - 9.2. Reintroduction of the Commercial Events fund, identifying new tourism products and experiences that provide a reason for people to come to Adelaide and extend their stay, as well as increased promotion to intrastate markets (link to Goal 2 of Council's Economic Development Strategy);
 - 9.3. Enhancing Adelaide as a centre for education and collaboration (link to Goal 3 of Council's Economic Development Strategy), increased investment into programs to support businesses to grow and employ more people, and development of more targeted proactive investment attraction; and
 - 9.4. Developing Rundle Mall's role as South Australia's premier retail destination through new activations, a refresh of marketing activity, brand attraction and laneway activation.

10. Collectively these interventions, in addition to business-as-usual activities, will assist Council to achieve its Strategic Plan aspirations of increasing foot traffic across the city, increasing spend in the City, delivering marketing and promotion strategies to share Adelaide's unique attributes and emerging opportunities, more (and more successful) businesses, and greater investment.
11. The Plan provides broad direction for how AEDA will respond to its requirements under its Charter, the CoA Strategic Plan 2024-2028, and the CoA Economic Development Strategy.
 - 11.1. These documents outline the outcomes and associated measures Council has endorsed in relation to economic development. To clearly align the goals and actions of the Agency with Council's directions, and to streamline the reporting approach, the measures in the AEDA Strategic Plan are taken directly from the CoA Strategic Plan and CoA EDS.
12. More granular detail, about specific actions and how they will be delivered, will be detailed in AEDA's Annual Business Plans.
13. In line with the Strategic Plan, the AEDA Long Term Financial Plan (LTFP) is currently being developed, noting a Strategic Plan goal is to '*establish an approach to funding that supports multi-year forward planning*'.
14. The AEDA LTFP will underpin delivery of the AEDA Strategic Plan 2024/25 – 2028/29. The AEDA long term financial plan will be developed in the context of and subject to the constraints of the City of Adelaide Long Term Financial Plan, and the annual City of Adelaide Annual Business Plan and Budget process.
15. The development of the City of Adelaide 2025/26 Business Plan and Budget has just commenced and will consider amongst other things mechanisms to implement a consistent method supporting multi-year funding of projects. This consideration will involve balancing project funding priorities across the entire budget, for all City of Adelaide programs (including those of City of Adelaide subsidiaries).
16. This Strategic Plan is the AEDA Board's response to its obligations under the AEDA Charter and Council's endorsed priorities contained within the CoA 2024-2028 Strategic Plan and CoA EDS.
17. Completion of the Strategic Plan completes several recommendations from the KPMG and Deloitte reviews.

DATA AND SUPPORTING INFORMATION

Link 1 [Adelaide Economic Development Agency Charter 2023](#)

Link 2 [City of Adelaide Strategic Plan 2022-2028](#)

Link 3 [City of Adelaide Economic Development Strategy](#)

ATTACHMENTS

Attachment A – The AEDA Strategic Plan 2024/25 – 2028/29.

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