

## DRAFT PROJECT BRIEF

Project Title:	City of Adelaide - Commercial Revenue Process Review
Project Contact:	Rebecca Hayes, Associate Director, Governance & Strategy
Project Objective:	The objective of this project is to assess the design and operating effectiveness of the City of Adelaide's (CoA) processes and governance structures to identify, evaluate and deliver new commercial revenue opportunities.
Scope & Approach:	<p>CoA has a strategic target to grow the share of its non-rates based revenue. The scope of this review will consider the adequacy of COA's organisational approach and processes to:</p> <ul style="list-style-type: none"> <li>• Identify potential new revenue streams</li> <li>• Efficiently, effectively and consistently evaluate the financial feasibility and strategic alignment of potential opportunities including:             <ul style="list-style-type: none"> <li>- Capital investment requirements</li> <li>- Revenue potential</li> <li>- Operating costs</li> <li>- Sensitivity and risk analysis</li> <li>- Community impacts</li> </ul> </li> <li>• Assess legislative and policy implications</li> <li>• Manage conflicts of interest</li> <li>• Ensure appropriate governance and approvals</li> <li>• Monitor and report on the delivery of outcomes versus what was planned.</li> </ul> <p>The scope will not include the processes associated with determining/varying the fees and charges of existing revenue streams (e.g. parking, existing commercial leases).</p> <p>Further specific focus areas will be agreed between BDO and CoA.</p> <p>Our approach includes the following phases:</p> <p><b>Phase 0: Project Kick-off and Planning</b></p> <p>Project kick-off and planning will focus on establishing the foundation for an effective engagement, including consultation, confirmation of timelines and deliverables, identification of issues and scope exclusions, outlining our information requests, and commencing access to relevant documentation.</p> <p>An initial kick-off meeting will confirm roles and responsibilities, introduce CoA representatives and the BDO team, and confirm the contact details of nominated engagement personnel.</p> <p><b>Phase 1: Process Discovery</b></p> <p>The Process Discovery phase included the following two (2) stages:</p> <p><b>1a - Document Collation and Process Interviews</b></p> <ul style="list-style-type: none"> <li>• Obtain CoA's suite of commercial revenue related process and policy documentation, templates and assessment tools.</li> <li>• Identify the main types of revenue streams, key process steps and controls in place in relation to new revenue streams, and persons involved.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Identify key stakeholders.</li> <li>• Conduct interviews with nominated CoA representatives to gain an understanding of the key processes relating to identifying and evaluating new commercial revenue streams (including their return on investment).</li> <li>• Obtain case study examples of previously considered/implemented new commercial revenue projects to identify lessons learned.</li> <li>• Obtain an understanding of COA’s strategy and intended use of a planned Future Fund.</li> </ul> <p><b>1b - Process and Documentation Review</b></p> <ul style="list-style-type: none"> <li>• Gain an understanding of CoA’s suite of commercial revenue related documentation obtained in Phase 1a.</li> <li>• Document, at a high level, the key commercial revenue processes, highlighting the types of revenue streams, key process steps and controls in place and persons involved.</li> </ul> <p><b>Phase 2: Assessment of Process Adequacy</b></p> <p>The Process Adequacy phase includes the following steps:</p> <ul style="list-style-type: none"> <li>• Conduct ‘walkthroughs’ of a small number (to be agreed) of previous commercial revenue opportunities to assess the evaluation and approval steps.</li> <li>• Identify areas requiring improvement from a control, organisation and/or process improvement perspective.</li> <li>• High-level (desktop) research of how other state capital cities approach commercial revenue opportunities (as far as practical).</li> </ul> <p><b>Phase 3: Process Improvement</b></p> <ul style="list-style-type: none"> <li>• Hold preliminary discussions with CoA representatives to confirm accuracy of audit findings.</li> <li>• Work with CoA’s representatives to develop tailored solutions to address any identified control gaps and/or process improvement opportunities.</li> </ul> <p><b>Phase 4: Report Results</b></p> <ul style="list-style-type: none"> <li>• Prepare a summary of findings providing CoA with recommendations for enhancing the third-party management framework.</li> <li>• Hold closing meetings with CoA representatives regarding audit outcomes.</li> <li>• Prepare draft report and provide to CoA representatives for management comments.</li> <li>• Finalise report.</li> </ul>
Timeframe:	Project delivery timescales to be determined.
Project Resources:	<p>The estimated total cost to complete this project is \$30,000 - \$35,000 (GST exclusive).</p> <p>Out of pocket costs (including travel and accommodation, if required) will be billed at cost, kept to a minimum and agreed with you prior to them being incurred.</p>



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<b>Prepared by:</b>	BDO	
<b>Agreed by:</b>	<p>Peter Horsman - Partner BDO / /2026</p>	<p>Rebecca Hayes - Associate Director, Governance &amp; Strategy / /2026</p>

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