

PROJECT BRIEF

Project Title:	City of Adelaide - Annual Business Planning and Budget Process Review
Project Contact:	Rebecca Hayes, Associate Director, Governance & Strategy
Project Objective:	The objective of this project is to assess the effectiveness and efficiency of the City of Adelaide's (CoA) business planning and budget development processes. The review will focus on the governance, coordination, and integration of business planning activities across the organisation and Chamber.
Background:	The CoA Business Plan and Budget (BP&B) cycle follows the approval of the Long Term Financial Plan (LTFP) by Council. The annual BP&B cycle commences in October, with engagement with Council members from January and is approved in June. Community consultation on the BP&B (as required under legislation) forms part of the development process.
Scope & Approach:	The scope of the Annual Business Planning and Budget Process Review will consider: • Governance and accountability Roles, decision rights and delegations, committee pathways, escalation and oversight. • Planning integration Alignment between strategic planning, annual business planning, the LTFP, asset management planning, workforce considerations and budget development. • Budget development Assumptions, business-unit submissions, prioritisation, financial review, consolidation and approval. • Legislative and policy alignment Relevant requirements of the Local Government Act 1999, Local Government (Financial Management) Regulations 2011, and applicable internal policies and procedures. • Engagement and transparency Internal stakeholder engagement, elected-member engagement, public consultation inputs where applicable, and documentation of decisions. • Monitoring, forecasting and adjustment Budget reporting, reforecasting, adjustment approvals, variance analysis and feedback into subsequent planning cycles. The review will not assess the appropriateness of rates, fees, charges or other budget assumptions. The review will focus on the governance, documentation and management of relevant assumptions within the business planning and budget process. Further specific focus areas will be agreed between BDO and CoA. We note that this review will interface with the Strategic Asset Management Review which will be delivered concurrently. In addition, we will consider the relevant risks and controls identified in the Strategic Risk Assessment in our approach. This project will be undertaken in consultation with Administration. The following stakeholders have been identified based on preliminary discussions:

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	• Chief Operating Officer • Associate Director Governance & Strategy • Associate Director Finance & Procurement • Associate Director Infrastructure • Associate Director People • Associate Director, Strategic Property & Commercial • Manager Strategy, Planning & Engagement • Coordinator, Corporate Planning Other relevant stakeholders will be consulted during the internal audit. Our approach includes the following phases: Phase 0: Project Kick-off and Planning 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. 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. Phase 1: Process Discovery The Process Discovery phase will include the following two (2) stages: 1a - Document Collation and Process Interviews • Obtain CoA's suite of business planning and budget related policy and procedure documentation, templates and associated tools. • Obtain briefings and reports to management and Chamber relating to the budget development. • Obtain relevant documents including, Annual Business Plan and Budget (BP&B), LTFP, Asset Management Plan, management and Chamber report examples. • Identify key stakeholders and conduct interviews with nominated CoA representatives to gain an understanding of the key processes relating to the business planning and budget processes. 1b - Process and Documentation Review • Gain an understanding of CoA's suite of business planning and budget related documentation obtained in Phase 1a. • Document, at a high level, the current-state process map, identifying key activities, responsibilities, decision points, approvals, systems, information flows and controls. Phase 2: Assessment of Process Adequacy The Process Adequacy phase includes the following steps:

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	- Verify consistency of budget planning and processes with legislative requirements, internal policies and procedures, and good practice principles. - Conduct a control gap analysis and assessment of the design effectiveness and operating effectiveness of the budget establishment, monitoring and management processes and controls, including consideration of: - clarity of roles and accountabilities - adequacy and consistency of documented procedures - timeliness and sequencing - completeness and traceability of budget assumptions - evidence of review and approval - integration with strategic and asset planning - transparency of material changes and decisions - quality of management and Chamber reporting - adequacy of performance monitoring and forecasting controls. - Identify areas requiring improvement from a control, organisation and/or process improvement perspective. Phase 3: Process Improvement - Hold preliminary discussions with CoA representatives to confirm accuracy of review findings. - Work with CoA's representatives to develop tailored solutions to address any identified control gaps and/or process improvement opportunities. Phase 4: Report Results - Prepare a summary of findings providing CoA with recommendations for enhancing the business plan and budget process. - Hold closing meetings with CoA representatives regarding audit outcomes. - Prepare draft report and provide to CoA representatives for management comments. - Finalise report.	
Timeframe:	Project delivery by end of November 2026.	
Project Resources:	The estimated total cost to complete this project is \$30,000 (GST exclusive). 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.	
Prepared by:	BDO	
Agreed by:	 Peter Horsman - Partner BDO 08 / 10 /2026	Rebecca Hayes - Associate Director, Governance & Strategy / /2026



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