









Strategic Priorities September 2021-September 2022 - Status Update

Priority	Responsibility	Previous update	Current update	Progress
1. Demonstrate value for money in what we deliver across our services				
1.1 Undertake service reviews in 2 areas and identify opportunities for efficiency and improved service	SRIA internal audit Director, City Services	<ul style="list-style-type: none"> Procurement internal audit underway. Review element being incorporated into service delivery planning. Second Service Review area to be determined. 	<p>We have undertaken 2 service reviews, in the areas of procurement and security:</p> <ul style="list-style-type: none"> The Procurement internal audit was completed and presented to Executive on 5 May. Security review undertaken and implementation underway. Opportunities for efficiencies identified through this process include removal of the duplication of services, localising external services, improving security for after-hour workers and a more coordinated response to emergency activities. 	In Progress 
1.2 Ensure Asset Management Plans deliver value for money, now and in the long term	Director, City Services Asset Managers	<ul style="list-style-type: none"> The six Asset Management Plans are out of date and will be revised as a priority. Further investigation of the accuracy of the Asset Register, Valuation and Depreciation is planned. 	<ul style="list-style-type: none"> All six asset management plans will be reviewed and updated over the next two years. Transport and Urban Element Asset Management Plans will be delivered in October 2022, Buildings and Park Lands and Open Space by June 2023, and Electrical and Lighting and Stormwater by March 2024. Review of asset data and financial revaluation underway for several asset classes. This will be reflected in the revised Asset Management Plans and annual review of proposed works program. 	In Progress 
1.3 Undertake a review of the Procurement function to identify opportunities to improve commercial outcomes	Manager Finance & Procurement	<ul style="list-style-type: none"> Rowe Advisory engaged to undertake audit of procurement. Findings of review will be implemented. Procurement Team Leader appointed with strong commercial background. 	<ul style="list-style-type: none"> Procurement Audit completed and presented to Executive on 5 May. Implementation of recommendations will be addressed in high value order and will include the potential to outsource complex procurements to support value for money and social procurement outcomes. Work plan to be presented to Executive in June. Review of roles and responsibilities to encourage appropriate resource allocation to drive achievement of strategic procurement outcomes. 	In Progress 





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2. Build partnerships to enable new opportunities				
2.1 Progress the City Deal initiatives in line with established plans (Visitor Centre, Wi-Fi and CCTV) and define the City Deal 2.0	Executive Manager, Business & Investment Manager, Information Management	<ul style="list-style-type: none"> Adelaide Free Wi-Fi: on track with plan. CCTV upgrades: on track, however there may be some delays with supply of equipment due to market supply. Visitor Centre/Experience Adelaide: Investigations continuing for location for new centre, expressions of interest open for delivery of smart technology applications. Need to define City Deal 2.0. 	<ul style="list-style-type: none"> Adelaide Free Wi-Fi implementation underway and on track with plan. City Safe CCTV upgrades underway: on track, hardware order has been placed to minimise supply market delays. Visitor Centre/Experience Adelaide: Investigations continuing for locations. Developed presentation of what the centre could look like to be used as part of the request for proposal that is currently being developed. Ongoing discussions with Executive on the next City Deal 2.0. 	In Progress 
2.2 Advance residential growth - in the CBD and North Adelaide through delivery of the Strategic Property Review and AEDA's residential growth Action Plan	Executive Manager, Business & Investment Manager, City Planning & Heritage	<ul style="list-style-type: none"> Meeting was held this week to prepare report for Council's consideration in May 2022. Continuing discussions with State Government regarding development charges to build evidence base for reconsideration of how fees and charges are levied. 	<ul style="list-style-type: none"> The Strategic Property review has been completed, and regular updates are provided to Council on completed and planned actions for that period. The current focus has been on: <ul style="list-style-type: none"> EOI for the Bus Station site Acquisition and disposal of Land and Asset Policy Tynte Street Car Park Consultation Report on the residential growth action plan to was discussed at The Committee on 3 May 2022 and approved with some amendments by Council on 10 May. The action plan consists of 25 actions under 6 focus areas. One of the actions is to develop a City Plan, which has commenced. A cross-organisation Residential Housing and Growth Co-ordinating Group has been established to progress all residential and housing growth projects. 	In Progress 




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2.3 Work with Council to resolve the future for the Aquatic Centre	Associate Director, Strategic Property & Commercial Director, City Shaping	<ul style="list-style-type: none"> Discussions held with Premier, State and Federal Ministers and relevant departments. LM held discussions about possible funding contributions with neighbouring Councils. Understanding of State Government commitments to site will be clearer following state election. 	<ul style="list-style-type: none"> \$82.4m included in State Government budget to construct and operate a New Aquatic Centre in Park 2 with the specific location to be guided by consultation and site technical investigations. Initial discussions have occurred with State Government with further detailed discussions to take place to understand initial project roles, responsibilities and governance. 	In Progress 
2.4 Progress to establish the Adelaide Park Lands Foundation	Manager, Governance Associate Director Park Lands, Policy & Sustainability	<ul style="list-style-type: none"> Mark Booth engaged to undertake a business case and high-level test of the “market” to gauge the level of likely support of donors to contribute to the foundation if and when it is established. The business case for the Park Lands foundation is scheduled for the May 2022 Council meeting 	<ul style="list-style-type: none"> Report to be presented to Council in July requesting that Council establishes a Park Lands Foundation that meets the requirements of the Deductible Gift Recipient. 	In Progress 
2.5 Build and maintain relationships with city stakeholders with a stakeholder management plan	Manager, Strategy, Insights & Performance Executive Manager, Office of the CEO	<ul style="list-style-type: none"> Grants Coordinator position with responsibility for developing stakeholder management plan, has been developed and expected to be advertised in March 2022. 	<ul style="list-style-type: none"> The CEO continues to build and foster relationships and partnerships. These are established across government, corporate and not-for-profit sectors and are managed through both formal and informal opportunities. Relationships have also been fostered with the incoming State Government AEDA held an inaugural business summit with 355 attendees from business community. Development of a Stakeholder Management Framework/ Plan has commenced. It will address the findings and recommendations of the Stakeholder Management Framework Internal Audit Report completed in 2018 and build on work undertaken previously. 	In Progress 

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3. Ensure there is a consistent culture across the organisation				
3.1 Deliver the business case for an organisational wide CRM system	Manager, Information Management	<ul style="list-style-type: none"> Chamonix engaged and currently in Discovery Phase, with engagement with a wide cross section of CoA stakeholders to determine the CRM problem/opportunity as the fundamental building block before implementation planning. 	<ul style="list-style-type: none"> Chamonix engaged and currently in Discovery Phase. Engagement with a wide cross section of CoA stakeholders currently underway with a CRM implementation roadmap scheduled for the delivery by the end of June. The roadmap will identify projects and work packages which will then be costed and scheduled. 	In Progress 
3.2 Establish and communicate the City of Adelaide employer brand	Manager, People Manager, Customer & Marketing	<ul style="list-style-type: none"> CoA organisational branding work will inform this. Greg Kavanagh from Branded Culture engaged, Exec workshop. 	<ul style="list-style-type: none"> Branded Culture engaged to develop the CoA brand The initial findings were presented to Executive on May 22 and were very well received with a follow-up session to be held in June. This work will be incorporated into the CoA employer brand, to ensure we attract, recruit and retain the best people. 	In Progress 
3.3 Develop and implement a workforce strategy	Manager, People	<ul style="list-style-type: none"> People & Culture team currently drafting. 	<ul style="list-style-type: none"> People & Culture team currently developing strategy and will link to the CoA brand and values work referred to in Strategic Priority 3.2. 	In Progress 
4. Robust financial management				
4.1 Improve the process for developing business cases to ensure all options are canvassed, and a thorough analysis of benefits and costs undertaken	Manager, Strategy, Insights & Performance	<ul style="list-style-type: none"> Opportunities to incorporate the development of Business Cases into other corporate processes and practices continues to be explored, including an assessment of capability within the organisation. 	<ul style="list-style-type: none"> Discussions have commenced with plans to: <ul style="list-style-type: none"> Develop principles, expectations and standards around the need for business cases. Identify gaps in capability and ensure staff have the required skills to develop business cases. Integrate the process into the Project Management System to ensure consistency with a framework to be presented to Executive in July. Pilot business case developed to support Mini Golf feasibility study. 	In Progress 

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4.2 Identify a minimum of 2 new revenue streams	Associate Director, Strategic Property & Commercial	<ul style="list-style-type: none"> Mini golf currently being scoped and business case to be developed. Digital advertising progressing. Consolidation of work to date in this area to be presented to Exec in late March along with draft Revenue Principles. 	<ul style="list-style-type: none"> Digital advertising tender submission is progressing through evaluation subject to Council decision, estimated implementation of a new contract and associated revenue is Q1 FY2022/23. Mini Golf Feasibility Study complete with a business case presented to Executive in May 2022. Kadaltilla report scheduled for May 2022 and Council report scheduled for July 2022 to progress the project. Business case in development for expansion of nursery and bio-organics services and currently in market for a feasibility assessment. 	In Progress 
4.3 Identify 2 underperforming city shaping sites to bring to market	Manager, Property Development	<ul style="list-style-type: none"> 211 Pirie St sale completed Continuing to work through the Strategic Property Review to identify opportunities for other sites to bring to market 	<ul style="list-style-type: none"> 211 Pirie St sale completed with planning for development works underway. Council has approved the progression of an expression of interest for the sale and redevelopment of the former Bus Station site. Planning for market release underway. Council is progressing sale of the Whitmore Square apartments with four apartments to be sold in 2021/22. The remainder of the apartments will be sold in the 2022/23. 	In Progress 
4.4 Develop and implement Future Fund Investment policy	Manager, Finance & Procurement	<ul style="list-style-type: none"> Policy adopted by Council on 27 January 2022, implementation underway and ongoing 	<ul style="list-style-type: none"> Implementation of the Future Fund Investment policy continues, following adoption by Council. The CEO continues to refine the application of the fund. 	Achieved 

5. Support the elected body in effective governance for the City of Adelaide				
5.1 Continue to streamline the responses to Council Member enquiries i.e. responding in a timely manner to CEO undertakings and requests via the SRS system	Manager Governance	<ul style="list-style-type: none"> A list of Elected Members requests and enquiries is maintained and updated regularly, circulated via SRS weekly. Currently scoping opportunities for improvement and identifying any issues with current approach. 	<ul style="list-style-type: none"> Pursuing opportunities to better use data reports, align Council Member requests to services and functions and develop an interactive dashboard. An updated service management system is currently being tested with plans to transition the current system to the new platform in preparation for the new term of council. Reports on all outstanding undertakings are provided to Executive on a monthly basis. 	In Progress 
5.2 Improve transparency to enable sound decision making i.e. aim for majority of reports to be discussed in public	Manager, Governance	<ul style="list-style-type: none"> New approach to determining confidentiality presented to and endorsed by Executive on 3 March 2022. Communications to be shared with staff advising of new approach. 	<ul style="list-style-type: none"> Award of Contract and Board Appointment reports are all transitioning from confidential to public. In 2020/21 there were 3 Board appointments and 11 Award of Contracts that would transition to public through this process. The quarterly commercial report is now a public report. 	In Progress 
5.3 Review the City of Adelaide Act 1998 to identify opportunities for legislative change	Manager, Governance	<ul style="list-style-type: none"> Scoping options to present to state government to allow CoA to undertake pilots in a range of areas including online voting, investment outside council boundaries 	<ul style="list-style-type: none"> A review of the City of Adelaide legislation has occurred and opportunities for legislative change have been identified and documented. Staff will continue to support the LM in these discussions but this action is now complete. 	Achieved 
5.4 Investigate the opportunity for Kurna representation on Council	Manager, Governance	<ul style="list-style-type: none"> Presentation given to Reconciliation Committee on 23 February 2022. Reconciliation Officer and Manager Governance to identify and contact Kurna entities to discuss CoA voting entitlements. Legislative proposal being prepared to go to the State Government after upcoming State Election to request a change in legislation to allow for a reserved seat for Aboriginal representation at the City of Adelaide. 	<ul style="list-style-type: none"> Meeting held with the Reconciliation Officer, Governance and a Kurna representative in April to identify indigenous organisations within the city. We are actively engaging these businesses to ensure they are on the City of Adelaide voters roll. This is an important link with the legislative reform of the <i>City of Adelaide Act 1998</i> (as provided in 5.3 of this document) and further supports Kurna representation on Council. Governance is proactively contacting identified organisations to ensure they are enrolled so they can participate in the upcoming election. 	In Progress 