

Strategic Plan 2020-2024 - Year Two Update

Tuesday, 2 August 2022
The Committee - Pre-Council Discussion Forum

Strategic Alignment - Enabling Priorities

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EXECUTIVE SUMMARY

The City of Adelaide (CoA) 2020-24 Strategic Plan (Strategic Plan) was adopted by Council on 10 March 2020. 2021-22 marks the second year of delivery of the four-year Strategic Plan. The Strategic Plan sets the vision for Adelaide to be the most liveable city in the world. It identifies four community outcomes through which the vision will be delivered: Thriving Communities; Strong Economies; Dynamic City Culture; and Environmental Leadership. The four community outcomes are underpinned by corporate Enabling Priorities.

The second year of the delivery of the Strategic Plan occurred during the second year of living with COVID-19. While restrictions have eased over the course of the year, the impacts of the pandemic continue to be felt across the city. As a result, opportunities for further operational efficiencies continue to be explored such as through maximising revenue opportunities and growth of existing revenue streams. Opportunities to attract people back into the city have also been identified through research conducted by McGregor Tan in the first half of 2022.

This report provides an update on the activity that has occurred during year two of the Strategic Plan to progress the 49 Key Actions. Of the 49 Key Actions, 46 were ongoing and progressed during 2021-22, two Key Actions commenced, and one was completed.

The 15 Measures of Success show achievement against the outcomes in the Strategic Plan. The Measures of Success are quantitative and are tracked using a combination of internal and external data sources. During year two of the Strategic Plan, eight Measures of Success recorded favourable movement, five recorded unfavourable movement two did not have updated data at the time of writing.

The following recommendation will be presented to Council on 9 August 2022 for consideration.

That Council

1. Notes the progress updates provided for year two (2021-2022) of the City of Adelaide 2020-2024 Strategic Plan as Attachment A to Item # on the Agenda for the meeting of the Council held on 9 August 2022.
 2. Authorises the Chief Executive Officer to make any necessary changes to the final Strategic Plan Year Two Update documents arising from this meeting, together with any editorial amendments and finalisation of the document's formatting and graphic design.
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IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Enabling Priorities
Policy	Not as a result of this report
Consultation	Not as a result of this report
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
21/22 Budget Allocation	Not as a result of this report
Proposed 22/23 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
21/22 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

1. The City of Adelaide 2020-2024 Strategic Plan (the Strategic Plan) was developed and adopted prior to the COVID-19 pandemic. It articulates the vision for Adelaide to be the most liveable city in the world, through four community outcomes – Thriving Communities, Strong Economies, Dynamic City Culture, and Environmental Leadership. The four outcomes are supported by Enabling Priorities, which outline how the City of Adelaide works to achieve these outcomes.
2. Under each of the community outcomes are statements describing our aspirations for the city. The aspirations are achieved through the delivery of the 49 Key Action and monitored through 15 Measures of Success.
3. The second year of delivery for the 2020-24 Strategic Plan coincided with the second year of life with COVID-19. While restrictions have eased throughout the year, the impacts of the pandemic continue to impact the city.
4. Council is invested in better understanding community views on returning to the city following COVID-19. A major research study consisting of six engagement activities were undertaken by McGregor Tan across two phases since February 2022. The purpose of this research was to gather insights from business leaders, city workers and city visitors to better understand what is required to attract people back into the city. These insights will be used to inform short and long-term planning.
5. Against this backdrop, opportunities for further operational efficiencies continue to be explored, such as through maximising revenue opportunities and growth of existing revenue streams. The emphasis on Service Delivery Planning helped to provide a longer term view of Council's services to ensure that 'future-proofing' of the services delivered can be realised.
6. Council continues its efforts to deliver on the vision and goals outlined in the Strategic Plan and Vision, including City of Adelaide's vision to become the most liveable city in the world.
7. The Economist Intelligence Unit's (EIU) Global Liveability Index is one of several global benchmarking tools that assess liveability. The Index scores 173 cities worldwide for over 30 qualitative and quantitative factors across five broad categories of Stability, Healthcare, Culture and Environment, Education and Infrastructure.
8. Adelaide has been ranked by the EIU Liveability Index as follows:
 - 8.1. 2019 - 10th with a score of 96.6/100.
 - 8.2. 2021 - 3rd with a score of 94/100.
 - 8.3. 2022 - 30th with a score of 90.7/100.
9. The score for Adelaide is based on the broader metropolitan city and not just the City of Adelaide local government area.
10. Whilst the positional ranking seems significant the scores concerning liveability have only changed slightly, with the top 30 cities all sitting within less than 8.5 points of each other. Cities that relaxed Covid-19 restrictions earlier have typically moved upward in the 2022 rankings.
11. Consideration of the main themes of the liveability measures will continue to form part of Council's strategies, plans and policies, including the development of our City Plan and our Strategic Management Framework. Other measures for liveability will also continue to be explored to support us in achieving our vision to become the most liveable city in the world.
12. Of the 49 Key Actions in the Strategic Plan:
 - 12.1. 46 are ongoing. This means that work on the Key Action commenced in Year One and continued in Year Two to progress towards achievement.
 - 12.2. Two commenced during Year Two.
 - 12.3. One was completed during 2021-22:
 - 12.3.1. In the 2020-21 Strategic Plan update, two Key Actions were recorded as completed. However, the Key Action 'Implement Sustainable Procurement Policy' was marked as ongoing to highlight the significant work undertaken by Administration to implement this policy.
13. Of the 15 Measures of Success:
 - 13.1. Eight recorded favourable movement:
 - 13.1.1. The city's population is growing (Thriving Communities).

- 13.1.2. Our residents are more physically active (Thriving Communities).
 - 13.1.3. The city has a greater share of the State's economy (Strong Economies).
 - 13.1.4. Increased cultural infrastructure (Dynamic City Culture).
 - 13.1.5. More city users agree that the city is dynamic and full of rich and diverse experiences (Dynamic City Culture).
 - 13.1.6. Council has the financial capacity to meet its long-term commitments (Enabling Priorities).
 - 13.1.7. Council services meets the needs of the community (Enabling Priorities).
 - 13.1.8. Council delivers on its operational efficiency targets (Enabling Priorities).
 - 13.2. Five recorded unfavourable movement:
 - 13.2.1. People feel safe in the city (Thriving Communities).
 - 13.2.2. There is more pedestrian movement in key areas of the city (Strong Economies).
 - 13.2.3. More businesses in the city think the city is a good place to do business (Strong Economies).
 - 13.2.4. More domestic and international visitors (Dynamic City Culture).
 - 13.2.5. More resident agree that Council is taking steps to protect our environment (Environmental Sustainability).
 - 13.3. Two did not have updated data in Year Two:
 - 13.3.1. Community greenhouse gas emissions are lower (Environmental Sustainability).
 - 13.3.2. Less waste to landfill (Environmental Sustainability).
 - 14. Detailed updates against Key Actions and Measures of Success are provided in **Attachment A**.
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ATTACHMENTS

Attachment A – Strategic Plan 2020-2024 Year Two Update

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