







# Strategic Priorities

## Sept 2021 - 2022

PRIORITY	END OF REPORTING YEAR POSITION	STATUS
<b>1. Demonstrate value for money in what we deliver across our services</b>		
1.1. Undertake service reviews in 2 areas and identify opportunities for efficiency and improved service	<p>This priority has been achieved with three service reviews undertaken.</p> <p>An internal audit of the Procurement function was completed and presented to Executive on 5 May 2022. The implementation of actions associated with the review has commenced and will be monitored for achievement of outcomes. Several Internal Audits have resulted in the implementation of service efficiencies and improvements such as Fleet Management and Fuel Cards, Payroll and Remuneration, and compliance with the Payment Card Industry Data Security Standard.</p> <p>A Security review was undertaken, and three organisational security models were recommended to Executive with opportunities for efficiency and better service. The service has moved into Corporate Services with ongoing qualitative and quantitative benefits including incorporating Council's emergency management response. A review of Rundle Mall's contracted security services has identified an opportunity for achieving significant annual efficiencies. Changes have been made to the security services contract, which was executed 9 August 2022. The new arrangements are now in place, delivering resource efficiencies while maintaining the same level of service. Rundle Mall security staff have also been relocated to the City Library to provide library staff with a greater sense of safety in response to feedback received from the Culture Survey.</p> <p>A trial of technology enabled vehicles that monitor parking across the city has resulted in the implementation of this technology as part of the ongoing service.</p>	<div style="text-align: center;">   <b>ACHIEVED</b> </div>

<p>1.2. Ensure Asset Management Plans deliver value for money, now and in the long term</p>	<p>All six asset management plans will be reviewed and updated over the next two years. The principles for the Transport Asset Management Plan were endorsed by Council in June 2022 and the principles for the Urban Element Asset Management Plan were endorsed by Council in August 2022. Buildings and Park Lands and Open Space will be delivered by June 2023, and Electrical and Lighting and Stormwater by March 2024.</p> <p>Review of asset data and financial revaluation is underway for several asset classes. Transportation Levels of Service was endorsed by Council in June 2022. This will be reflected in the revised Asset Management Plans and annual review of proposed works program. Determining the levels of service enables a more accurate assessment of value for money with regards to the cost of the life of an asset and the ability to balance the intergenerational financial impact.</p>	 ACHIEVED
<p>1.3. Undertake a review of the Procurement function to identify opportunities to improve commercial outcomes</p>	<p>A Procurement Audit was completed and presented to Executive on 5 May 2022 and Executive endorsed the recommendations in July 2022. The final recommendations were considered by Strategic Risk and Internal Audit Group in July 2022 and presented to the Audit and Risk Committee in August 2022.</p> <p>Work on implementation of the recommendations is underway and will be addressed in high value order including the potential to outsource complex procurements to support value for money and social procurement outcomes.</p>	 ACHIEVED
<p><b>2. Build partnerships to enable new opportunities</b></p>		
<p>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</p>	<p>The City Deal initiatives have been progressed in line with established plans. City Safe CCTV upgrades are underway and on track.</p> <p>A workshop was held with Council Members on the Experience Adelaide Visitor Centre including a proposal to co-locate with the State Library of South Australia. Requests for proposals for the centre design incorporating an immersive experience and mobile/digital platforms have been out to market and closed mid-August 2022 are being assessed and a probity advisor has also been engaged in the process. Subject to the outcomes of the assessment, a select tender process may be undertaken.</p> <p>The Adelaide Free Wi-Fi implementation is underway. Several access points have already been deployed across the city however roll out is currently running two months behind schedule.</p> <p>Work on defining City Deal 2.0 will continue once key contacts in the State and Federal Government has been confirmed. The focus for Council is to ensure that capital cities remain the front and centre for funding opportunities, following the change in the State and Federal Governments.</p>	 ACHIEVED

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

The Strategic Property review and Action Plan has been endorsed by Council, and regular updates are provided to Council on completed and planned actions for that period. The current focus has been on the release of the Expression of Interests for the Bus Station site and acquisition and disposal of Land and Asset Policy.

A Residential Growth Action Plan was endorsed by Council in May 2022. The action plan consists of 25 actions under six focus areas. Council adopted a Homelessness, Social Housing and Housing Affordability Policy on 10 May 2022. An assessment matrix was implemented to consider rating concessions, deferred payment arrangements or financial support programs for selected residential developments as a part of the Rate Rebate Policy adopted by Council on 9 August 2022, completing two key actions.

Work to develop a City Plan has commenced including a presentation to Council on 19 April 2022 and a Council report presented on emerging themes for engagement on 9 August 2022. Engagement activity is being planned into accordance with Council's caretaker policy.

A presentation on residential growth was provided to the Capital City Committee and policy meetings too. In July 2022 outlining research undertaken to date, Council's current investment in residential development, and opportunities for the State Government to support/stimulate residential growth in the city. We will develop a roadmap to achieve tangible outcomes.



ACHIEVED

2.3. Work with Council to resolve the future for the Aquatic Centre

The State Government has committed \$80 million to build a new Adelaide Aquatic Centre to be completed by March 2026 and operated by State Government and announced. Consultation regarding the community's preferred location for the new facility has concluded and feedback is being reviewed by a Community Reference group established by the Department for Infrastructure and Transport.



ACHIEVED

2.4. Progress to establish the Adelaide Park Lands Foundation

On 12 July 2022 Council approved the establishment of an Adelaide Park Lands Foundation, that meets the requirements of a Deductible Gift Recipient.

Work to establish the Foundation commenced in 2022/2023 by progressing investigations into the steps involved to establish a charitable foundation. The process to submit an application will take approximately 12 months.



ACHIEVED

2.5. Build and maintain relationships with city stakeholders with a stakeholder management plan

The CEO continues to build and foster strong relationships and partnerships with key city stakeholders. These are established across government, corporate and not-for-profit sectors and are managed through formal and informal opportunities.

Development of a CEO Stakeholder Management Framework commenced. It addresses the findings and recommendations of the Stakeholder Management Framework Internal Audit Report completed in 2018 and builds on work undertaken previously. Executive adopted the guiding principles and outcomes for a CEO Strategic Stakeholder Management Plan on 25 August 2022 to guide the ongoing delivery of this priority. This plan outlines an approach for partnerships and provides a roadmap for the rest of the organisation to strategically engage with key stakeholders going forward.

The Adelaide Economic Development Agency (AEDA) launched its Strategic Partnership Program on 18 July 2022. The Strategic Partnership Program aims to fund proposals that substantially increase economic activity by:

- Increasing the number of people working and living in the city including students.
- Supporting existing businesses to grow and attracting new firms.
- Leveraging investment in the city's innovation assets to drive greater economic benefit for the CBD.
- Positioning Adelaide as a world class events city.
- Driving tourism initiatives that attract regional, national, and international visitors.
- Enhancing the value proposition of Adelaide as a destination to work, invest, live, study and visit.

A report was presented to Council on current partnerships with other South Australian councils. The report indicates that there are at least 25 current connections, shared memberships, and partnerships that CoA is a part of. It also identifies areas of further opportunities to work with nearby Councils.



ACHIEVED

3. Ensure there is a consistent culture across the organisation

3.1. Deliver the business case for an organisational wide CRM system

Chamonix engaged with a wide cross section of CoA stakeholders and a CRM implementation roadmap was delivered. The roadmap identifies projects and work packages which will then be costed and scheduled with delivery estimated within 150 days

Chamonix has completed their initial discovery phase of the CRM project with a draft business case presented to Executive and endorsed. Planning for Stages 2 and 3 activities to commence by October 2022.



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3.2. Establish and communicate the City of Adelaide employer brand

Branded Culture were engaged to assist and facilitate the development of the CoA Brand. This work will be incorporated into the CoA employer brand to ensure we attract, recruit and retain the best people.

Workshops with a wide range of staff across the organisation were held to determine the future focus of the brand, with a vision to 2025. Executive discussed the findings of the workshop and endorsed the brand on 24 June 2022.

Further workshops with employees and Executive were held in July to brief workshop participants on the CoA Brand outcomes and workshop the CoA Employer Brand. The findings were collated by Branded Culture and presented back to Executive and endorsed on 26 August 2022.



ACHIEVED

3.3. Develop and implement a workforce strategy

Work is currently being undertaken to develop a workforce strategy and will link to the CoA brand and values work referred to in Strategic Priority 3.2. The strategy has been aligned to take on elements of the employer brand to ensure consistency in our approach.

The project team have progressed a draft strategy and action plan and have consulted and gathered feedback from the Senior Leadership Team. Individual meetings with Directors have also taken place where the workforce strategy and employer brand expectations were discussed. The Workforce Strategy was shared with Executive on 26 August 2022. Based on Executive feedback, the People team are making further refinements to the Workforce Strategy, including the development of an implementation plan.



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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

Discussions have been conducted with Executive, the Senior Leadership Team and key staff in relation to developing the Business Case Framework with plans to:

- 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.

The draft Business Case Framework was considered by Executive for endorsement in late July and was endorsed in August 2022.

External advice and training will be provided to the Senior Leadership Team to support the implementation and effective management of new ideas and opportunities via the Business Case Process.

A pilot business case was developed to support the Mini Golf feasibility study.



ACHIEVED

4.2. Identify a minimum of 2 new revenue streams





The Digital Advertising tender was completed, and contract award approved by Council on 12 July 2022. Contract execution was completed in July 2022 with rollout of the project over the proceeding 6 to 12 months. Revenue increases will be forecast in FY22/23 and budget updated for FY23/24 and beyond.

The business case is in development for a Nursery and Bio-Organics service and was/is in the market for a feasibility assessment (estimated completion December 2022). Quote of scope of works has been received from a consultant and work will proceed based on consultant availability, which is likely to be October.

The Mini Golf Feasibility Study was completed and discussed with Executive with further investigation of a business case to be conducted. Kadaltilla report also completed in May 2022 with in principle support for the project secured. Kurna consultation has been initiated and will inform the business case.



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<p>4.3. Identify 2 underperforming city shaping sites to bring to market</p>	<p>Two underperforming assets were sold.</p> <p>211 Pirie Street was sold to Next DC. On-site investigation works commenced and pre-lodgement planning process underway for a defence standard data centre and innovation hub.</p> <p>Former Bus Station site Expression of Interest (EOI) launched to market and supported by an extensive marketing campaign. EOI closed 8 July, evaluation completed, and a report was presented to Council for consideration 9 August 2022. EOI submissions were received and assessed with shortlisted proponents to progress to a Stage Two EOI process.</p> <p>Council is progressing the staged sale of the Whitmore Square apartments with 14 apartments sold or under contract. The remainder of the apartments will be sold in the 2022/23 financial year.</p>	 ACHIEVED
<p>4.4. Develop and implement Future Fund Investment policy</p>	<p>Implementation of the Future Fund Investment policy continues, following adoption by Council on 27 January 2022.</p> <p>The Future Fund Investment Policy was applied to the development of the business case for Mini Golf. As per the Long-Term Financial Plan, the fund held \$21 million as at 30 June 2022 and is anticipated to be at \$25 million by June 2023.</p>	 ACHIEVED
<p><b>5. Support the elected body in effective governance for the City of Adelaide</b></p>		
<p>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</p>	<p>Executive review all outstanding CEO Undertakings at their first meeting of each month, to ensure that CEO Undertakings are responded to in a timely manner.</p> <p>Further opportunities to better use data reports, align Council Member requests to services and functions and develop an interactive dashboard are currently being explored.</p> <p>Weekly updates on the status of Elected Member requests are provided to Executive Assistants. The update provides a summary of the requests that are new, closed, pending or open. It also provides an indication of how long it took to close off a Council Member request. 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.</p> <p>An Operating Guideline is being developed to provide guidance on responsibilities, timelines, and reporting requirements in relation to Council decisions and CEO Undertakings.</p>	 ACHIEVED
<p>5.2. Improve transparency to enable sound decision making i.e., aim for majority of reports to be discussed in public</p>	<p>The Executive Report Review process and adherence to legislation and Management of Confidential Information Operating Guideline helps to ensure that reports are presented in public wherever possible. A rigorous process is in place to test whether a report that is listed as confidential can be discussed in public. The Administrative Procedures relating to the management of confidential items is being revised.</p> <p>To improve financial transparency, the capital works, subsidiary progress updates, financial reports and commercial reports were consolidated into one report for greater clarity and ease of understanding. In addition, financial reporting, procurement contracts and Board appointments have been recently included in the public agenda. As a result, the number of times that confidentiality provisions have been used has decreased over the past two years.</p>	 ACHIEVED

5.3. Review the *City of Adelaide Act 1998* to identify opportunities for legislative change

A review of the City of Adelaide legislation has occurred and opportunities for legislative change have been identified and documented.

The Lord Mayor has commenced discussions with a number of State Government Ministers including the Premier, Attorney-General and the Minister responsible for the *City of Adelaide Act*.



ACHIEVED

5.4. Investigate the opportunity for Kaurna representation on Council

Meetings were held with the Reconciliation Officer, Governance and Uncle Ivan-Tiwu Copley in April 2022 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 *City of Adelaide Act 1998* (as provided in Strategic Priority 5.3) and further supports Kaurna representation on Council.

Governance has proactively contacted 15 indigenous organisations to provide support about the upcoming election. Three of these organisations were added to the council's voters' roll.

The Lord Mayor has been in discussion with the relevant stakeholders, including the Attorney-General in his capacity as Minister for Aboriginal Affairs.



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