

ACMA Strategic Plan 2023–28

Strategic Alignment - Thriving Communities

Public

Tuesday, 21 March 2023

City Finance and Governance
Committee

Program Contact:

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EXECUTIVE SUMMARY

The Adelaide Central Market Authority (ACMA) was established as a subsidiary of the City of Adelaide under section 42 of the *Local Government Act 1999*.

In accordance with section 6.1 of the ACMA Charter 2022, the Authority must prepare and adopt a Strategic Plan with an operational period of four years which sets out the goals, objectives, strategies, priorities and relevant key performance indicators of the Authority for the period.

The Strategic Plan must be aligned and consistent with the Council's current strategic management plans. The Authority must review the Strategic Plan annually in consultation with the Council.

In order to create the Strategic Plan to lead ACMA into the next five years, it was considered essential by the ACMA Board that all stakeholders were consulted with and included in developing this new Strategic Plan, including traders, market precinct, as well as our customers. Key stakeholder themes included identify and tell product providence stories, sustainability initiatives (best practice, trader initiatives, community engagement), car parking ease & cost and retail strategy. The plan encompasses the Market Expansion which is incorporated throughout the strategic initiatives and specific construction phase actions.

The draft Strategic Plan 2023-2028 was endorsed by the ACMA Board at its meeting on 12 December 2022 for approval by Council.

RECOMMENDATION

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL:

That Council:

1. Adopts the Adelaide Central Market Authority Strategic Plan 2023-28, as detailed in Attachment A to Item 6.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 21 March 2023.
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IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment - Thriving Communities Consistent with the delivery of the Strategic Plan.
Policy	Consistent with the Adelaide Central Market Authority Charter 2022.
Consultation	The Authority is required to consult with the City of Adelaide (Council) when adopting its Strategic Plan. Public and stakeholder consultation has been completed.
Resource	No additional resources required.
Risk / Legal / Legislative	Approach is consistent with the Authority's Charter.
Opportunities	Approach is consistent with the Authority's Charter.
22/23 Budget Allocation	Not in relation to this report
Proposed 23/24 Budget Allocation	Not in relation to this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Five years being 2023-2028.
22/23 Budget Reconsideration (if applicable)	Not in relation to this report
Ongoing Costs (eg maintenance cost)	The Authority's Business Plan and Budget process is an annual process.
Other Funding Sources	Not in relation to this report

DISCUSSION

Adelaide Central Market Authority Charter 2022

1. Pursuant to section 6.1.1 of its Charter (Link 1 view [here](#)), the Adelaide Central Market Authority (ACMA) must prepare and adopt a Strategic Plan with an operational period of four years which sets out the goals, objectives, strategies, priorities and relevant key performance indicators of the Authority for the period.
2. The Strategic Plan must be aligned and consistent with the Council's current strategic management plans.
3. The Authority must review the Strategic Plan annually in consultation with the Council.

Previous Strategic Plan 2018-2022

4. Key outcomes from the previous Strategic Plan 2018-2022 include:
 - 4.1. Our Customers
 - 4.1.1. Leasing of new and innovative traders such as SiSea, Gewuzhaus & Saudade Portuguese Tarts. Highly successful Producer in Residence program for food start-ups.
 - 4.1.2. Market 150th Birthday celebrations including publishing the 486 page book Adelaide Central Market: Stories, People and Recipes.
 - 4.1.3. Development of the Community Kitchen to connect the Market with SA's multicultural community and food industry.
 - 4.1.4. Delivery of The Market Stall customer service desk on the Market floor to improve customer experience and connection.
 - 4.1.5. Delivery of vibrant Market place and unique customer experiences via a program of well-established events and promotions including Bastille Day, Refugee Week, Seafood & Sounds, live music, school holiday and family programs.
 - 4.1.6. Highlight indigenous culture through marketing and delivery of RAP actions.
 - 4.1.7. Establish and implement ongoing market research and customer experience insights program.
 - 4.2. Our Traders
 - 4.2.1. Proactive promotion and PR to reinforce the unique offer in the Market and position traders as food experts.
 - 4.2.2. Advocated on behalf of traders and delivered operations to ensure Market remained an essential service during Covid. Delivered recovery strategy to drive return and uplift visitation.
 - 4.2.3. Developed and implemented ACM Online Home Delivery program with over 45 traders and 2000 products.
 - 4.3. Our Business
 - 4.3.1. Highly effective, skills based ACMA Board and ACMA Management team of 6.7FTE.
 - 4.3.2. Completion of over \$12M capital works including escalator & lift replacements, stall structure replacements, main switchboard, HVAC, security bollards, fire & emergency systems and new toilet facilities.
 - 4.3.3. Annual operating cash position results showing Market self-sufficient in terms of operations.
 - 4.3.4. New Charter (2021) including updated business model to transition to Market Expansion.
 - 4.3.5. Collaborate with UPark to maximise parking availability for Market shoppers.
 - 4.4. Our Precinct
 - 4.4.1. Arcade redevelopment actions including relocating Haigh's, Angelakis, Real Falafel, Let Them Eat and Skala Bakery into the Central Market. Delivered 'Our Market Always' campaign highlighting Market is open for business as usual. Established Development & Property Committee with CoA.
 - 4.4.2. Developed inaugural Market Sustainability Strategy.
 - 4.4.3. Activated Market frontages with restoration of heritage facades, three new art murals at entrances, veranda lighting, trader activations and additional signage.

Engagement Strategy

5. In order to create the Strategic Plan to lead ACMA into the next five years, it was considered essential by the ACMA Board that all key stakeholders were consulted with and included in developing this new Strategic Plan, including all traders, market precinct, as well as our customers. Significant consultation was undertaken by ACMA with a total of 10 meetings held and 92 suggestions considered.
6. The ACMA Board undertook a strategic planning session to review and approve ACMA's strategic engagement plan and develop the strategic pillars.
7. Trader group workshops were conducted over several weeks during the consultation period to discuss the key areas that Market stakeholders considered priorities for the Plan.
8. A specialist facilitator in Leadership, Team and Retail Strategy (True North Consulting) was engaged to lead the workshop sessions.
9. Workshop participants included:
 - 9.1. Traders Representative Committee
 - 9.2. Traders Advisory Group
 - 9.3. Open Trader workshops and individual sessions
 - 9.4. Adelaide Central Market Authority Management Staff
10. The draft strategic outline was published and open for public, trader and precinct consultation via Your Say Adelaide.
11. Customer experience research insights contributed to the development of the Plan.
12. Upon completion of all surveys and workshops, feedback was consolidated and prioritised, which formed the overarching initiatives of the ACMA Strategic Plan 2023-2028.
13. Further feedback was sought from ACMA Board and Traders Representative Committee in finalising.
14. The draft Strategic Plan 2023-2028 was endorsed by the ACMA Board at its meeting on 12 December 2022 for approval by Council.

DATA AND SUPPORTING INFORMATION

Link 1 – ACMA Charter 2022

ATTACHMENTS

Attachment A – ACMA Strategic Plan 2023-28

- END OF REPORT -