

Draft Strategic Plan 2020-2024

Community and City Foundations



Improving safety and accessibility

Lifting city appearance

Connecting with our community and
each other

Supporting local employment
opportunities

Using money wisely



Welcoming new families

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Front cover photo: Fremont Park, Elizabeth

We acknowledge and pay our respects to the Kaurna people, the traditional custodians whose ancestral lands we gather on. We acknowledge the deep feelings of attachment and relationship of the Kaurna people to country and we respect and value their past, present and ongoing connections to the land and cultural beliefs.



Fremont Park

Message from the Mayor and Chief Executive Officer

Welcome to our Draft Strategic Plan 2020-2024. This plan is a culmination of months of work within Council, as well as listening to and learning from our community.

When reviewing our Strategic Plan, we wanted to ensure we were thinking beyond a single Council term. This means a shift to longer term planning, with three themed plans over a 12-year horizon.

The 2020-24 Plan is about focussing on the **foundational needs** of our community.

We talked to our community throughout July and August this year so we could better understand the expectations they have of Council.

Over 1,600 people got involved. The feedback we received has helped shape this plan and we think it reflects how we can work together over the next four years to deliver the services and projects to build our community and city foundations.

The draft plan is now available for you to review. We encourage you to take a look and provide any feedback.

Finally, thank you to everyone who took the time to participate in developing the plan - whether you completed our Top 3 Survey, posted on our Ideas Wall on Engagement Hub, commented on our social media posts or through our surveys.



Mayor Glenn Docherty



CEO Sam Green

Who we are

Community...

We have people who have called Playford home for generations and new communities establishing roots in our growth suburbs.

We are a young community with lots of mums and dads raising their families in our suburbs and towns.

We are multicultural, welcoming people from around the world into our city.

We are a proud and resilient community.



Population of
95,000

32 Median age
years old

Household type



Lone person

24%



Couple without children

22.5%



Couple with children

28%



One parent families

17.5%



Group household

3%

Aboriginal and Torres Strait Islander People 3.5% of population

7.6%

Disability

of people need assistance with
day-to-day living



Multicultural

Residents born in 79 different
countries (other than Australia)

Employment

Health care and social assistance are our biggest employers. We also work in retail trade, education and training, as well as manufacturing. Lots of us are looking for jobs too.



City...

We are a city of contrasts, with a busy, urbanised centre, bordered by a large defence base, prime horticulture land, rural townships and natural open spaces.

We are experiencing intense residential growth, with former farming land being transformed into new housing estates at a rapid pace.

We are an important service hub, home to the area's largest public hospital, district policing centre and retail and professional services.

Council...

We are here to provide information, services and infrastructure that help people to enjoy their lives and time in and around Playford.

We are balancing the demands of a growing community with the expectations of updating infrastructure in established communities.

We are committed to being financially sustainable while continuing to deliver for our community.

We have people at the heart of what we do.

Population growing to
130,000
people by 2036



Covering the northern
perimeter of metropolitan
Adelaide



16
Elected
Members

450
staff

550
volunteers



Mayor Glenn Docherty

Ward One



Cr Cathy-Jo Tame



Cr Peter Rentoulis



Cr Clint Marsh

Ward Two



Cr Jane Onuzans



Cr Stephen
Coppins



Cr Gay
Smallwood-Smith

Ward Three



Cr Andrew Craig



Cr Veronica
Gossink



Cr David Kerrison

Ward Four



Cr Marilyn Baker



Cr Katrina Stroet



Cr Dennis Ryan

Ward Five



Cr Misty Norris



Cr Shirley Halls



Cr Akram Arifi



Council's Role

Councils are established under the *Local Government Act 1999* to provide for the government and management of their area at a local level. One of our core roles is the direct delivery of services and assets.

However, a range of services required by our community falls within the responsibility of other levels of government, non-government agencies, and private sector and business/industry organisations. As such we need to play additional roles to that of service provider – such as advocacy, facilitation and partnering - which are crucial to attract the necessary expertise and resources needed for our city's growth.

Beyond this, involvement, ideas and actions of the community are an integral part of Council's role. With shared contribution from Council and community, we can make a lasting difference.

This integrated and coordinated approach is needed to respond to our community's needs and priorities in different capacities on different issues.



Council's various roles and responsibilities are outlined below:

- **Direct service provider** – directly providing a service
- **Leader / Planner** – leading the community, setting an example and setting the direction for the future.
- **Advocate** – making representation on behalf of the community
- **Facilitator** – bringing together stakeholders, or joining with other stakeholders, to pursue a shared interest
- **Owner / Custodian** – obligations as a manager of community assets
- **Regulator** - undertaking a particular role in response to legislation (direct/specific or general duty of care), making and enforcing local laws.
- **Information Provider** – distribution of or displaying community information, developing resources to promote community understanding and to inform decision making
- **Part Funder** – contributing funds or resources, as one of a number of parties that contributes to service provision in our community



Our Strategic Planning Framework

Our **Strategic Plan*** guides all phases of Our Strategic Planning Framework. It states Council's four year goals for the city and provides direction for decision-making and how we prioritise our resource allocation. Each of the three phases of Our Strategic Planning Framework are outlined below:

■ Plan

Our high level plans guide our investment. The **Playford Community Vision 2043*** was developed in 2013 based on extensive community engagement and reflects the longer term aspirations of the community, organised under the goals of Prosperity, Liveability and Happiness. Our **City-wide Strategies** focus on a particular asset class such as open space or cycling and walking and help prioritise projects across the city. Our **Masterplans** outline our vision across a particular precinct or project area such as the Lyell McEwin Health Precinct or Virginia township.

■ Invest

We continue to invest in our growing community by undertaking new projects and delivering new services. The **Long Term Financial Plan*** ensures Council can deliver services, maintain assets and achieve its strategic objectives in a financially sustainable manner. The **Annual Business Plan and Budget*** is the 12-month plan to deliver the Strategic Plan and secure funding.



■ Review

We are constantly reviewing our investment. The **Asset Management Plan*** ensures effective and comprehensive management of our asset portfolios. We complete a range of different **analysis and planning activity** such as the Public Health Plan and Disability Access and Inclusion Plan continue to guide our investment in our existing services.

*These plans meet our obligations under Section 122 of the *Local Government Act 1999*, which states that a council must develop and adopt plans for the management of its area, to be called collectively the strategic management plans.



When reviewing our Strategic Plan, we wanted to ensure we were thinking beyond a single Council term. This means a shift to longer term planning, over a 12-year horizon.

This horizon ensures we will have a logical, sequenced approach to our work, understanding we can't do everything at same time.

Community and City Foundations 2020-2024

This Plan will ensure we prioritise the foundational needs of our community, through the services we provide and in any new projects we deliver.

Our community told us it was about focussing on things that impact their everyday life, from having safe roads and a neighbourhood that looks nice to a Council that talks to them more and uses their money wisely.

The five community themes that make up our foundations are:



Community Theme 1

Improving safety and accessibility



Community Theme 2

Lifting city appearance



Community Theme 3

Connecting with our community and each other

Connecting Our People 2024-2028

This Plan will focus on areas that help to **connect our people** to each other and their local community. Our existing services will be adjusted to enhance physical and social connections at the local community level.

Connecting Our Places 2028-2032

This Plan will focus on projects and services that **connect our places**. This means adjusting existing services where necessary to enhance connections across the city and initiating projects that help connect key places across the city.

Extensive community engagement was undertaken to help us define what **Community and City Foundations** means to our community (see page 12 *Listening to our community*). Similar engagement will take place in the future to develop the definitions for the **Connecting Our People** and **Connecting Our Places Strategic Plans**.



Community Theme 4

Supporting local employment opportunities



Community Theme 5

Using money wisely

These themes are what our community and Council agree make up our Community and City Foundations.





Listening to our community

We talked to and engaged with our community throughout July and August 2020 to assist in defining what the foundational needs of our city and community are.

The objectives of the engagement were to:

- **Inform our community** on the intention to focus on ‘foundations’ for the next four years, and highlight the intention to think beyond a single Council term to plan more strategically.
- **Involve our diverse community** in defining what they consider the ‘foundations’ to be.

We asked our community “What are your top three priorities for the next four years?”

The process included a city-wide survey, a series of ‘mini-meets’, information available online from the City of Playford Engagement Hub and questions in our annual Resident Satisfaction Survey and Business Survey. The engagement was underpinned by a dedicated social media campaign.



Over 1,600 people got involved and shared more than 3,500 ideas about what Council should focus on over the next four years.

The key foundational needs from our community included:

- The need for the City of Playford **to be easy to get around and safe**, incorporating the large amount of feedback received in relation to roads, traffic, infrastructure, footpaths, and safety.
- The need for the City of Playford **to look good and take pride in itself**, encompassing the wealth of input regarding maintenance of parks, open spaces and verges, rubbish removal and the environment.
- The need for residents and businesses **to feel informed and connected to services**, events and facilities, covering the vast input regarding the importance of services, events and facilities but more so the need for information about and connection to these services.
- The need for there **to be employment opportunities**, particularly for young people.
- The need for residents and ratepayers **to feel heard and that their rates are being spent wisely**, including concerns regarding rate rises, debt, roles, and community engagement.

Whilst these foundational needs by no means cover everything that was suggested by our community as being critical, they do provide a summary of the recurrent themes that were heard through our engagement with the community.

Curtis Road was one of the most talked about critical issues. Council understands it needs to work with the SA Government to address our community's concern regarding the plans to upgrade the road to ease congestion.

These needs have shaped Council's thinking about what Community and City Foundations means and helped develop the Community Themes, explained further in the next section.

A full copy of the *What We Heard Engagement Report* can be found on our website at playford.engagementhub.com.au.



The next four years

Making things happen

Council already has in place a set of decision-making filters to ensure we plan strategically for the future. These filters are front of mind when making decisions about our services or any new projects:

- We will work with other levels of government and stakeholders to ensure we maximise any opportunity to leverage external funding.
- We will finish what we have started in terms of our longer term projects that the community is expecting us to deliver.
- We will ensure that we meet our legislative requirements and legal obligations.

- We will stick to our Finance Strategy to achieve long term financial sustainability while still delivering planned services, responsibly managing debt and promoting the growth of the city.

For the next four years an additional Community and City Foundations filter is to:

- Adjust existing services where necessary to ensure foundational needs of our community are being prioritised and only initiate new projects if they are considered foundational or time critical.

These foundational needs were identified by our community and are summarised under the following themes:



Community Theme 1

Improving safety and accessibility



Community Theme 2

Lifting city appearance



Community Theme 3

Connecting with our community and each other



Community Theme 4

Supporting local employment opportunities



Community Theme 5

Using money wisely

From page 16, each of these themes are described in more detail to explain how Council will work with the community to address them in the coming four years.



Playford Library Service



By 2024 our community will...

Feel more confident about themselves and their families moving safely around their neighbourhoods.

Trust that Council is planning for and considering the ways that people get around the city now and into the future.

Community Theme 1

Improving safety and accessibility



Why is this important?

Residents told us about the need for the city **to be easy to get around and safe**, with a large amount of feedback received in relation to roads, traffic, infrastructure, footpaths, and safety.

This was the most talked about issue with our community that impacts on their quality of life and liveability of the city.

Our community want to walk out of their front door and have footpaths, roads and local parks that are accessible and safe.

It is a core function of Council and is relevant to our established and new suburbs.

What it is

- Using our existing resources and funding to maximise the maintenance and renewal of our roads, footpaths, and stormwater infrastructure.
- Ensuring our public spaces, such as parks and playgrounds, are safe and accessible for our community.
- Focus on local traffic management and calming, street lighting, and parking.
- Ensuring our footpaths are safe and accessible for all members of our community and meeting our obligations under the *Disability Discrimination Act* and the *Disability Inclusion Act*.



- Planning for future growth, ensuring infrastructure needs are planned out and considered in the context of our growing population and the needs of our diverse community.
- Advocacy to SA and Australian Government on public transport and key transport networks.
- Advocacy to developers and relevant agencies to improve the safety and accessibility of new developments.
- Incorporating Universal Design and Crime Prevention through Environmental Design principles into our work.

What it's not

- Duplicating the SA Government's role in relation to planning, investing and managing the metropolitan bus and train networks.
- Solving all traffic congestion problems in the next four years, including the duplication of Curtis Road.

Council's Role

Ownership and management of infrastructure and other assets, including roads, footpaths, parks and stormwater infrastructure.

Council has a strong focus on leveraging external investment opportunities to **part fund** the costs of infrastructure projects such as roads, open space and stormwater.

Planning for the growth of our city and negotiating with developers to ensure the best outcomes for our community.

Advocating to SA and Australian Government on public transport and key transport networks, including for the upgrade of state owned roads and intersections.

As part of the Development Application process, Council acts as a **regulator** to ensure that the appropriate building and engineering standards are met for any new infrastructure.

By 2024 our community will...

Feel more pride in the appearance of their neighbourhood.

Be inspired to take more initiative in how their street and local neighbourhood looks.

Experience increased wellbeing as they enjoy spending more time in public realm spaces that look and feel nice.

Community Theme 2

Lifting city appearance

**Why is this important?**

Residents told us they want the city **to look good and take pride in itself**, with a wealth of input regarding maintenance of parks, open spaces and verges, rubbish removal and the environment.

We were established as a garden city and this is still of importance to our community.

Our community values green spaces and the way our city looks and wants this to improve.

City appearance contributes greatly to community wellbeing and the liveability of our area.

What it is

- Growing pride in the city and making it more liveable.
- Greening the city to create an attractive and welcoming public realm.
- Establishing specific targets to increase tree canopy coverage across the city.
- Maintaining and uplifting the appearance of our parks and reserves, open spaces and verges within our existing resources.
- Street cleaning, rubbish removal and graffiti, and managing and educating our community about illegal dumping to improve the aesthetics of our neighbourhoods.
- Uplifting areas within our control and encouraging residents to improve the upkeep of their private property.



- Working with developers to ensure the public realm they deliver in new areas can be realistically maintained by Council into the future within existing service standards.
- Setting consistent and affordable public realm standards/guidelines for the areas that Council has care and control over.
- Advocating for private realm upgrades and encouraging landowners to leverage off our work in the public realm.

What it's not

- Investing in public realm upgrades in our older suburbs to the same standard that is provided by private developers in our newer areas, as this is beyond our budget.
- Reshaping the entire city with public realm improvements over the next four years.

Council's Role

Provision of a wide range of services, including street cleaning, graffiti removal and waste management and the maintenance of parks and trees.

Ownership and management of infrastructure and other assets, including roads, footpaths, parks, and stormwater infrastructure.

Leading by example to create well maintained public realm to encourage our community to do the same in their own properties.

Planning for the growth of our city and negotiating with developers to ensure the best outcomes for our community.

Advocating for private realm upgrades, encouraging private realm developers to leverage off our plans/activity and for the renewal of public housing.

Regulating illegally dumped rubbish across our city.



By 2024 our community will...

Trust Council, understand the services it delivers and actively use those services.

Value what Council does and what Council can do for them.

Feel that Council is approachable and easy to interact with.

Feel listened to.

Believe that Council has its best interests at heart.

Community Theme 3

Connecting with our community and each other



Why is this important?

Lots of residents and businesses told us they don't know enough about Council's services, events and facilities. Residents want to feel **informed and connected to our services**.

Council provides a big range of services to the community; we want people engaged and using them to proactively improve their quality of life.

We want people to know what services they can access from Council – and where they can go to access the services and support that we don't offer.

Transparency improves trust and confidence.

What it is

- Making sure our diverse community is informed and aware of the services, programs, facilities and events that matter to them, whether they are run by Council or other service providers.
- Assessing what we do to ensure the design of services and development of infrastructure meets the needs of our community.
- Placing a community and customer experience lens on everything we do.
- Involving people in decision-making and encouraging feedback on a wider range of topics and services, listening to their ideas and understanding their expectations and experience.



Playford Men's Shed

- Connecting people with services and support outside of Council's control.
- Supporting our volunteers to assist Council in delivering our wide range of community services.
- Talking about what we do and being open, transparent and accountable in our communication.

What it's not

- Creating lots of new services.
- Trying to be all things to all people.
- Involving the community in every decision we make or taking on board every idea we are given.

Council's Role

Provision of a wide range of services, including community services or facilities, and cultural or recreational services or facilities.

Part-funding other community organisations to deliver services that we don't provide.

Partnering with other providers to ensure our spaces and places meet community needs.

Providing Information on Council services and facilities through Playford News, our website and social media. We also play a part in connecting our community with other service providers such as home assist and NDIS.



By 2024 our community will...

Feel confident Council is doing what it can to support local jobs and businesses.

Feel inspired to gain education, training and new skills as there is a better chance of getting a job here.

Community Theme 4 Supporting local employment opportunities



Why is this important?

Residents told us they want there to be **increased employment opportunities**, particularly for young people.

The topic of jobs, business development and economic growth was identified as a key priority by our community.

We have relatively high unemployment rates and this could be worsened as we face a recession in the post-pandemic economic climate.

We have the ability to leverage our city strengths to benefit our community and increase employment levels.

What it is

- Acknowledging we have a role to play to support the economic climate in our city.
- Supporting and leveraging opportunities we have to influence economic growth.
- Leveraging strategic partnerships and land use planning to create employment opportunities in the Northern CBD, Lyell McEwin Health Precinct, Greater Edinburgh Parks, horticulture sector and defence base.
- Promoting our attractive climate for new businesses to set up shop here.
- Actively encouraging and advocating to attract new commercial businesses and help connect them with others in the Playford economy.



Stretton Centre

- Providing existing businesses with information, education and training to support their growth.
- Advocating for increased training and employment options to improve opportunities for our youth.

What it's not

- Promising to create new jobs – we can't solve the unemployment problem by ourselves but we have a role to play in leveraging employment opportunities and promoting an attractive business climate.

Council's Role

Facilitate commercial and industrial growth in the Northern CBD, Health Precinct, Greater Edinburgh Parks, and significant industry sectors including horticulture, defence, construction, manufacturing and retail.

Part funding a range of industry support initiatives.

Advocacy to attract business investment and leverage strategic partnerships.

Provision of information and resources to support our existing and future business community.



By 2024 our community will...

Trust that Council is spending their rates wisely and using resources for the good of the community.

Trust Council is responsibly managing our finances, including debt.

Be reassured that Council does business honestly and fairly.

Community Theme 5

Using money wisely



Why is this important?

Our residents told us that they want **to feel heard and that their rates are being spent wisely.**

We need to be financially sustainable to continue to deliver to our community.

Each generation should pay for its fair share of an asset, service or resource and solid planning is important to make sure this happens.

Finance matters can be confusing - we want people to better understand how we are responsibly managing their money.

We are a growing council area which means high demand for funding and resources.

What it is

- Sticking to our Financial Strategy, even if it means making difficult decisions.
- Continuing to invest in assets that meet the social and infrastructure needs of our growing city, even if it means borrowing money.
- Making the most of existing resources and continually reviewing the best way to do things.
- Thinking about things in the long-term and making evidence-based decisions.
- Talking to our community about money and finances in a simple and relatable way.



What it's not

- Stopping investment – we will still incur debt if it benefits our community.
- An end to rate increases.
- Funding everything ourselves.

Council's Role

Advocating to other stakeholders to invest in our community through grants, infrastructure provision or services.

Ensuring we make the best of our existing resources to maintain the community assets under our **care and ownership**.

Providing information in an open and transparent way so our community better understands how we are spending their money.

Contributing resources as **part funder** of projects and services to leverage external funding opportunities.



Tracking our progress

This Strategic Plan outlines the foundational needs of our community for the next four years. Council currently tracks its progress in a number of ways, including:

Ongoing engagement with our community – building on the rich insights provided by our community to develop this Strategic Plan. Includes formal engagement processes, as well as conversations with Elected Members and staff.

Strategic Plan Update Reports – a monthly report to highlight how the monthly forward agenda is contributing to the delivery of Council's Strategic Plan.

Quarterly Organisational Performance Reports – an update of progress made in the previous quarter towards the services and projects funded in the Annual Business Plan and the achievement of the Strategic Plan.

Annual Report – an overview of the projects and services that Council has delivered across the city throughout the preceding year.

Annual Resident Satisfaction Survey – an annual survey to understand residents' needs, attitudes and expectations towards service delivery, facilities and the organisation's strategic direction.

Annual Business Survey – an annual survey for local businesses to have their say on the type of support they would like to receive from Council.

Council has a strong focus on engaging with our community and customers to understand their experience of us and gather feedback and insights to help measure our performance and improve service delivery. This will enhance, and may require some adjustments to, how we track our progress on this Strategic Plan over the four year period.



Draft Strategic Plan 2020-2024

Community and City Foundations

