



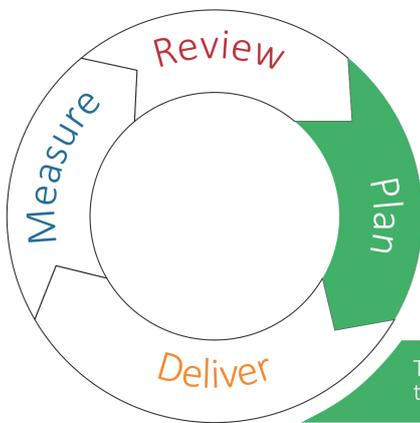
Strategic Plan

2016-2020

Version 2

Updated July 2016





This document forms part of the Plan Section of the City of Playford Business Planning Framework

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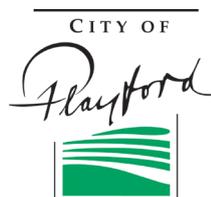




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COUNCIL MEMBERS

MAYOR



Glenn Docherty

WARD 1



Agapios (Peter)
Rentoulis



Carol Muzyk



Cr. Dino Musolino

WARD 2



Cr. Gay Smallwood-
Smith



Esperanza (Jane)
Onuzans



Cr. Adam Sherwood

WARD 3



Cr. Andrew Craig



Cr. Joe Federico

WARD 4



Cr. Max O'Rielly



Cr. Denis Davey



Cr. Shirley Halls

WARD 5



Cr. Marilyn Baker



Cr. Michael Joy

WARD 6



Cr. Samantha
Blake



Cr. Duncan MacMillan
Position Deputy Mayor

FOREWORD

Like many Australian communities, the City of Playford faces ongoing economic and social headwinds. More than ever, our residents and businesses look to its leaders to be more agile, more capable and better at prioritising the needs of community.

We face one of the biggest changes to northern Adelaide in 50 years, with the closure of General Motors Holden in 2017. Our reliance as a region on manufacturing to provide economic stability has passed. That's not to say it doesn't have a place in our economy, but it cannot be the driver.

Globally, the world is coming to terms with how rapidly changing technology will shape our future. The digital revolution continues to connect and change society in ways we couldn't have imagined just a few years ago. The digital economy - those activities that are enabled by technologies such as the internet and mobile devices - has changed community expectations about how they access services and information.

Council knows it must be open to new ideas and in response, this updated Strategic Plan incorporates the social and economic programs needed to transform the City of Playford into a Smart City, Connected Community.

A focus on transitioning Playford into South Australia's leading recognised Smart City will drive our economic and social prosperity. Technology will enhance the connections between our residents, business and visitors; it will provide our community with increased opportunities; access to education and training and new jobs.

We will be a Council that opens doors through technology to stimulate economic activity.

It will help further shape Council services. While our commitment to serving the community will not change, the way in which we deliver those services most certainly will. Our goal is to provide the community with access to simple, smart digital services that assist them in their interaction with Council. Those who want to access services through traditional ways will still receive the benefits of digital services, as back end Council processes become more efficient through technology.

We will partner with experts in the field, collaborate with innovators and work with our community to respond to challenges – and opportunities – in smarter ways. We will bring the community along this journey with us – the community will be at the centre of the design of our smart city.

We recognise that access to the internet offers a gateway to social, educational and economic growth. We also know that many of our businesses and residents need better internet connectivity. As a priority, we will immediately refocus our existing efforts on developing Playford as the CBD of the North, by incorporating enhanced digital connectivity and smart infrastructure into its design. We will offer increased access to the internet in public spaces, beyond existing public library networks.

We will also heighten our commitment to bringing new technology-focused businesses and services to the region within the next four years. In the immediate term, we have increased our commitment to existing local industries, suppliers and employers through our supply contracts and construction projects. All now have an emphasis on local supply, local employers and local contractors.

To get our workforce ready for both traditional and smart jobs of the future, we will work with education and training providers to make sure our community has the skills need to meet demand.

These are just some of the initiatives that will drive the transformation of the North, using technology to create a smart and connected community that is happy, liveable and prosperous.

We believe that our Smart City, Connected Community direction will reinvent Playford and lift this proud and resilient community.



Glenn Docherty
Mayor



Mal Hemmerling
CEO

1. OUR CITY

Located some 30 kilometres north of Adelaide, the City of Playford is one of the fastest growing outer metropolitan areas in Australia.

Home to 88,000 people, our region covers 345 square kilometres, accounting for much of Adelaide's northern perimeter. Extending from the Adelaide Hills in the east to the Gulf St Vincent in the west, much of Playford's population is concentrated around the suburban centre of Elizabeth. Beyond this urbanised heart is a unique blend of open spaces, natural waterways, biodiversity and prime agricultural land.



Home to
88,222
people



Population projected to increase in the next 15 years

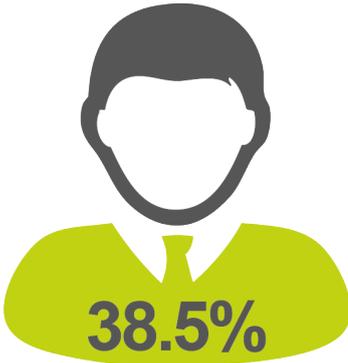
127,000+



\$2.66 Billion

Gross Regional Product

Diverse and affordable housing options



of population aged under 24 years

Area of 345 Km² with



85%
Open space



of people born overseas

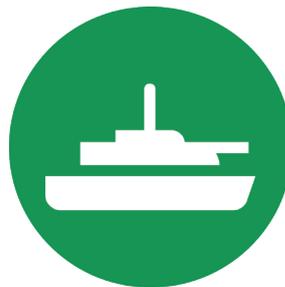
Future growth industries



Digital economy



Health



Defence



Horticulture

2. PLAYFORD COMMUNITY VISION 2043

The Playford Community Vision 2043 was developed by the Playford community in 2012 to respond to and manage the opportunities that are before the City and to guide and inspire its future.

The Vision was created following extensive community engagement, with over 1,000 of our residents, businesses, service providers, community groups and other stakeholders providing their views of how they want Playford to be in 2043.

Overall, the process identified that Playford needs to consider how it intends to develop and grow in a sustainable manner, how it will adapt to changes in Australia's economic structure, and how it will embrace technological change and community expectations.

The community's vision for the city it wants Playford to be by 2043 reads as follows:

“Playford is the City of Opportunity, supporting the community's hopes and aspirations to be vibrant, thriving and sustainable. It provides an enviable lifestyle that is connected, healthy, happy and proud, where each individual can take advantage of the many opportunities offered, making the City prosperous, liveable and happy.”

The vision is also described in terms of the three key aspirations of our community, being:



Prosperity	Liveability	Happiness
Playford will be a thriving City with the right conditions for people to be able to take advantage of the many opportunities on offer to prosper as individuals and communities.	A diversity of lifestyle choices will be on offer based on being connected, well-planned and attractive with the appropriate infrastructure and services to support a village type atmosphere for both urban and rural living.	A sense of happiness will pervade in the City, brought about by a satisfaction with the opportunities that are present to work, live and play in a flourishing environment.

The Playford Community Vision 2043 provides a common focal point for community members, as well as all levels of government and the multitude of non-government organisations working in our local area. No single entity will be able to guide and support our community towards this vision – it will require a collective, collaborative effort.

3. COUNCIL'S STRATEGIC PLAN

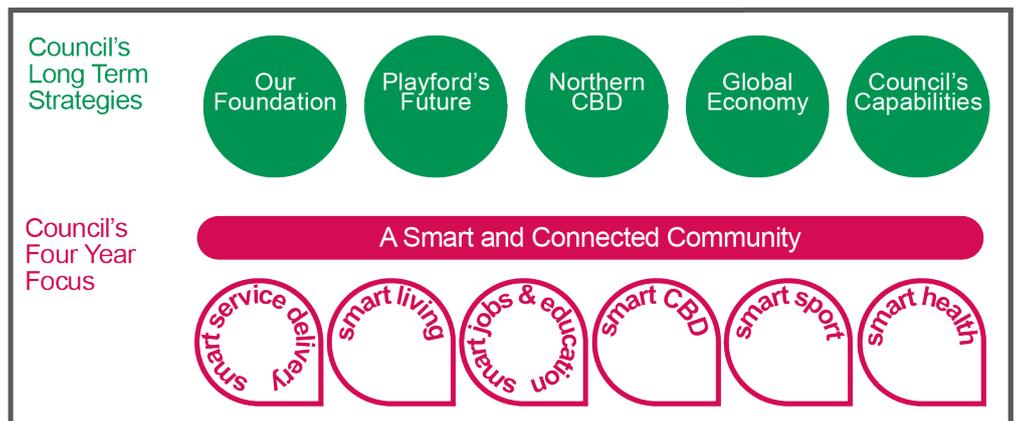
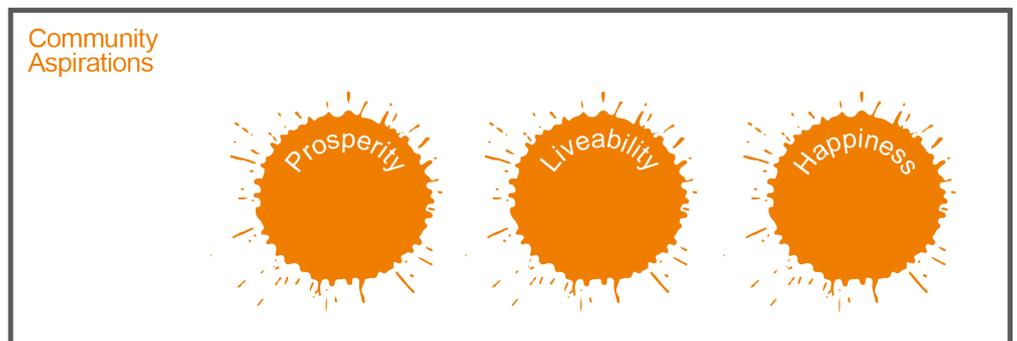
In January 2014, Council adopted a new Strategic Plan to respond to the Playford Community Vision 2043 and to articulate Council's role in the achievement of a liveable, prosperous and happy City for our community.

Five long term strategies were developed to describe Council's overarching direction and priorities:

- Strategy 1: Our Foundations – services, city presentation and community pride
- Strategy 2: Securing Playford's future and building value
- Strategy 3: Elizabeth, Adelaide's Northern CBD
- Strategy 4: Securing Playford's position in the global economy
- Strategy 5: Building our capabilities

Council has recently revisited its Strategic Plan and found these long term strategies to still be relevant. They are further explained in Section 5 following.

However, this refreshed version of the Strategic Plan has been prepared to provide a more focused approach to delivering results against those long term strategies. The twenty-one "lighthouse projects" from the previous version have been refined and are now described in terms of six "smart programs". These priority programs, outlined in Section 7, clearly define where we will direct our resources over the next four years, from now until 2020.



It should be noted that there are many variables that can impact year-to-year on relative priorities and available resources and as such this document should be taken as a 'point in time' statement of where we intend to focus our efforts over the next four years.

The Smart City approach outlined in this Plan also requires some degree of flexibility and agility to respond to ever changing internal and external conditions. This Plan is therefore likely to see several iterations during the next four years as we adjust rapidly to such changes to ensure the needs of our community can be met in the most efficient way possible.

4.1 Council's Role

Councils are established under the *Local Government Act 1999* to provide for the government and management of their area at the local level.

One of our core roles is the direct delivery of services and assets to meet the needs of our community.

However, a range of services required by our community falls within the responsibility of other levels of government. We therefore need to play additional roles to that of direct service provider – roles such as advocacy, facilitation and partnering, which are crucial in attracting the necessary expertise and resources needed to manage and transform our City over time.

Overall, Council aims to adopt the most effective role possible to achieve the short, medium and long term outcomes our community needs. This means we respond to our community needs and aspirations in different capacities on different issues, taking on roles as diverse as:

- Direct Service Provider
- Leader / Planner
- Advocate
- Facilitator / Initiator / Partner
- Owner / Custodian
- Regulator
- Agent / Broker
- Information Provider
- Part Funder

4. OUR LONG TERM STRATEGIES

Council's five long term strategies are explained in more detail below.



4.1. Strategy 1 – Our Foundations – Services, City Presentation and Community Pride

Playford will rebuild itself with a range of facilities and services providing a village lifestyle that is connected socially and physically through a network of open spaces and sustainable trails. A sense of identity will pervade in the City with residents and businesses alike being proud of the community in which they chose to live and work.

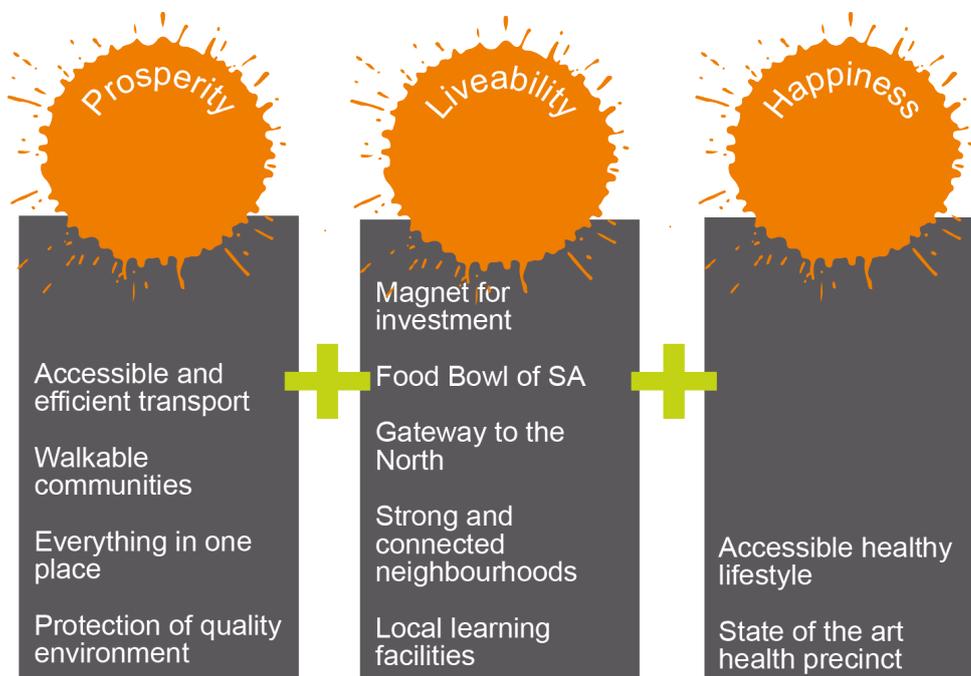
With this first strategy Council recognises that the work we do to deliver excellent services, maintain and enhance the presentation of the City and promote greater pride in the City is fundamental to our community's long term aspirations. Our work on this strategy will progress the following aspirations from the Playford Community Vision 2043:



4.2. Strategy 2 - Securing Playford's Future and Building Value

Playford will ensure that the land that we own or govern is preserved for appropriate residential, manufacturing, horticultural, agricultural, commercial and recreational needs. We will undertake structure planning and build assets and infrastructure that secure our social, environmental and economic future.

This strategy ensures that the diverse services needed by future generations can be delivered based upon appropriate uses of land in the City and the construction of essential infrastructure for future urban and economic development. Our work on this strategy will progress the following aspirations from the Playford Community Vision 2043:



4.3. Strategy 3 - Elizabeth, Adelaide's Northern CBD

Playford will further develop the Elizabeth Regional Centre as the major retail, commercial, education, social services, arts and entertainment centre for the region. This development will integrate with and underpin adjacent urban renewal, a Regional Sports Precinct, the Lyell McEwin Health Precinct, and a regional Education and Training Precinct with expanded tertiary facilities linked into developing manufacturing industries and the Defence Precinct.

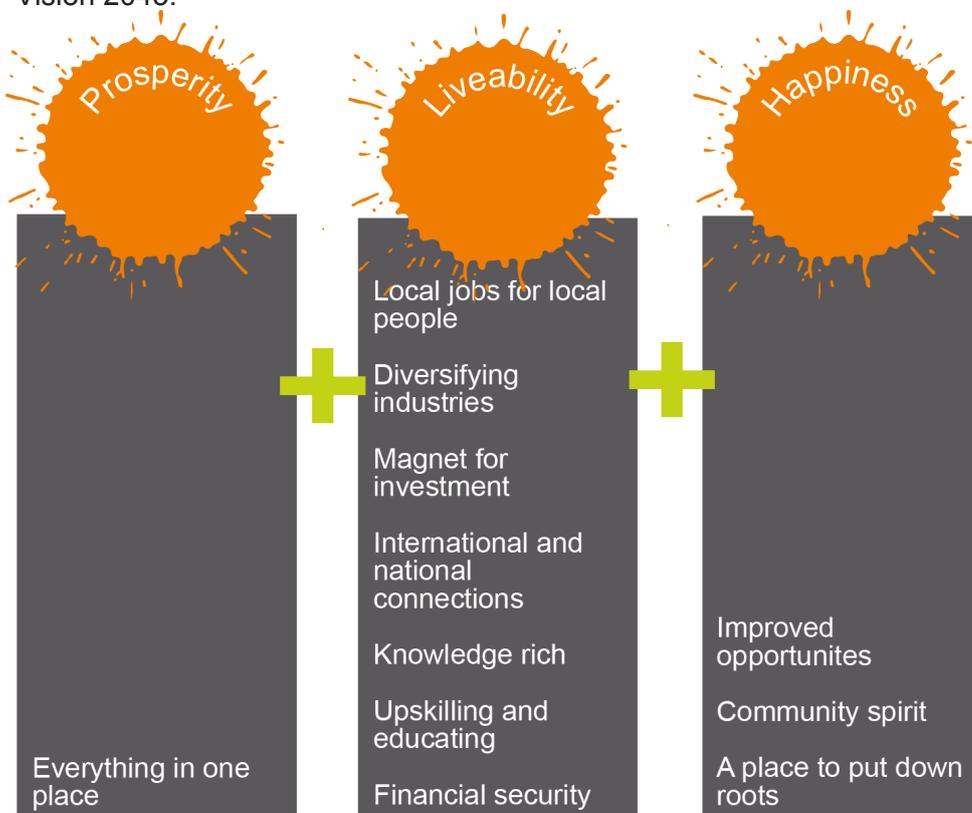
This strategy recognises the importance of redeveloping the Elizabeth Regional Centre as the heart of our City to provide an expanded range of services for our community and to support economic growth. Our work on this strategy will progress the following aspirations from the Playford Community Vision 2043:



4.4. Strategy 4 - Securing Playford's Position in the Global Economy

The City of Playford will capitalise on its strategic geographical position and demographics to work with other local government bodies, the State and Commonwealth governments, applied research bodies and other regions to establish a diverse industry base and expand its defence, advanced manufacturing, horticulture, health and ageing industry sectors to provide local jobs for local people, capitalising on the digital economy, as the foundation for a rising standard of living for the community.

This strategy recognises the importance of establishing next generation industries and associated supply chains to provide a long term employment base for our community and regional wealth creation. Our work on this strategy will progress the following aspirations from the Playford Community Vision 2043:



4.5. Strategy 5 – Building Our Capabilities

As the entity responsible for many of the needs of its community, the City of Playford will focus on improving its financial performance, innovation and skills in partnership development and advocacy to resource and guide the achievement of this Strategic Plan.

This strategy expresses the role that the City of Playford will play in the achievement of this Strategic Plan and emphasises how we will engage all stakeholders in jointly contributing to the achievement of this Plan. Our work on this strategy will underpin progress across each aspiration of the Playford Community Vision 2043.



5. THE NEXT FOUR YEARS – CHALLENGES AND OPPORTUNITIES

Across the world, cities are experiencing a range of social, economic and environmental opportunities and challenges relating to their growth such as:

- Increasing population
- Increasing demands upon ageing infrastructure such as roads and transport systems
- Changing economic conditions and competition regionally, nationally and internationally
- Evolving social, cultural and community needs and expectations
- Increasing environmental challenges
- Increasing technological capabilities

This is no different for Playford and over the next four years, some of our specific challenges include:

- The closure of GM Holden in 2017 leading to a high number of job losses, the need to reskill and transition that workforce as well as transition from our traditional reliance on automotive manufacturing
- Servicing our growing population which is consistently growing at a rate of 2.68% average per year over the last 10 years
- The need to balance the development of new urban developments with the housing, social and infrastructure renewal of the older Playford suburbs
- Ensuring our region can adapt to climate change risks

Despite these challenges there is an opportunity to grow and adapt our city as we have done throughout our history. A Prosper in Elizabeth brochure from the 1950s talks about building planned, fast growing communities, a place to bring up a family, and self-contained neighbourhoods with everything in one place.

Some sixty years later this sense of vision and optimism is also reflected in the Playford Community Vision 2043. The Vision outlines the community's aspirations for a thriving city with the right conditions for people to prosper. A City with a diversity of choices leading to a lifestyle that is connected, healthy, happy and proud.



The next four years present a number of opportunities that Playford can take advantage of. Our key projects such as the CBD, Playford City Sports Precinct and the Lyell McEwin Health Precinct are gaining momentum and will create jobs that stimulate our local economy. These projects will also result in facilities that improve city amenity and our community's lifestyle.

We are part of an increasingly globalised community and as such we are looking internationally for partnership, investment and trade opportunities to stimulate our economy and boost local jobs. Our recent Memorandum of Understanding with the City of Zibo in China will explore commercial opportunities in education, sport, food and horticulture, water, smart technologies and construction.

We will look to capitalise on the benefits that the relocation of the Adelaide United Football Club home base and training ground to Elizabeth has provided. We have an opportunity to enhance our reputation and promote our region as a great place for elite sporting activities.

Through the National Growth Areas Alliance Fund Our Future campaign, we are calling on the Federal Government to create a multi-billion dollar fund to upgrade road, rail and health infrastructure in areas like Playford. We are specifically keen to see a guarantee from the Commonwealth and State Governments to electrify the Adelaide-Gawler Rail Line.

And the ongoing development of our water business has the opportunity to provide long term financial savings and promote environmental sustainability.

Council has identified the Smart City approach as a way to embrace these challenges and opportunities. Whilst the definition of a Smart City is continually evolving, in general terms it means leveraging technology to create a better and healthier place to live, where business can prosper, people are happy and there is a sustainable economy.

Local Governments worldwide are using this approach to:

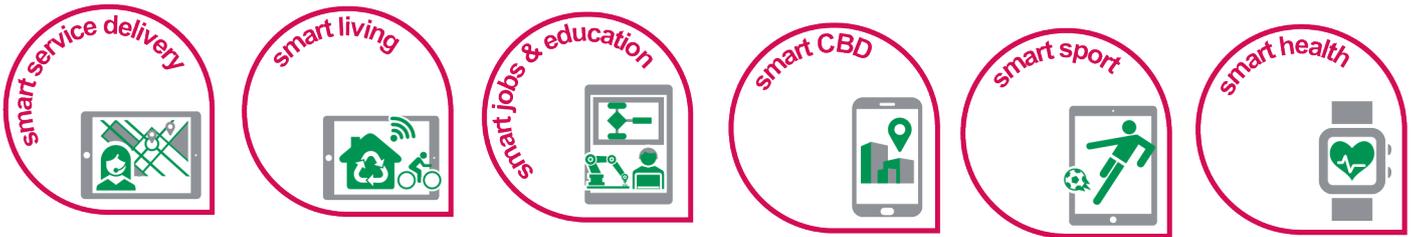
- Better service their local community needs
- Improve the efficiency of their operations
- Improve the services they provide
- Achieve higher levels of sustainability
- Stimulate economic activity



6. OUR FOUR YEAR FOCUS

To deliver progress against its five long term strategies, Council has identified six Smart Programs to focus its efforts in the next four years. These Smart Programs will build on Council's ongoing commitment to continuous improvement by looking for smarter, more innovative and efficient ways to meet our community needs.

A Smart and Connected Community



For Playford, adopting smart principles means:

1. Smart use of technology

- We will use information, communications and data to make more informed, efficient and timely decisions
- We will use digital platforms, in addition to other traditional methods, to engage with our community, increasing the timeliness of our communications
- We will leverage technology to serve our community

2. Smart ways of transforming our city

- We will embrace change and try non-traditional approaches
- We will test and pilot new ways of doing business
- Our business will be agile and able to adjust rapidly to changes, ensuring the needs of our community can be met in the most efficient way possible
- We will ensure that our services and facilities are designed to optimise resources
- We will collaborate with other levels of Government and non-government agencies to reach innovative solutions and attract investment

For our community, the benefits of the Smart City approach will be:

- Improved liveability
- Improved connectivity
- Sustainable economic growth and transition
- Enhanced environment
- Increased learning opportunities

smart service delivery

The Smart Service Delivery Program is about continuing to provide for the changing needs and expectations of our diverse community, delivering the services that they require. It means making the most of our community's existing strengths, talents and diversity, as well as working smarter to connect our community with each other to contribute to overall community wellbeing and the economic life of the City.

Council will increasingly need to use innovative problem solving approaches and smart technological solutions to ensure we make best use of our available resources to meet these demands.





Why is this important?

The Smart Service Delivery Program is important to create a solid foundation on which to rebuild and reposition our City.

Service delivery is the core of Council's business and we need to live up to our community's expectation that our services and amenities will be delivered to a high quality.

Enhanced city pride and improved reputation will raise the profile of the area and make Playford a more attractive place for people to live, work and do business. This will lead to investment in the City and the growth and diversification of local jobs for local people.

In the next four years we will...

Continue to improve our City presentation ensuring our streetscapes and open space assets are maintained in an attractive way.

Improve our service delivery to add value to the wellbeing of the community.

Maintain our infrastructure and assets engendering a sense of pride and encouraging investment in the City.

Continually look for ways to work smarter and "do more with less" for our community and improve their satisfaction with our services by:

- Providing more choice for customers in terms of how they deal with Council,
- Improving access to up-to-the-minute information on Council services and the status of customers' requests,
- Equipping our field staff with better 'mobile tools' to support their daily work throughout the City; and
- Investigating technological solutions for ways to improve our service delivery.

Continually monitor the services and infrastructure we provide, and adjust them where needed, in line with up-to-date information and feedback from our community.

Seek smart ways to connect our community with other organisations who can meet their needs, in the case of services that Council does not provide.

Lead by example by collaborating with other service providers, focussing on improving the overall end benefit for our community within our collective resources.

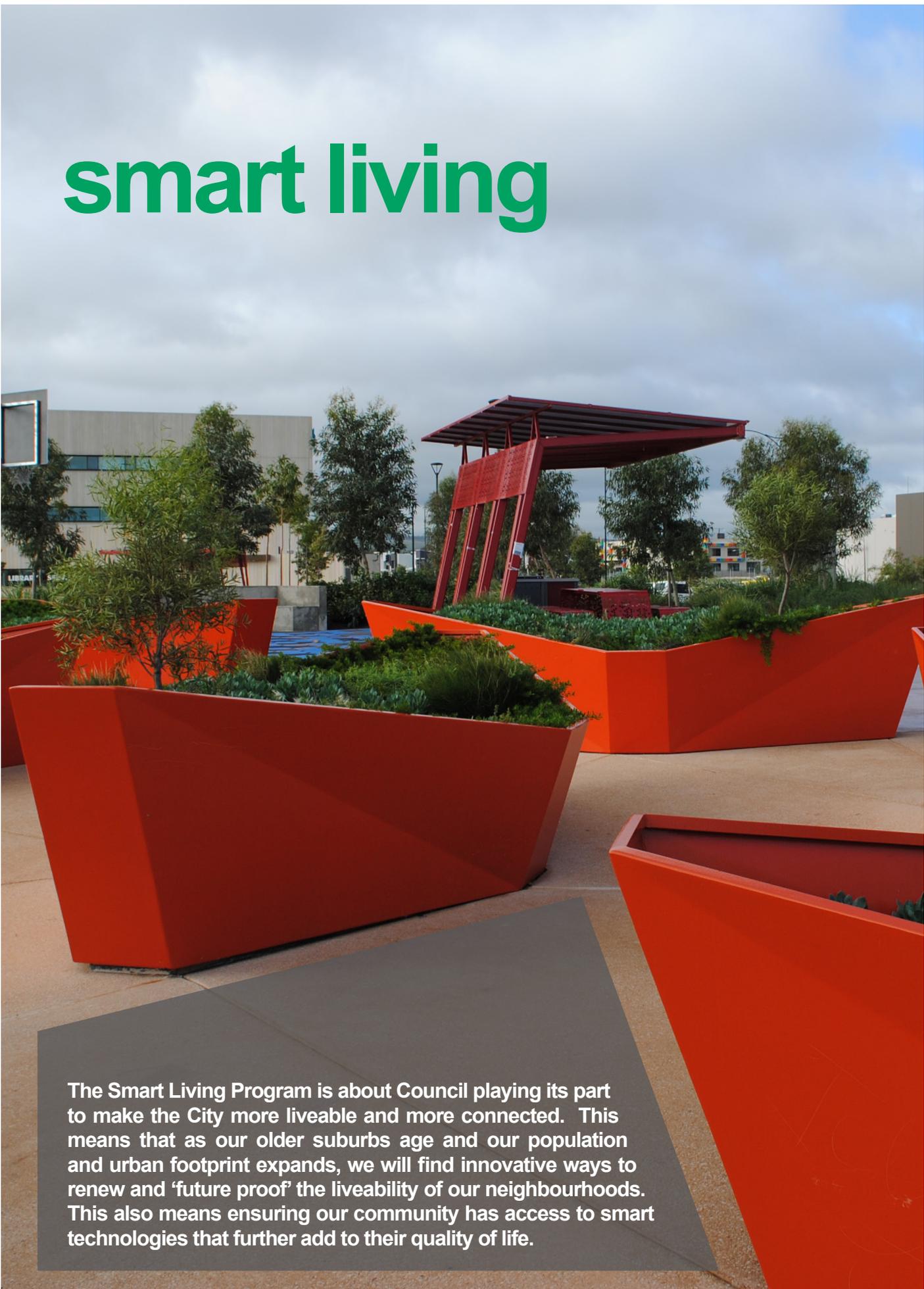
The community will see...

An attractive and well maintained City
 More efficient ways to deal with Council
 More council services available online

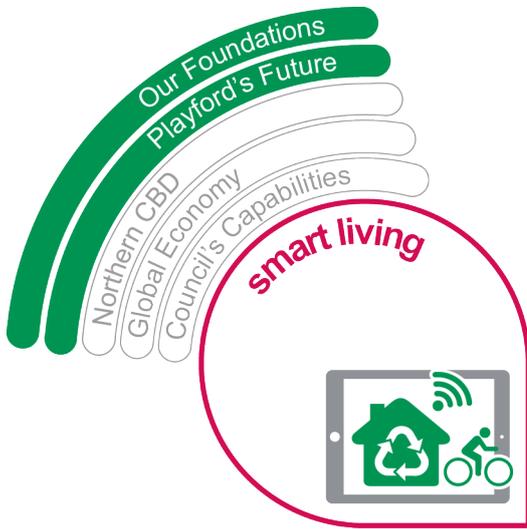
The community will experience...

A choice of ways to better connect with Council
 An increased sense of pride
 A full range of services they desire

smart living



The Smart Living Program is about Council playing its part to make the City more liveable and more connected. This means that as our older suburbs age and our population and urban footprint expands, we will find innovative ways to renew and ‘future proof’ the liveability of our neighbourhoods. This also means ensuring our community has access to smart technologies that further add to their quality of life.



Why is this important?

The Smart Living Program is important to support the ongoing development and renewal cycle of the city, to improve the presentation and community pride in these areas. It is also key to securing the social, environmental and economic future of the City.

We need to ensure that our residential growth and renewal provide the liveable neighbourhoods and urban amenity required for a growing population.

In the next four years we will...

Continue to deliver the Playford Alive urban renewal project and be on track to finalise it by 2022.

Pursue innovative solutions for renewing our other older suburbs and increasing the diversity of housing choices.

Develop city-wide structure plans to guide the development of smart, liveable and connected neighbourhoods and employment zones.

Safeguard the delivery of these plans with clear infrastructure agreements between Council, landholders, developers and other levels of Government.

Advocate for investment to improve the ease of commute and movement on our public transport system.

Encourage climate ready, sustainable and efficient building techniques to create more liveable communities.

Advocate for essential infrastructure such as the electrification of the Adelaide-Gawler trail line and the NBN.

Promote the inclusion of smart technologies in new developments as well as greater focus on urban green space and natural environments to cope with climate impacts.

Expand the use of recycled water to existing and new Council reserves.

The community will see...

Infrastructure to meet their needs

Urban renewal continuing in Playford Alive

Catalyst projects to encourage other urban renewal

New developments proceeding in an orderly manner

Deployment of smart technologies

The community will experience...

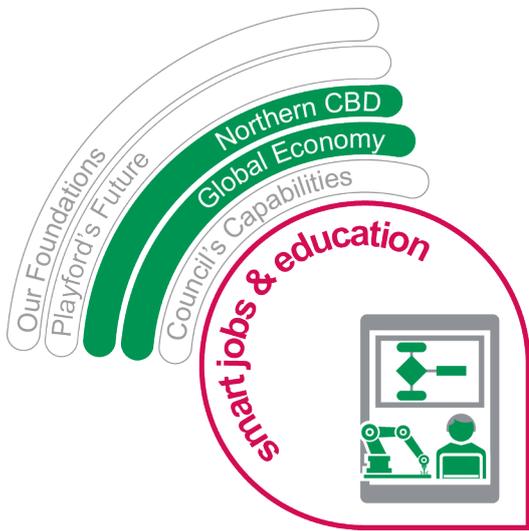
Walkable neighbourhoods

Improved wayfinding across the City

smart jobs & education



Our Smart Jobs and Education Program is about Council leading by example and advocating to other organisations to support the diversification of our local economy and improve the employment prospects for our community – both in the immediate future as we face the closure of GM Holden and in the longer-term as the local industrial base transitions. This includes providing the right environment for investment and business attraction. It also means connecting our community up with the right skills and education they need to play their part in the transitioning economy.



Why is this important?

The Smart Jobs and Education Program is important as employment is one of the lead indicators of an individual's and a community's overall wellbeing.

We need to ensure that our local workers have the right training and skills to take advantage of the growth of jobs in new industries such as advanced design and manufacturing, horticulture and food production and health, as well as transport, logistics and other supply chain sectors.

By making the most of our comparative advantages and building on our current assets and skills we can contribute to a sustainable economic transformation and ongoing prosperity for current and future generations.

In the next four years we will...

Foster local job creation via the Stretton Centre, using its agility and access to the best thinkers, networks, research and industry. Programs and research conducted through the Stretton Centre will ensure that education and training choices available to Playford residents better match the future job opportunities within the region.

Increase our focus on providing entry level work opportunities, work experience and live training sites for local job seekers. Wherever practical, Council will update/refocus our existing services to include educational and/or employment outcomes and connections.

Refresh our Procurement Policy to encourage and promote the economic benefit to the State, Playford and Northern region from labour, capital and supply inputs in Council's procurement activities.

Continue to encourage commercial and industrial growth in the city through targeted rating policy and incentives.

Assist our business community to explore green and low carbon growth opportunities in response to climate change.

Support the up-skilling and sustainable growth of the food sector in the Adelaide Plains Food and Wine Region.

Continue to strengthen our connections with key international markets, including China.

Introduce smart regional stormwater management to maximise economic return and jobs growth in industrial and horticultural enterprises.

The community will see...

Local jobs for local people

Education and training opportunities located close to where they live

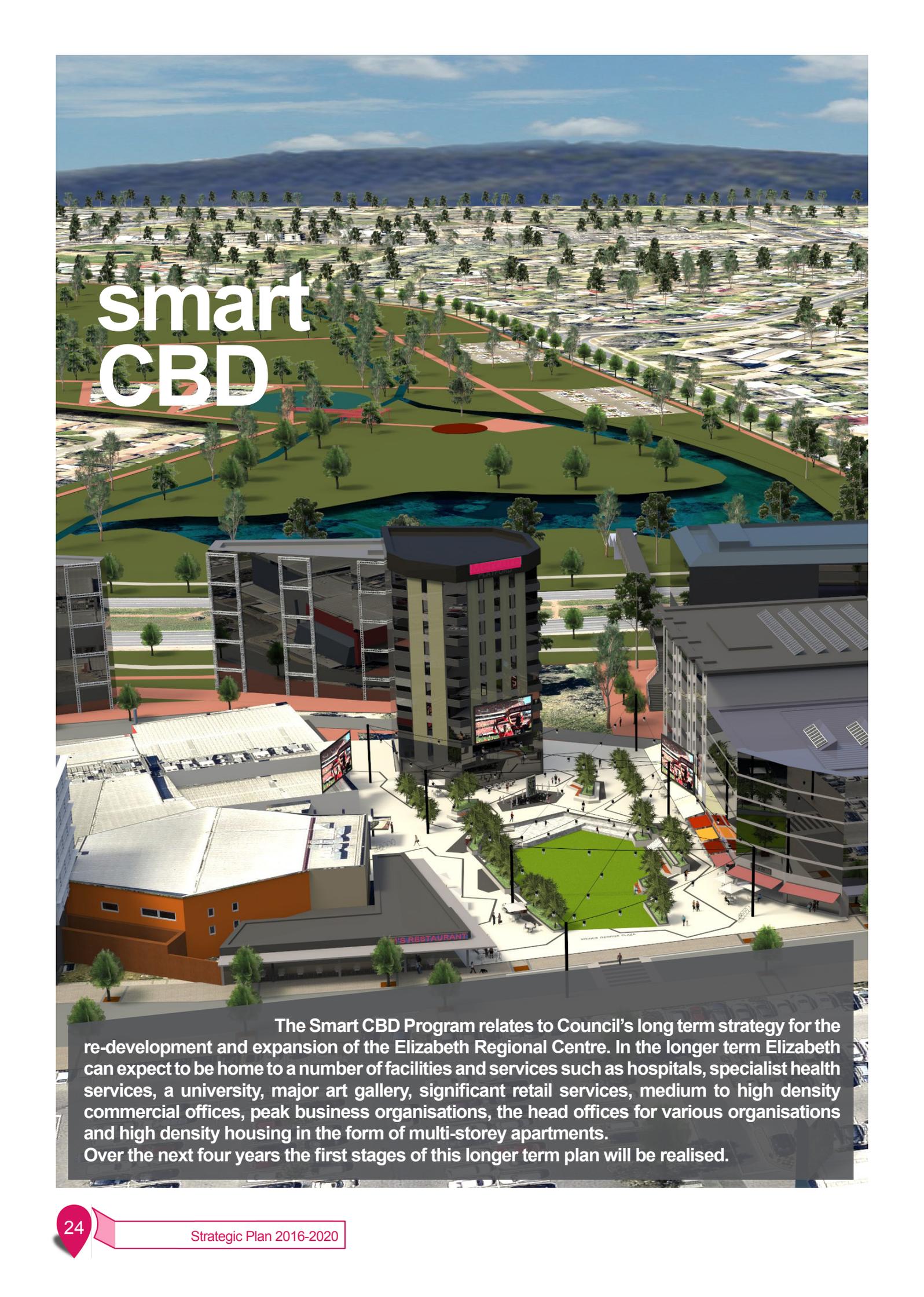
The creation of an e-learning infrastructure

Increased economic activity leading to a more sustainable economy

The community will experience...

Confidence in their future financial security

More flexible pathways to employment



smart CBD

The Smart CBD Program relates to Council's long term strategy for the re-development and expansion of the Elizabeth Regional Centre. In the longer term Elizabeth can expect to be home to a number of facilities and services such as hospitals, specialist health services, a university, major art gallery, significant retail services, medium to high density commercial offices, peak business organisations, the head offices for various organisations and high density housing in the form of multi-storey apartments. Over the next four years the first stages of this longer term plan will be realised.



Why is this important?

The redevelopment of the CBD is important as we look to provide an expanded range of local services to support our growing community. The growth and diversification of local jobs will also be evidenced in the CBD.

A Smart CBD will introduce greater housing choice and stimulate development in the City.

The thriving and vibrant CBD will increase social connections, encouraging community connections leading to an improved sense of health and wellbeing.

The CBD will attract new commercial development and therefore commercial rates reducing the burden on the residential rate base and providing additional funds for Council use.

In the next four years we will...

Undertake the development of Prince George Plaza as well as an associated multi-storey carpark to service the expanding CBD.

Upgrade Fremont Park.

Construct a new Grenville Centre.

Establish a mixed use multi-storey building to showcase the sustainability and potential of the area, and increase the residential population.

Activate existing and new public spaces with art, cultural activities and other events.

The community will see...

Transformation of Playford Boulevard into a vibrant main street
Construction of a new Grenville Centre and a multi-deck car park

A new public space in the heart of the City

An upgraded Fremont Park

Increased activity in the CBD

The community will experience...

Increased social and physical connections through the provision of places and spaces where people can socialise and do business

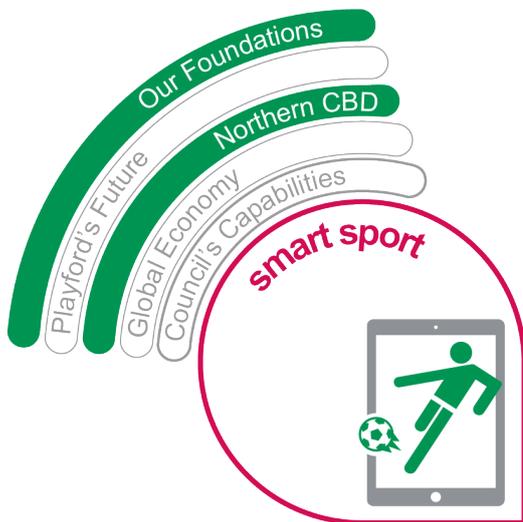
More of their retail, social, cultural and educational needs being met in one place

Better pedestrian connections throughout the CBD

smart sport



Council has a long term vision to create the Playford City Sports Precinct, a fifty hectare development adjacent to the Elizabeth Regional Centre providing local community, state and national level sports facilities. The Smart Sport Program is about creating a focus on healthy communities and promoting greater participation in sport and physical activity. It will also support the renewal of adjoining suburbs.



Why is this important?

The Smart Sport Program is an important way in which we can shine the light on Playford through high level sport and high quality sports facilities. It has the ability to change perceptions about the north and in particular, our City, leading to enhanced community pride and an improved reputation and profile.

Sports facilities support the existence of a healthy and socially connected community by encouraging interactions through playing and watching sport. The provision of elite sporting facilities also inspires our young people to pursue sport as an avenue towards success.

In the next four years we will...

- Complete the lawn bowls and tennis facilities
- Ensure ongoing operation of existing clubs affected by construction of the Sports Precinct
- Undertake planning for further stages of the precinct including a softball complex and further soccer facilities

The community will see...

- A new tennis complex to cater for community sport and major tournaments
- A new lawn bowls complex with three synthetic greens and a club facility
- A playground constructed in Spruance Reserve
- Development of a bicycle/ walking track through the Sports Precinct linking it with other parts of the City

The community will experience...

- Locally available pathways to progress to a higher level in their chosen sport
- An increased sense of health and wellbeing
- Physical connectivity between their communities and the sports facilities

smart health

In the longer term Playford will see the expansion of the area around the Lyell McEwin Hospital into a key precinct featuring tertiary training, research, allied health facilities and residential accommodation, serving the needs of not only northern Adelaide, but regional areas beyond. The precinct will have potential links to advanced manufacturing in assistive devices in health, aged and disability.

The Smart Health Program is about Council raising the profile and amenity of the precinct and facilitating new investment.



Why is this important?

Smart Health is important to ensure our growing and evolving community has access to quality, local health services.

The health, disability and aged sectors are predicted to experience significant jobs growth so it is important that we are able to capitalise on this to create employment opportunities for our community.

In the next four years we will...

Complete the sale of the Mark Road land within the Lyell McEwin Health Precinct to see it developed in accordance with the precinct master plan.

Commence public realm improvements within the precinct including signage and streetscape upgrades

Provide new car parking and a traffic management review

Facilitate private investment in the precinct and encourage upgrade of the Elizabeth Vale Shopping Centre

Investigate high street activities on Haydown Road

Support community-based health care services including the National Disability Insurance Scheme

The community will see...

Opportunities for local jobs within healthcare including aged care, disability and assistive devices

An education, training and services hub established for the health sector and the ability to attract medical, advanced manufacturing and pharmaceutical industries adjacent to the Precinct

The precinct contribute to the overall rejuvenation of the City and the northern region

A high-value development commenced in the precinct.

New allied health services along Haydown and Oldham Roads

The community will experience...

Equitable access to healthcare facilities

A diverse range of health services all in one place, with ease of referrals between different providers

Confidence that our current and future growing population health needs are being catered for

Smart digital health care service provision

Increased employment opportunities

A more pleasant environment around the hospital

7. DELIVERING ON THIS PLAN

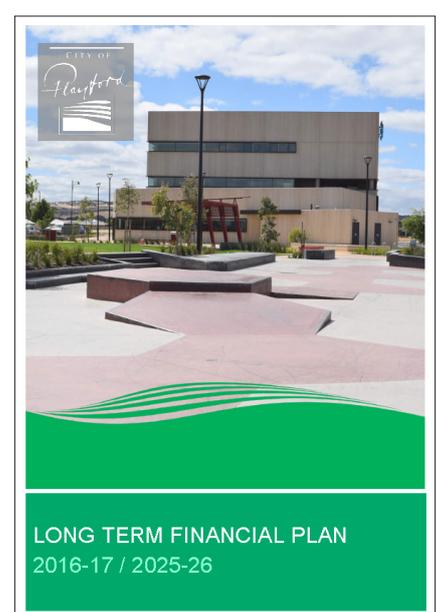
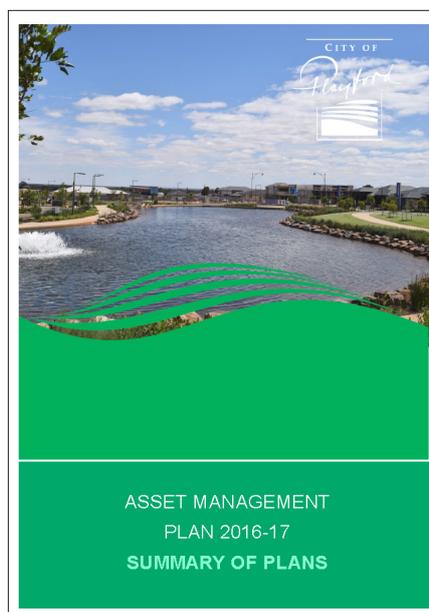
The successful delivery of Council's Strategic Plan will rely in part on ongoing commitment to optimise the efficient and effective use of our existing resources. Council will align its current and projected resources to this Strategic Plan, and this will be evident in our Long Term Financial Plan, Asset Management Plan, as well as our Annual Business Plan. We will deliver our major projects through a robust project management framework with a focus on careful planning, monitoring performance and clearly managing all activities from conception to completion.

Successful delivery will also depend on the engagement and input of all of Playford's stakeholders, encompassing the Commonwealth and State Governments, business and industry and the community at large. Playford has a strong track record with advocacy, partnerships and relationship building, and will continue to pursue opportunities to leverage further investment from external stakeholders with a common interest in the achievement of this Strategic Plan.

8. TRACKING OUR PROGRESS

In this Strategic Plan, Council has indicated the key actions it will undertake over the next four years against each of its six Smart Programs. Council will track and report its progress against these actions through its Quarterly Organisational Performance Reports and its Annual Report.

This Strategic Plan, together with the current versions of the City of Playford Long Term Financial Plan and the City of Playford Asset Management Plan, fulfils Council's responsibilities under Section 122 of the *Local Government Act 1999* to adopt plans for the strategic management of their areas.





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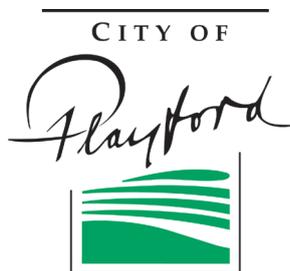
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City of Playford
Strategic Plan 2016-2020

Produced by City of Playford

Contact us

Address: City of Playford

12 Bishopstone Road, Davoren Park, SA 5113

Phone: (08) 8256 0333

Website: www.playford.sa.gov.au

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