

# Draft Strategic Plan 2024-28 Consultation Feedback

Tuesday, 5 December 2023  
City Finance and Government Committee

Strategic Alignment - Enabling Priorities

**Program Contact:**

Manager Strategy, Insights and Performance

Public

**Approving Officer:**

Michael Sedgman, Chief Operating Officer

## EXECUTIVE SUMMARY

Council is required under the *Local Government Act 1999 (SA)* to review the suite of Strategic Management Plans within two years of a periodic election. The Strategic Plan review project incorporates the development of the 2024-2028 Strategic Plan and a review of the Strategic Management Framework, alongside Council's Long-Term Financial Plan, City Plan, and Asset and Infrastructure Management Plans.

The City of Adelaide Draft Strategic Plan 2024-2028 has been developed through numerous Council workshops, reports and decisions, research and community feedback and incorporates various Council plans, policies and strategies, market research, data and insights.

The Draft Strategic Plan 2024-2028 proposes a vision "Our Adelaide. Bold. Aspirational. Innovative." The Vision is supported by five Aspirations of Our Community, Our Environment, Our Economy, Our Places and Our Corporation. Objectives, Outcomes, Key Actions and Indicators of Success/Measures/Targets identify how Council will deliver on each Aspiration.

The endorsed Draft Strategic Plan 2024-2028 was available for public consultation for a 24 day period to seek the views of our community. The feedback has demonstrated convincing support for the Draft Strategic Plan 2024-2028 with 72% of online survey responses in support of the vision statement and 68% of written submissions in support of all or some of the Draft Strategic Plan 2024-2028.

Consultation responses have been collated and analysed within this report and attachments. Proposed modifications to the Draft Strategic Plan 2024-2028 have been provided as an attachment to this report for Council's consideration and adoption.

## RECOMMENDATION

### THAT COUNCIL

1. Receives the feedback included in the Consultation Summary report provided in Attachment A to Item 5.1 on the Agenda for the Special meeting of the City Finance and Governance Committee held on 5 December 2023 and the Consultation Submissions provided as Attachment B to Item 5.1 on the Agenda for the Special meeting of the City Finance and Governance Committee held on 5 December 2023.
2. Notes the recommended changes to the Revised Draft Strategic Plan 2024-2028 – with track changes within Attachment C to Item 5.1 on the Agenda for the Special meeting of the City Finance and Governance Committee held on 5 December 2023.
3. Adopts the Strategic Plan 2024-2028 provided in Attachment D to Item 5.1 on the Agenda for the Special meeting of the City Finance and Governance Committee held on 5 December 2023.
4. Authorises the Chief Executive Officer to make editorial amendments to the Strategic Plan document design, structure and content, noting that the Administration has engaged an external provider to review the language in the document to ensure it reflects Council's Vision for 2024-2028, and that this will be reflected in a final document to be presented to Council at its meeting of 12 December 2023.

# IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Enabling Priorities
Policy	Council’s Community Consultation Policy requires that the consultation period for the Strategic Plan be open for a period of 6 weeks. This is above the legislative requirements of Section 50 of the <i>Local Government Act 1999 (SA)</i> which prescribes a 21 day minimum consultation period and Council has met this legislative requirement.
Consultation	Consultation on the draft Strategic Plan 2024-2028 was open from Friday 27 October 2023 to Monday 20 November 2023. The results of the consultation feedback and analysis are provided within, and as an attachment to this report for Council’s consideration prior to adopting the Strategic Plan 2024-2028
Resource	Consultation was conducted using existing resources. There are no additional resources required as a result of this report
Risk / Legal / Legislative	There are no additional risks identified as a result of this report
Opportunities	There are no additional opportunities identified as a result of this report
23/24 Budget Allocation	There are no additional budget resources required as a result of this report
Proposed 24/25 Budget Allocation	There are no additional budget resources required as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
23/24 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

## DISCUSSION

1. Over the past several months Council has provided direction to inform the development of the Draft Strategic Plan 2024-2028 through decisions, workshops and articulation of priorities of the 2023/24 Business Plan and Budget on the key issues, policy positions and the deliverables sought over this term.
2. At its 18 April 2023 meeting, the City Finance and Governance Committee received a presentation and workshop on the development of the Strategic Plan 2024-2028.
3. At its 25 July 2023 meeting, the City Finance and Governance Committee noted a State of the City report, which contained data, research and insights that formed a key part of the evidence base in the development of the Draft Strategic Plan.
4. At its 15 August 2023 meeting, the City Finance and Governance Committee received a report proposing a structure for the Strategic Plan.
5. At its 5 September 2023 meeting, the City Finance and Governance Committee received a report proposing a Draft Strategic Plan 2024-2028 and noted market research conducted over July and August which informed the Draft Strategic Plan. At this meeting, Council requested to have an externally facilitated workshop to further discuss the Draft Strategic Plan.
6. The Committee confirmed that the Strategic Plan should:
  - 6.1 Clearly articulate the long-term goals of Council, and a four-year delivery plan (the detail).
  - 6.2 Enable Council to build policy positions and build and review strategies and action plans over the Council term.
7. At a 23 September 2023 workshop Council Members provided feedback on the Draft Strategic Plan, key issues, vision, policy concerns and priorities.
8. At its 17 October 2023 meeting, the City Finance and Governance Committee received a report proposing the Draft Strategic Plan 2024-2028 for consultation
9. At its 24 October 2023 meeting, Council endorsed the Draft Strategic Plan 2024-2028 for consultation.
10. Council Members received updates on the progress of the consultation and were welcomed to attend the consultation activities to support the process.
11. At a 28 November CEO Briefing, Council received a presentation confirming the modifications and inclusions as a result of Council Member feedback into the endorsed Draft Strategic Plan 2024-2028 for consultation, and a high level summary of the consultation feedback in advance of the City Finance and Governance Committee meeting on 5 December 2023.

### Consultation Undertaken

12. The Draft Strategic Plan 2024-2028 endorsed by Council was available for consultation for the period commencing 9am 27 October 2023 to 9am 20 November 2023 in accordance with legislative requirements.
13. The 24-day consultation period meets the minimum requirements of Section 50 of the *Local Government Act 1999 (SA)*, however, is less than the six-week consultation period required as per Council's Community Consultation Policy. The consultation period has been selected to ensure that Council meets the legislative requirements for public consultation and ensure that there is sufficient time to collate, analyse and incorporate the feedback ahead of Council's consideration of the final Strategic Plan on 12 December 2023.
14. Seeking the views of the community is an essential part of the development of a new Strategic Plan. Consistent with *Local Government Act 1999 (SA)* Consultation requirements, Council undertook to 'obtain and consider community contributions and relevant information to ensure that any decision made is in the best interests of the community' in line with Council's Consultation Policy.
15. It is the role of Council to consider the feedback and submissions, however, it is important to note that any final decision rests with Council.
16. To ensure the community was informed and aware of their opportunities to provide feedback into this process, consultation included:
  - 16.1. Public notices in the South Australian Government Gazette on 26 October and The Advertiser newspaper on 27 October 2023
  - 16.2. Information about the Draft Strategic Plan 2024-2028 on Council's website, Your Say site and newsletter and promoted through posters and on social media (Twitter, Facebook, LinkedIn, Instagram)
  - 16.3. Distribution of 20,000 postcards across the City of Adelaide residential and commercial properties

- 16.4. Eight face-to-face information drop-in sessions across various locations in the City of Adelaide
- 16.5. Notification to the Yoursay stakeholder database (over 10,000 registered users)
- 16.6. Notification to Precinct and Resident groups
- 16.7. Notification to Council subsidiaries, committees and boards (Reconciliation Committee, Kadaltilla, Council Assessment Panel, Disability Access and Inclusion Panel, AEDA, ACMA and Brownhill Keswick Creek board)
- 16.8. Notification to relevant Politicians, Government Departments, key stakeholders and adjoining Councils.
17. The consultation for the Draft Strategic Plan 2024-2028 was complementary to the consultation planned for the City Plan and Transport Strategy. These activities form a critical part of the Integrated Community Engagement Framework, which the City Finance and Governance Committee received on the 19 September 2023 and the progress updated on 21 November 2023.
18. Council discussed their perspectives and provided additional feedback to inform Attachment B at a CEO Briefing held on 28 November 2023.

### Consultation Results

19. As part of the consultation activities undertaken, Council received:
  - 19.1. 1,330 visits to the Yoursay page
  - 19.2. 495 informed visitors i.e. downloaded a document / visited multiple pages
  - 19.3. 18 survey responses via Yoursay
  - 19.4. 25 written submissions
  - 19.5. 62 pieces of general feedback
  - 19.6. 7,582 impressions via social media (i.e. number of times the content was viewed)
  - 19.7. 4,994 people reached via social media (users who saw the content)
  - 19.8. 81 interactions with posts via social media and one comment.
20. The feedback was largely aligned to the intention of the Draft Strategic Plan 2023/24:
  - 20.1. 68% of written submissions in support of all or some of the Draft Strategic Plan 2024-2028
  - 20.2. 72% of online survey responses were in support of the vision statement
  - 20.3. Our Community - 100% of the online survey responses were in support of all or some of the Aspirations and Outcomes and 89% were in support of all or some of the Key Actions
  - 20.4. Our Environment - 100% of the online survey responses were in support of all or some of the Aspirations and Outcomes and 100% were in support of all or some of the Key Actions
  - 20.5. Our Economy - 94% of the online survey responses were in support of all or some of the Aspirations and Outcomes and 94% were in support of all or some of the Key Actions
  - 20.6. Our Places - 89% of the online survey responses were in support of all or some of the Aspirations and Outcomes for 89% were in support of all or some of the Key Actions
  - 20.7. Our Corporation - 94% of the online survey responses were in support of all or some of the Aspirations and Outcomes and 94% were in support of all or some of the Key Actions
  - 20.8. Of the responses that referenced the proposed Resource Plan 50% were in support and 50% were neutral.
21. The primary themes from the feedback received are:
  - 21.1. **Climate Action:** Over 30 items of feedback relating to trees and greening, green infrastructure, renewal energy, climate mitigation, circular economy and education.
  - 21.2. **Transport and Movement:** Over 30 items of feedback relating to active transport, new connections to the suburbs and increased public transport.
  - 21.3. **Places and Streets:** Almost 30 items of feedback relating to shared green spaces - community gardens, pocket parks and spaces for community to come together, precincts and main streets, Park Lands and parking.
  - 21.4. **Housing and Development:** Over 20 items of feedback relating to residential growth and a need for medium density housing, affordable housing, adaptive re-use and heritage considerations.

22. The secondary themes from the feedback include (*all 15 or less items of feedback*):
  - 22.1. **Inclusive and Connected Communities:** improved community culture, community diversity, being inclusive of Kaurna, LGBTQIA+, disability and refugee communities.
  - 22.2. **Arts, Culture and Activation:** more experiences in the City to attract and retain visitors, public art and public (culture and music) infrastructure needs.
  - 22.3. **Safety and Wellbeing:** safety for women and support for the homeless.
  - 22.4. **Economic Development:** importance of small and retail businesses, less regulation, supporting diverse businesses, and attracting tech industry and creative industry.
  - 22.5. Corporation: Feedback on the short consultation period, document structure, rates and innovation.
23. Consultation feedback has been analysed and the consultation summary is provided in **Attachment A** to this report. The text comments received, written consultation submissions and general feedback is listed in full in **Attachment B**.
24. As a result of this process, recommended modifications to the Draft Strategic Plan 2024-2028 based Council Member and community feedback is presented as track changes to **Attachment C** to this report for Committee consideration.
25. The Strategic Plan 2024-2028, including design elements has been provided as **Attachment D** to this report.

### **Supporting the Strategic Plan**

26. Under Section 122 of the *Local Government Act 1999 (SA)*, Council must develop and adopt strategic management plans for the management of its area within 2 years of a general election (by November 2024).
27. As articulated in **Attachment C**, the adoption of the Strategic Plan forms part of the City of Adelaide's suite of Strategic Management Plans.
28. These documents, together with supporting strategies, risk register, plans, policies and processes create the City of Adelaide's Strategic Planning Framework Proposed Resource Plan 2024–2028.
29. A Resource Plan 2024-2028 is proposed to enable and support the delivery of the Strategic Plan 2024-2028. This document outlines the financial, and non-financial resources required to achieve strategic objectives across the Strategic Management Plans by articulating:
  - 29.1. The financial principles and parameters that will enable the delivery of the Long-Term Financial Plan
  - 29.2. The revenue and financing structures
  - 29.3. The financial indicators, our position and targets
  - 29.4. The administrative functions required to deliver the Strategic Plan for a four-year period. This will include the technology and people resources and workforce needs (which will align to a workforce strategy).
30. The Resource Plan underpins the four-year delivery of the Strategic Plan by outlining the inputs required for delivery. The Strategic Plan and the Resource Plan will work in concert with the Long-Term Financial Plan, Asset Management Plans and City Plan to inform the Annual Business Plan and Budget. Council has a suite of strategies, plans and policies to support its decision making for the provision of services, programs and projects. Program Plans ensure all work is planned and delivered.

### **The Recommended Strategic Plan 2024-2028**

31. At the conclusion of the consultation period, the feedback from the community and Council was collated and analysed and the resulting Strategic Plan 2024-2028 has been provided as **Attachment C** to this report for Council's consideration and endorsement.
32. Based on the significant support for the Draft Strategic Plan 2024-2028, the structure is recommended to remain largely the same.
  - 32.1. Long Term considerations:
    - 32.1.1. A vision for the future of Adelaide – a leading aspirational statement summarising the focus of the plan and guiding decision-making on the future of the city
    - 32.1.2. The proposed vision is:  
Our Adelaide. Bold. Aspirational. Innovative.

- 32.1.3. Whilst the 72% supportive response from online submissions, and there are no recommended changes, there is scope for Council to refine the vision statement whilst maintaining the intention of the vision if desired
- 32.1.4. Aspirations that help articulate the vision, expressed as outcomes which help shape future policy positions of Council. The proposed Aspirations are:
  - 32.1.4.1. Our Community will be vibrant, connected and diverse
  - 32.1.4.2. Our Environment will be resilient, protected and sustainable
  - 32.1.4.3. Our Economy will be growing, innovative and responsive
  - 32.1.4.4. Our Places will be interesting, purposeful and safe
  - 32.1.4.5. Our Corporation will be high performing, customer centric and bold.
- 32.1.5. Given the significant support for the Aspirations, there is no recommended changes to this aspect of the Strategic Plan.
- 32.2. Four-year considerations incorporating:
  - 32.2.1. Principles that inform the primary areas of focus to drive outcomes across the four-year plan
  - 32.2.2. Objectives that describe what will be achieved and the strategies employed
  - 32.2.3. Outcomes that describe the ideal result of the Key Actions employed
  - 32.2.4. Key Actions that describe what is being delivered under each objective relevant to Council's responsibilities
  - 32.2.5. Indicators of Success that define the desired end result.

### **Project Timeline and Next Steps**

- 33. The Administration has engaged an external provider to review the language in the document to ensure it reflects Council's Vision for 2024-2028. This will be reflected in a final document to be presented to Council on 12 December 2023.
- 34. Council will receive the final Strategic Plan, 2024-2028 at its meeting of 12 December 2023 for consideration and recommended adoption.
- 35. In January, the Administration will launch the Strategic Plan and integrate the content into planning and delivery for the following four years.
- 36. The Administration will amend Services, Programs and Projects to align to the new Strategic Plan and any necessary budget impacts will be considered/proposed.
- 37. Council will be developing the 2024/25 Business Plan and Budget in line with the commitments of the new Strategic Plan 2024-2028.
- 38. Council will continue to progress and consider other key policy decisions and endorse strategic documents throughout the first half of 2024 which the Strategic Plan (and consultation feedback) will inform, including:
  - 38.1. Homelessness Strategy
  - 38.2. Housing Strategy
  - 38.3. Economic Development Strategy
  - 38.4. Transport Strategy
  - 38.5. Asset Management Plans
  - 38.6. City Plan
- 39. The completion of the review of these documents will coincide with a scheduled review by the Essential Services Commission of South Australia (ESCOSA) in 2024/25, during which every Council will be assessed on its financial sustainability. The adoption of a new Strategic Plan will support transparency and accountability from the Council's vision through to the program and project planning, resourcing and delivery.

# ATTACHMENTS

**Attachment A** – Consultation Summary

**Attachment B** – Consultation Submissions

**Attachment C** - Revised Draft Strategic Plan 2024-2028 – with track changes

**Attachment D** – Recommended Final Strategic Plan 2024-2028

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