

Community Development Discussion Paper

Tuesday, 6 February 2024
City Community Services and Culture Committee

Strategic Alignment - Our Community

Program Contact:
Jennifer Kalionis, Associate
Director City Culture

Public

Approving Officer:
Ilia Houridis, Director City
Shaping

EXECUTIVE SUMMARY

The purpose of this report is to provide a Discussion Paper on Community Development, to support delivery of the 2024-2028 Strategic Plan, the development of a City Plan and the 2024/25 Annual Business Plan and Budget.

This report has been prepared in response to a decision of Council at its [meeting on 14 November 2023](#) (Link 1) and includes the following content requested by Council:

1. A summary of City of Adelaide policies, strategies and services, demographic information and historical context in the area of Community Development in our city and North Adelaide;
2. Identification of the challenges we need to consider in building a city of 50,000 residents who are well and living connected lives as members of a diverse community;
3. How we could engage our community more effectively; and
4. What policy frameworks and resources we need.

The City of Adelaide is currently home to more than 26,000 residents, and Council's aspiration is for this number to grow to 50,000 in coming years, and to continue to attract more than 300,000 people to the City every day.

Through its Strategic Plan 2024-2028, Council's vision is for the City Community to be vibrant, connected and inclusive. The Strategic Plan outlines Council's key actions and targets under the strategic pillar of 'Our Community.' To achieve this vision, Council has committed to the following objectives:

- Support our communities to thrive
- Create fun, lively and interesting experiences
- Celebrate and honour community and cultures.

As outlined in this Discussion Paper, Community Development plays an integral role in building community capacity, meaningful and impactful engagement and enabling our community to thrive. Community Development principles are embedded across all facets of Council business. However, over the last five years, amongst converging crises and constraints, including the COVID-19 pandemic and housing and cost of living pressures, the City of Adelaide reduced its Community Development resourcing and service delivery to increase its focus on business continuity and essential service delivery.

In 2024, through its Strategic Plan, Council has prioritised Community Development through community-led inclusivity, diversity, accessibility, and strengthened connection, by putting people first. This report proposes the development of a Community Development Strategy to realise Council's vision.

At the February 2024 City Services and Culture Committee Meeting, the following pieces of work related to Community Development will also be considered by Council:

- Disability Access and Inclusion Plan 2023-2024
- Draft Cultural Policy
- Draft Funding Programs Policy
- Draft Housing Strategy - Investing in Our Housing Future
- Draft Homelessness Strategy - Everybody's Business

RECOMMENDATION

The following recommendation will be presented to Council on 13 February 2024 for consideration

THAT THE CITY COMMUNITY SERVICES AND CULTURE COMMITTEE RECOMMENDS TO COUNCIL
THAT COUNCIL

1. Notes the Community Development Discussion Paper as per Attachment A to Item 9.1 on the Agenda for the meeting of the City Community Services and Culture Committee held on 6 February 2024.
 2. Approves the preparation of a Community Development Strategy and implementation plan to support the delivery of an impactful Community Development approach in this term of Council.
-

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Community
Policy	This report proposes the development of a Community Development Strategy and implementation plan, which is explored in the Discussion Paper.
Consultation	Should the recommendations of this report be supported, a consultation plan, including a High-Level Engagement Plan in alignment with the Integrated Community Engagement Framework (due to be presented to Council in early 2024), will be developed to support the development of the proposed strategy.
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	The development of a Community Development Strategy will clarify Council's role in investing in social infrastructure (community facilities), services and programs and its strategic directions for managing and implementing them.
23/24 Budget Allocation	Not as a result of this report
Proposed 24/25 Budget Allocation	As a result of the Social Infrastructure Assessment (SIA) – Community Facilities referenced in the Discussion Paper, a 2024/25 Annual Business Plan and Budget business case has been submitted to increase FTE across City Community Centres, which would support the delivery of a more robust Community Development approach. Council feedback will guide the development of a draft Community Development Strategy. This draft strategy should be costed so that Council can consider areas of priority, potential partners and funding sources, and any impact on the long-term financial plan, in its decision making.
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

Background

1. Local governments apply Community Development approaches by actively engaging with their communities and working collaboratively to identify and address the needs and aspirations of residents.
2. The City of Adelaide has over the past decade employed innovative and evidence-based community planning and neighbourhood development to ensure Adelaide is a great place to live, work and visit for all its communities and to foster a community where people are informed, connected, and engaged. It has achieved this through building social capital and City-wide community capacity, creating safety nets for new residents and marginalised groups through increasing participation and opportunities for connection for all residents and users of the City.
3. In 2020, the Corporation of the City of Adelaide administration was restructured in response to a Council decision to identify permanent operating expenditure savings of \$20 million. Community Development services previously delivered by a dedicated team were dispersed across the organisation.
4. Data in this report is derived from recent research commissioned by the City of Adelaide, the Social Infrastructure Assessment (SIA) – Community Facilities project. The purpose of the SIA project was to:
 - 4.1 Acknowledge the important role social infrastructure plays in facilitating the liveability and sustainability of the City community.
 - 4.2 Inform the City Plan on current and future planning and provision of social infrastructure in the City.
 - 4.3 Provide a point in time analysis of current provision as well as recommendations for future considerations in the context of the City Plan and beyond.
5. The attached Discussion Paper identifies the challenges and opportunities presented as we look towards becoming a City of 50,000 residents by 2036 who are well and living connected lives as members of a diverse community, with a strong focus on local neighbourhoods.
6. It considers the projected profile of the City's growing population, and the needs of priority groups who continue to require support and form a central focus of Community Development planning, as well as consideration of the opportunities and challenges across the current structure of Council's community services, programs, and facilities across the City.
7. The Discussion Paper summarises the internal and external statewide policy context that shapes the way we operate as a Capital City, highlighting several key statewide strategies that shape the social and community policy context for the City. The policy objectives of many sectors of government shape strong and thriving communities; planning, health, housing, and social inclusion policy platforms are considered particularly influential.
8. In its assessment of how the City could engage the community more effectively, the Discussion Paper highlights the work that is in development for an integrated approach to community engagement and will align with the Community Engagement Charter currently being developed by the Local Government Association.
9. Capital cities are service hubs in which people can access migrant services, housing and financial support, justice requirements and emergency relief and food provisions. The City of Adelaide's role as a service hub grew during the COVID-19 pandemic and continues to accelerate as costs of living rise. The Discussion Paper highlights the need for appropriate FTE resourcing to develop and deliver services and programs with the community in the City and position the City of Adelaide as a leader in Community Development in South Australia.
10. The Discussion Paper recommends the development of a Community Development Strategy as a key strategy under Council's Strategic Plan 2024-2028. The Community Development Strategy would incorporate:
 - 10.1. Community Facilities Framework (informed by the Social Infrastructure Assessment – Final Report)
 - 10.2. Social Equity Framework (informed by research for the draft Homelessness Strategy)
 - 10.3. Gender Equality Statement of Commitment (Gender Equality legislation)
 - 10.4. Welcoming City Standard
 - 10.5. Community Wellbeing and Active City Strategy (priority population groups needs with a health and wellbeing focus)

11. The Strategic Plan 2024-2028 highlights this Council's commitment to Community Development and connections for residents and visitors. The Strategic Plan 2024-2028 outlines the following key targets that will drive outcomes in this area:
 - 11.1. Develop a Cultural Policy by 2024 that promotes and supports the City's unique cultural identity and opportunities
 - 11.2. Establish a new Diversity, Access and Inclusion Plan by 2024
 - 11.3. Establish and deliver a new Stretch Reconciliation Action Plan by 2024
 - 11.4. Develop a Social Infrastructure Policy by 2024 to support our current and emerging community needs
 - 11.5. Review library and community centre service delivery model to better meet the evolving community's need by 2025
 - 11.6. Review the Active City Strategy by 2025
 - 11.7. Develop an overarching grants policy to support diversity in arts, culture, Community Development, recreation and wellbeing by 2025
 - 11.8. Develop a Community Wellbeing Plan by 2026
 - 11.9. Reduce the incidences of people sleeping rough or experiencing homelessness to functional zero by 2026 in line with Council's Homelessness Strategy
 - 11.10. Support 29 State Government housing outcomes per month in the City of Adelaide for people experiencing homelessness to 2026 in line with Council's Homelessness Strategy.
 - 11.11. Increase the number of people living in the City from 26,000 to 50,000 by 2036
 - 11.12. Increase the share of family households from 12.5% to 15% living in the City
 - 11.13. Attract investment to deliver 600 affordable rental properties by 2028 in line with Council's Housing Strategy
 - 11.14. Increase the use of the City of Adelaide or State Government incentive schemes or grants to increase diversity in housing, public realm, sustainability and community facilities in line with Council's Housing Strategy
 - 11.15. Increase in residents' wellbeing from 70% to 75% life satisfaction

Next Steps

12. Development of a draft Community Development Strategy and implementation plan required to support the delivery of a Community Development approach.
13. In 2024, a detailed community engagement plan and process to inform a community-led approach to the Community Development Strategy will be developed. This will align with the implementation of the City of Adelaide's Integrated Community Engagement Framework.

DATA AND SUPPORTING INFORMATION

[Link 1 – Council Meeting – Recommendations of the City Community Services and Culture Committee 7 November 2023 – Tuesday, 14 November 2023](#)

ATTACHMENTS

Attachment A – Discussion Paper Community Development

- END OF REPORT -