

COMMUNITY DEVELOPMENT

DISCUSSION PAPER

February 2024

ACKNOWLEDGEMENT OF COUNTRY

The City of Adelaide acknowledges that we are located in the traditional Country of the Kaurna people of the Adelaide Plains and pays respect to Elders past, present and emerging.

We recognise and respect their cultural heritage, beliefs and relationship with the land. We also extend that respect to visitors of other Aboriginal Language Groups and other First Nations.

DOCUMENT PROPERTIES

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EXECUTIVE SUMMARY

This Discussion Paper considers opportunities for Council to strengthen its community development approach to deliver the community outcomes outlined in the Strategic Plan 2024-2028. It highlights the relevant policy context, at the state level and the current social and community policy landscape for the City.

This Discussion Paper recommends a Community Development Strategy and Implementation Plan be developed. A Community Development Strategy would help to clarify and inform actions to be delivered under the Council's Strategic Plan 2024-2028.

There is also an opportunity to align the community engagement plan for this work with the implementation of the City of Adelaide's new Integrated Community Engagement Framework, which will be presented to Council in early 2024. The Integrated Community Engagement Framework will deliver more inclusive and accessible approaches to engagement and public consultation, and in alignment with the principles of community development, intends to capture sustained involvement from the community, ultimately leading to more informed and inclusive decision-making. Through this engagement, we will gather data and input from the community in a holistic manner that is linked to strategic outcomes.

This paper has been primarily informed by the Social Infrastructure Assessment (SIA) – Community Facilities Report commissioned by Administration and delivered by consultants Intermethod in November 2023. This report considers the social infrastructure gaps and needs across the city, now and towards 2041, with population growth predicted to reach 50,000. The SIA Report reviewed existing infrastructure inclusive of community, cultural, education and recreation facilities and public open spaces. The SIA Report recommends a Community Facilities Framework and Council's Strategic Plan 2024-2024 also outlines a commitment to develop a Social Infrastructure Policy by 2024 to support our current and emerging community needs.

Council feedback will guide the development of a draft Community Development Strategy. This draft strategy will also be costed so that Council can consider areas of priority, potential partners and funding sources, and any impact on the long-term financial plan, when making decisions.

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1. INTRODUCTION

This Discussion Paper aims to provide an overview of the City of Adelaide's current and proposed approach to Community Development.¹ The paper identifies the key challenges that the City of Adelaide needs to consider in building a City of 50,000 residents who are well and living connected lives as members of a diverse community. The paper makes recommendations for the developing a City of Adelaide Community Development Strategy.

The Community Development Discussion Paper is to promote discussion and seek views from stakeholders to inform the development of a new Community Development Strategy. Following the development of a draft Community Development Strategy, detailed public consultation will occur.

The Discussion Paper covers the following key areas:

- The City of Adelaide's current and historical approach to Community Development, including a summary of City of Adelaide policies, strategies and services and demographic information.
- The current strategic framework and approaches at international, national, state and local levels.
- Policy frameworks and resources necessary to support Community Development service delivery through the City of Adelaide.
- Effective engagement of our community.
- Approach to consultation.

The paper will further inform and enable the delivery of the Strategic Plan 2024-2028, the development of the City Plan and the Annual Business Plan and Budget processes during this term of Council.

¹ The Discussion Paper responds to a resolution of Council on 14 November 2023.

2. DEFINITIONS AND DATA

2.1 Community Development Definition

Local government is the level of government closest to the people and is local communities with sufficient autonomy to manage the local affairs of their area.² The foundation of this empowerment is Community Development, which centres community members as experts in their own lives and communities and is central to local government functions.

Community Development is both a core practice and service of local government, and it extends across all Council activities, including any named Community Development activities. As a practice, Community Development approaches are grounded in principles of empowerment, human rights, inclusion, social justice, self-determination, and collective action.³ It ultimately builds more robust and more connected communities, encouraging community members to take collective action on issues that matter to them.

The City of Adelaide applies Community Development principles the breadth of its business and service delivery by actively engaging with the community and working collaboratively to identify and address the needs and aspirations of residents and visitors.

The International Association for Community Development defines Community Development as:

*A practice-based profession and an academic discipline that promotes participative democracy, sustainable development, rights, economic opportunity, equality, and social justice, through the organisation, education and empowerment of people with their communities, whether these be of locality identity or interests, in urban and rural settings.*⁴

There are a wide range of frameworks for Community Development that can be adopted through a local government Community Development approach, the following table provides some examples. The City of Adelaide draws on a combination of these frameworks in its Community Development delivery, some of which are listed in the table below.

Examples of Contemporary Community Development Frameworks⁵

General community development frameworks	Participatory democracy frameworks	Specific purpose frameworks	Collaborative Frameworks
Asset based community development	Active citizenship	Place making	Collective impact
Community capacity building	Deliberative democracy	Social determinants of health	
Community planning		Community cultural development	

² *Local Government Act 1999*

³ Kenny & Connors, 2017 as cited in [What is Community Development? | Australian Institute of Family Studies \(aifs.gov.au\)](https://www.aifs.gov.au/family-studies/what-is-community-development/)

⁴ [IACD-Standards-Guidance-May-2018 Web.pdf \(iacdglobal.org\)](https://www.iacdglobal.org/standards-guidance/)

⁵ [Local Government Working with Communities – An Induction Guide](#)

City of Adelaide Community Demographics

In 2023 there are 26,120 city residents, an increase from the 2021 residential population of 25,507 people. Notable population statistics include:

- Adelaide has a median age of 32 compared to state average of 41 years
- 8% of couples in Adelaide have children compared to 27% statewide
- University attendance is 18% higher than state average along with the number of city residents with a degree almost double the state average
- 45% were born overseas compared to 24% statewide
- The city had a SEIFA (Socio-Economic Indexes for Areas) index of disadvantage of 1014 which is higher than the state or national figures of 979 and 1002 respectively
- 338 people of Aboriginal and/or Torres Strait Islander descent (an increase of 86 persons from 2016)
- On Census night in 2021, there were about 400 people experiencing homelessness in the city
- 40% of homes in the city have only 1 resident
- 12.5% households with children
- 20-24 largest age group 18.2%

Notwithstanding a slight decline in 2020 which was primarily due to COVID-19 pandemic restrictions on national and international travel, there has been a general upwards population growth trend since 2006 that is forecast to continue. Profile.id predicts the following about that future city populations:

- A doubling of persons per square kilometre(sqkm) from 1,641 to 3,106
- An additional 10,000 dwellings to 24,856
- Number of 0–19-year-olds doubling from 3,057 to 7,817
- Number of 20-24 years increasing from 5,000 to around 9,800
- Increase in lone person households from 5,370 to 9,954
- There is a predicted increase in 12–17-year-olds living in the City from 587 to 1,487 in 2041
- There is a predicted increase in 15-19 year olds by +2587 by 2031
- Future demographics predict larger child, young people population with anticipated increasing number of international students
- Population of people aged 60-85 will increase by over 2,500 people to 2041,

3. STRATEGIC ALIGNMENT

In considering the context and influence of the City of Adelaide's Community Development approach, this section summarises the external statewide policy context that shapes the way we operate as a Capital City local government body; 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 solid and thriving communities; planning, health, housing and social inclusion policy platforms are considered particularly influential.

As a Capital City, the City of Adelaide is impacted by the broader context of the state of South Australia's strategic context, and the following inform the city's Community Development planning, program design and delivery.

Greater Adelaide Regional Plan

The State Planning Commission released a Discussion Paper in August 2023 seeking feedback to inform the creation of a new Greater Adelaide Regional Plan (GARP). The GARP will replace the 30-Year Plan for Greater Adelaide, as an overarching strategic document within the South Australian Planning System under the *Planning, Development and Infrastructure Act 2016 (SA)*.

The GARP will guide future infrastructure investments in Greater Adelaide, and future changes to the State Government's Planning and Design Code. In November 2023 the City of Adelaide submitted its response to the Discussion Paper, which included vital recommendations and opportunities to strengthen the primacy of the city within the Greater Adelaide Region, the Greater Adelaide Regional Plan Discussion Paper.⁶

The response highlighted the work that City of Adelaide has undertaken in relation to a Social Infrastructure Assessment to plan for services and amenities for our growing City community. This is discussed in detail at 4.

The draft GARP is due for release for public consultation in 2024.

Our Housing Future, Future Directions for Homelessness and SA Aboriginal Housing Strategy

[Our Housing Future 2020-2030](#) is a long-term strategy for a better housing future for South Australia. SA Housing Authority is responsible for leading the initiatives within Our Housing Future 2020-2030 over the next decade.

City of Adelaide's [Homelessness, Social Housing and Housing Affordability Policy 2022-2025](#) responds to the expectations of the State Government as laid out in Our Housing Future 2020-2030. The policy clarifies the City of Adelaide's role in relation to homelessness, social housing (public and community) and housing affordability. The policy responds to the City of Adelaide's vision for Adelaide to become the most liveable city in the world, as appropriate and affordable housing is a critical component of liveability. It also supports the aspiration to achieve residential population growth in a well-planned and inclusive manner, functional zero homelessness and improved health and housing outcomes for the community.

The City of Adelaide believes that encouraging more people to make the City of Adelaide their home is core to the continued economic and social growth of the city. Diverse housing stock that meets a range of needs and lifestyles, including the most vulnerable, will ensure the city is a welcoming and inclusive place that attracts more people to live here. Appropriate housing, subsidies and support systems enable people to live better lives, with enhanced health and wellbeing outcomes. It provides the scaffolding for job seeking and retention and allows for greater participation in community life. It also provides a stable environment to live safely and independently.

The [South Australian Aboriginal Housing Strategy 2021 – 2031](#) is a 10-year plan to improve housing outcomes for all Aboriginal South Australians. It has a shared vision that Aboriginal peoples within South Australia have equitable access to safe, secure and affordable homes; and that this is achieved through shared decision making and culturally informed services, to maintain Aboriginal peoples personal and cultural wellbeing.

⁶ [Greater Adelaide Regional Plan Discussion Paper, November 2023](#)

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Stakeholder and community feedback on City of Adelaide's draft Homelessness Strategy Everyone's Business was invited from 23 November 2023 – 19 January 2024 and a finalised strategy will be presented to Council for adoption in February 2024.

SA State Public Health Plan

The [State Public Health Plan 2019-2024](#), envisions a healthy, liveable and connected community for all South Australians.

The [City of Adelaide Wellbeing Plan 2020-2025](#) highlights Council's commitment to invest in initiatives, programs and projects that support the health and wellbeing of our community, above and beyond our core public health responsibilities such as waste management and food safety regulation. This Wellbeing Plan supersedes A Better Place to Live – Adelaide City Council Public Health Plan 2013 – 2018 and meets Council's obligations for a Regional Public Health Plan under the *South Australian Public Health Act 2011 (SA)*.

This Wellbeing Plan aligns with the State Public Health Plan 2019–2024 priority areas of:

- Promote – build stronger communities and healthier environments.
- Protect – protect against public and environmental health risks and respond to climate change.
- Prevent – prevent chronic disease, communicable disease, and injury.
- Progress – strengthen the systems that support public health and wellbeing.

The [Wellbeing Roadmap](#) acknowledged that to build, embed and measure wellbeing and resilience across the city community, we needed to establish baseline measures. City of Adelaide partnered with the South Australian Health and Medical Research Institute (SAHMRI) in June 2016 to deliver a survey using the PERMA+ framework. PERMA stands for Positive emotion, Engagement, Relationships, Meaning and Accomplish. The survey responses provided the baseline data and insights to plan the City of Adelaide's wellbeing work.

Results of these surveys revealed 18- to 24-year-olds living in the city could benefit from targeted opportunities to build their wellbeing and resilience. As a result, the City of Adelaide, in conjunction with strategic partners, has developed several programs to support this age group.

The [Active City Strategy 2013-2023](#) has set the direction for the provision of recreation and sports opportunities that support and encourage people to be physically active in the city.

The Active City Strategy aims to achieve four critical outcomes:

- Outcome 2: Financially Sustainable Facilities
- Outcome 3: People Choose to be Physically Active in the City
- Outcome 4: Community-Led Sports Opportunities.

The Council's Active City Policy contains six policy principles that inform priorities for physical activity in the City. These underpin the Active City Strategy 2019-2023 and inform how Council has implemented the strategies. These principles are:

- Principle 1 - Maximum Participation
- Principle 2 - Health and Wellbeing for All
- Principle 3 - The Best of the Best
- Principle 4 - Working with Partners
- Principle 5 - Economic Sustainability
- Principle 6 - An Informed and Educated Community.

The City of Adelaide Wellbeing Dashboard is a set of holistic population-level indicators that help to inform Council's work and priorities. The wellbeing categories have been chosen following review of the many wellbeing models and measurement frameworks used nationally and internationally.

The indicators are aligned to the community outcomes and key actions in Council's [Strategic Plan 2020 – 2024](#) and [Wellbeing Plan 2020 – 2025](#). The data sources have been chosen to demonstrate trends over time, helping to inform Council about the impact of initiatives targeted at outcomes. Much of the data has been sourced from Council's own [Resident Surveys](#).

State Disability Inclusion Plan

[Inclusive SA](#) was launched in November 2019 and is the South Australian Government's first State Disability Inclusion Plan. Inclusive SA brings State Government agencies and local councils together and has provided a plan over four years (until 2023), to reduce the barriers faced by people living with disability.

The [City of Adelaide's Disability Access and Inclusion Plan 2019-22](#) outlines Council's policy position and includes an action plan. The plan adopts a social model of disability derived from People With Disability Australia,

'The social model sees 'disability' as the result of the interaction between people living with impairments and an environment filled with physical, attitudinal, communication and social barriers'.

The plan has envisioned outcomes to be achieved through integrated planning, universal design, partnerships, and ongoing community engagement.

The six focus areas of the plan are:

- Participating in the life of the city
Actions relate to events, libraries, community centres, grants, sponsorship, cultural development, ageing in the city, volunteering
- Finding out what's available
Actions relate to customer service, websites, alternative formats, lists, maps
- Participating in Council decision making
Actions relate to giving feedback, being involved, representation, Council meetings, leadership development.
- Working at City of Adelaide
Actions relate to disability awareness, processes and systems, sector development, support, flexibility, workplace accessibility.
- Leaders in local government
Actions relate to networking, information sharing, collaboration.

The focus areas reflect the requirements of the *Disability Inclusion Act 2018*.

Volunteer Strategy for South Australia

To build on the first strategy's success and to shape the future of volunteering in South Australia, the State Government committed to supporting the strategy partnership into a second stage from 2021 to 2027. The [2021-2027 Strategy](#) aims to:

- Build the capacity of volunteer-involving organisations to engage, train, support and retain volunteers, including young volunteers.
- Support organisations to develop effective practices, structure, governance, and training opportunities for volunteers.
- Promote the benefits of volunteering to encourage greater participation.

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- Improve the experience of our volunteers.
- Foster continuous improvement through partnerships and collaboration between sectors to sustain volunteering.

Cultural Policy for South Australia

The State Government is developing a landmark state cultural policy to set a long-term vision for supporting arts, culture and creativity in South Australia. The Discussion Paper, '[Creating for the future](#)' recognises the contribution of the arts, culture and creative sector to drive economic, social, cultural and urban development outcomes for the state.

The new arts, culture and creative sector policy will develop new strategic approaches for our state to support a robust cultural infrastructure, a thriving ecology and artists and creatives who have sustainable and fulfilling careers.

Consultation on the cultural policy commenced in December 2023 and extends into February 2024, with the Policy to be released in mid-2024.

3.1 Current City of Adelaide Policy Context

The following summarises current City of Adelaide policies, strategies and services, and demographic information.

City of Adelaide Strategic Plan 2024-2028

The City of Adelaide [Strategic Plan 2024-2028](#) has a bold, aspirational, and innovative vision for Adelaide. In a time of change and uncertainty for our city and community (post pandemic environment, inflation forecasts, housing crisis and climate change) Council seeks to ensure we maintain our liveability and to support growth, these principles will underpin everything we do:

- Exceptional Amenity – Be bold and courageous in our pursuit of excellence for our City.
- Quality Housing – Strive for liveability and affordability to attract and retain residents.
- Community Connection – Strengthen connection, accessibility, diversity, and inclusivity by putting people first.
- Unique Experiences – Create interesting experiences for our residents, workers, and visitors.
- Climate Resilience – Embed climate resilience in all that we do.
- Economic Growth – Encourage innovation, investment, and development in current and emerging sectors.
- Budget Repair – Provide quality services and ensure long-term financial sustainability.

City Plan

City Plan will deliver a framework to guide growth and influence how we all experience the city into the next decade. It will drive economic vitality, prioritise social wellbeing, manage environmental sustainability and deal with potential challenges quickly and easily to create a sense of community and connectedness. Building on existing plans and commitments, our City Plan will promote city growth that is centred around the needs of its people, now and into the future. City Plan will help current and future residents, businesses and investors feel confident about investing in our growing city.

Preparation of the draft City Plan for community engagement is currently underway and scheduled for community engagement February – April 2024. The community will be asked questions about different scenarios and ideas before City Plan is presented to Council for adoption in June 2024.

Reconciliation Action Plan

The [Stretch Reconciliation Action Plan \(RAP\) 2021-2024](#) is a four-year plan developed by the City of Adelaide Reconciliation Committee with quarterly implementation reporting to the Committee. The RAP has six guiding principles:

- **Participation** The City of Adelaide will seek the advice and participation of Aboriginal and Torres Strait Islander Peoples on key issues of interest to the community and will promote cooperative approaches on these issues between the City of Adelaide and Aboriginal and Torres Strait Islander Peoples.
- **Negotiation** The City of Adelaide will enter into a process of negotiation to seek and record the views of local Aboriginal communities about reconciliation and other key issues.
- **Communication and Public Awareness** The City of Adelaide will promote its support for reconciliation to increase public awareness and understanding of the reconciliation process and, in particular, to ensure that the mainstream community is aware of the culture and legitimate aspirations of Aboriginal and Torres Strait Islander Peoples.
- **Service Provision** The City of Adelaide is committed to providing relevant community services and assistance to Aboriginal and Torres Strait Islander Peoples to minimise the disadvantages they suffer, where the responsibility to do so rests with the City of Adelaide, or to advocate for improved services to be provided by other levels of government. The City of Adelaide will develop a policy and programs to encourage the employment of Aboriginal and Torres Strait Islander Peoples.
- **Cultural Identity and Heritage** The City of Adelaide acknowledges the continuing cultural and spiritual obligations the Kurna People have in their lands and seas and will seek opportunities to recognise Kurna heritage through physical features of the City of Adelaide and by supporting community cultural activities.
- **Commemoration** The City of Adelaide will work with the Kurna community to celebrate important Kurna celebrations and events linked to significant sites in the City of Adelaide

The current RAP concludes on 30 June 2024 and consultation plans are underway for the development of Council's new stretch RAP in 2024.

There is further opportunity to work with the Reconciliation Committee for consideration of improvements to the City of Adelaide's representation and inclusion of Aboriginal and Torres Strait Islander peoples through the Community Development Strategy, Integrated Community Engagement Strategy and other frameworks and ensure that the City of Adelaide leads through culturally appropriate, culturally competent, and respectful engagement with and delivery of services for, Aboriginal and Torres Strait Islander peoples.

Cultural Strategy 2017-2023

The City of Adelaide 2020-2024 Strategic Plan outlined a vision that Adelaide would be the most liveable city in the world. Thriving communities and a dynamic city culture were key community outcomes that underpinned this vision.

The [Cultural Strategy 2017-2023](#) has celebrated the strengths and dynamism of Adelaide's creative cultural landscape. Arts and culture are essential enablers of diversity, creativity, healthy and resilient communities, environmental leadership, strong economies, and technological advancement. The strategy aims to foster and strengthen Adelaide's:

- Unique and renowned cultural identity
- Robust and sustainable cultural economy
- Engaged and connected cultural community
- Leadership as a cultural incubator
- Authentic vibrant and diverse cultural experiences

In 2022, the City of Adelaide developed a [Draft Cultural Policy](#) in response to the Federal Government's Cultural Policy, [Revive: A Place for Every Story, A Story for Every Place](#). That Draft Policy was approved for community consultation. However, this did not occur due to the 2022 caretaker period.

Through its Strategic Plan 2024-2028, Council has directed Administration to develop a Cultural Policy for the City of Adelaide by 2024. To progress this action, a workshop will be held at the City Community Services and Culture Committee on 6 February to seek Council's feedback, direction, and endorsement on the development of a Cultural Policy that promotes the City's unique cultural identity and opportunities and responds to changing community needs and expectations of Adelaide as a cultural capital.

At the same time, the state government is developing a state-wide cultural policy and is seeking feedback on its Discussion Paper [Creating for the Future](#).

Historic City of Adelaide Programs and Policy Context

This section describes several previous strategies adopted by Council that are now obsolete but relevant in consideration of a Community Development approach.

City Community Strategy 2012-2016 and City Community Program Plan 2013-2014

Over the last decade Council has used 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 local government functions. It has achieved this through building social capital and City-wide community capacity, creating safety nets for new residents and marginalized groups through increasing participation and opportunities for connection for all residents and users of the city.

The City of Adelaide developed a City Community Strategy (2012-2016) and a City Community Program Plan 2013-2014 and beyond to support the realization of the Strategy. The goal of the strategy was to achieve four desired social outcomes:

- A socially inclusive City
- A well connected and engaged City
- A City strong with neighbourhoods
- A City with excellent community infrastructure.

The Corporation's 'City Community' program focused on delivering innovative, integrated and cost-effective social planning and community service solutions. City Community added value to its programs and facilities by establishing productive partnerships, internally and externally; by integrating library and community centre activities; by leveraging the success of the digital hub and innovation lab, and through the (then) new central City Library. Placemaking and innovation were central to City Community's programming and delivery.

The external operating environment during this period was impacted by the global financial crisis and increased costs of living, which was affecting all but low-income residents (according to 2011 census data 11% of City of Adelaide residents received no income over this period). It was noted at the time that there would be a continuing challenge into the future in relation to balancing increasing demand on social services with the social infrastructure needs of the whole community.

4. CHALLENGES AND OPPORTUNITIES

The following section identifies the challenges and opportunities presented as we look towards becoming city of 50,000 residents who are well and living connected lives as members of a diverse community, with a strong focus on local neighbourhoods. This section considers both the profile of this growing population, and considerations regarding priority groups who continue to require support and form a central focus of city community 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.

Social Infrastructure Assessment

Social infrastructure is defined and provided according to benchmark thresholds including community centres, libraries, early childhood education and care, local government functions community health, community gardens, art and culture, sport and recreation, to meet the needs of current and expected populations.

Social infrastructure is recognised as a critical component of the interrelated systems that support community wellbeing. Administration prepared a 'Social Infrastructure Assessment – Community Facilities' background paper for the City Plan in August 2022. Following this, a scope of works was prepared for consultants to undertake a Social Infrastructure Assessment – Community Facilities (SIA).

The scope was informed by previous work such as the 'Social Infrastructure Audit Project' undertaken by CDM Smith in 2020. The Social Planning Team has been progressing social infrastructure planning through a range of approaches more intently over a 10-year period from 2012-2022 which has included investigations and co-delivery of the City Library (closure of Grote Street and North Terrace library) and Minor Works Building Community Centre.

Consultants Intermethod, led by Natalya Boujenko and Paul Vivian, in partnership with economist Scott Elaurant from Six Cats Consulting, undertook the SIA from November 2022 to March 2023. The findings and recommendations outlined in the paper have not yet been costed but will be required 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.

This section of the Discussion Paper presents summary findings from the SIA in relation to, the City of Adelaide's population, precinct priorities, Council community facilities – assets, Council community facilities – resources, staffing, opening hours and state government partnerships.

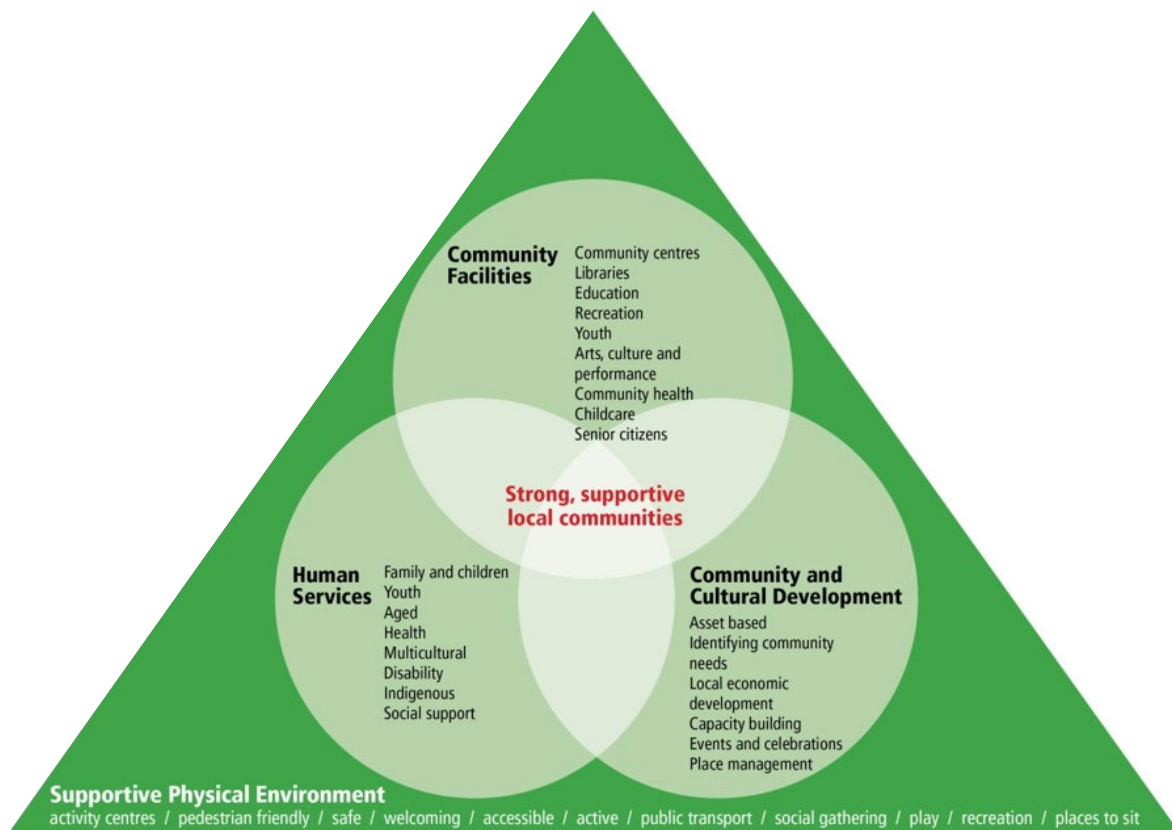


Figure 1 - Social Infrastructure includes three broad, interrelated categories⁷

Summary of Social Infrastructure Assessment Findings

Population

The data in the SIA shows that the predicted population growth for the City of Adelaide includes an approximate additional 14,000+ dwellings and 20,000+ people in the city by 2041. Council's population target of 50,000 residents in the city by 2036, up from 26,120 in 2023, is greater than the current forecast growth targets.

The biggest percentage increases are projected to occur amongst the 15–19 year old demographic with a rise from 1,518 people to 4,835 by 2041. There will also be significant increases to the number of people aged 20-25 with this group making up 18.3% of city residents (8,508) in 2041. These figures indicate that community facilities need to meet the needs of young people in the city as a priority.

Precinct Priorities

The SIA speaks to the City of Adelaide's precincts (as shown in Figure 2). According to the assessment, Central Activities District (CAD) East and CAD West are set for the most growth

⁷ Source: City of Charles Sturt - Planning-Social-Infrastructure-and-Community-Services-for-Urban-Growth-Areas-February-2012

in the city with more than 10,000 residents anticipated to be added to these precincts (refer to Figure 2). We can surmise that growth in these areas will be associated with increased tertiary student numbers, given the demographic profile of predicted growth and our knowledge about student accommodation in these city areas.

Population growth 2021-2041 by precincts

Data source: Profile.id



Figure 2 Projected population growth 2021-2041 by precincts in City of Adelaide

Council Community Facilities – Assets

Community Centres are places that enable community participation, social interaction, gatherings, events, programs and service delivery. The City of Adelaide currently funds and operates three Community Centres and three Libraries for its 25,507 residents (ABS 2021) and large daily visiting/working community.⁸

The SIA found there are city-wide benchmark deficits across our Community Centre and Library provision. This means that Council needs to provide more physical spaces according to best practice benchmarks linked to population, distance and usage guidelines including floorspace.

As a priority, the SIA recommends investigation for the provision of additional facilities in the CAD West and CAD East precincts. These facilities must better meet the emerging needs of the diverse population they will serve, including young people and new arrivals from multicultural backgrounds.

⁸ Source: Australian Bureau of Statistics 2021

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Facilities will also need to address pressing requirements for:

- Indoor recreation and links to outdoor green spaces within the city square mile
- Universal design, with reference to an ageing population and people with disability
- Spaces for cultural development including arts practice and performance
- Access to technology and meeting spaces
- Places of refuge in the event of disasters and climate emergencies.

The SIA indicates that while there are trends toward large-scale multi-use community hub models, there is still demand for neighbourhood level facilities that enable local Community Development and contribute to placemaking.

Council Community Facilities – Resources

A key finding of the SIA is that physical provision of community facilities is only as good as the “soft” infrastructure associated with it. Staffing, programming, and resources are vital to realising the full benefit of community facilities, including social and economic. Economic modelling has shown that each City of Adelaide Community Centre visitor generated an average benefit value of \$75 per visit, for libraries this amount is \$52 per visit. Calculated value relates to benefit from social connection, volunteering, learning and program participation.

Staffing

Based on benchmark comparisons in the SIA, the City of Adelaide Community Centres are currently understaffed by 1.6 full time equivalent (FTE) per centre, or 4.8 FTE in total – compared to the metropolitan average. Libraries are understaffed by 0.6 FTE per centre, or 1.8 FTE in total – compared to metropolitan Adelaide average.

This equates to a total difference through a benchmarking analysis of 6.6 FTE across City of Adelaide Community Centres and Libraries. As a result, these findings are being analysed by our teams.

Community Centre rooms are not currently being booked to capacity due to limited resources to optimise utilisation (including through community engagement and promotion of services).

Opening Hours

The SIA reports that the City of Adelaide Community Centres and Libraries should increase their opening hours. For example, the Box Factory Community Centre (one of three Community Centres in the city) is not available to the public during the day (outside of U3A members who are regular users of the facility).

Modernising opening hours to meet community need is a trend across suburban and city libraries, including the provision of 24-hour libraries in parts of New South Wales (Forestville Library) and Victoria (Foster Library). Opportunities to address service opening hours are being analysed by our teams to ensure balance of resources with visitor frequency and preference.⁹

⁹ It is estimated that to open all City of Adelaide Libraries 10:00am to 8:00pm Monday to Friday would require an additional 4.8FTE at a cost of approximately \$360,346. There would be additional costs for utilities, cleaning, maintenance and security.

State Government Partnerships

There are short-term opportunities to raise social infrastructure opportunities with the State Government through the review of the GARP. Council can advocate for more comprehensive planning for urban infill. During consultation for the *Planning, Development and Infrastructure 2016 Act (SA)*, the Social Planners Network contributed feedback about the need for more state government planning and resourcing for social infrastructure in Adelaide.

Preliminary investigations suggest there will be significant pressure on secondary schools in the city associated with predicted growth in this age cohort. Existing sites need more capacity for expansion, and catchment areas include inner rim suburbs that are also earmarked for significant growth.

Primary and community health facilities require partnership approaches to ensure that provision meets the needs of city residents and visitors. For example, the state government recently tendered for 24-hour pharmacy provision, including for central, north, and south metropolitan locations. Council has a role to ensure potential health providers within the city are encouraged to respond to social infrastructure tenders and supported to deliver services that maximise benefit while minimising conflicts in local neighbourhood settings. We can also support attempts to address local health professional gaps that lead to people presenting at emergency departments, as per the intentions of regional Public Health Plans.

4.1 Council Owned and Operated Community Centres, Libraries and Sport and Recreation Spaces

Building on the findings of the SIA, this section of the Discussion Paper details Council owned and operated Community Centres, Libraries and sport and recreation spaces, which are vital assets in the delivering spaces for community.

Community Centres

Capital cities are service hubs in which people can access migrant services, housing and financial support, justice requirements and seek emergency relief and food provisions. The city community includes residents, workers, students, and visitors. 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.

Community centres and neighbourhood houses have a long history in South Australia of adopting Community Development-informed practices to work with and provide avenues for community members to increase community connections, develop skills and engage in place-based active citizenship.¹⁰ The City of Adelaide currently operates three community centres including:

- **Box Factory Community Centre – Regent Street South**
An unstaffed facility located within the Pope Court Housing SA site. Sub-leased to University of the Third Age from 9am-4pm Monday to Friday to run a school of learning with courses aimed at those in 'active retirement'. U3A Adelaide is run entirely by volunteers. Can be booked by the public from 4pm to 10pm Monday to Friday and weekends. Owned by Housing SA and leased to City of Adelaide, lease expires in April 2029 with one right of renewal of five years.

The Box Factory is our most booked community centre, accounting for 47% of total room bookings for our community centres and with 30 regular hirers.

¹⁰ Source: the Australian Alliance for Social Enterprise 2019

Community Development: Putting People First

- **Minor Works Building Community Centre** – Stamford Court
A staffed facility located within the Ergo Apartments site. Can be booked by the public during and after hours. Owned and operated by Council.
- **North Adelaide Community Centre (and Library)** – Tynte Street
A staffed facility at a shared location with the North Adelaide Library. Can be booked by the public during and after hours. Owned and operated by Council.

All our community centres can be booked by the public to run free programs and activities for the community and for private and business use.

In 2020, due to Council reduction in budget expenditure and staff FTE, two community centre coordinator roles were made redundant. Since this time, community centres have been operated with support from one community connections officer and library staff. This decision has implications for Council's ability to respond to community needs and operate the centres to their full capacity. Appropriate resourcing of centres was highlighted as a key component of their effectiveness in supporting community development.

The Community Centre visitor survey 2018/19 identified that approximately 50% of city community centre users were city residents and the remaining were from a broad area across metro Adelaide (and a small number from beyond that metropolitan area).

Community Centres Usage

The Community Centres are used by the community in a variety of ways to stay connected, build their capacity, avail services, experience art and cultural programs and exhibitions, enhance their wellbeing and share their knowledge and skills:

- Participate in a range of programs including learn a language, arts and craft, music in the community and wellbeing and fitness programs.
- Facilitate programs as paid facilitators/volunteers
- Hire spaces for free or pay for private/commercial use
- Community gardening (at North Adelaide Community Centre and Box Factory Community Centre)
- Experience exhibitions and exhibit
- Access services such as public computers and printing services (only at Minor Works Building Community Centre), compostable bags, period products
- Seek information about other services in the city
- Recycle using the Reuse and Recycle Hub
- Justice of the Peace
- Drop in, have a coffee, and connect

Comparative Community Centre Usage Data

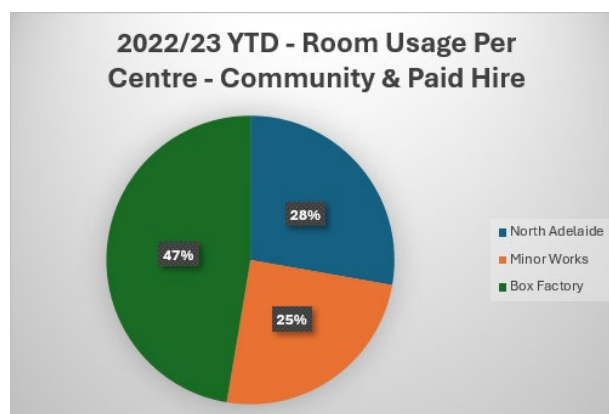


Figure 3 2022/23 Room Usage Per City of Adelaide Community Centre

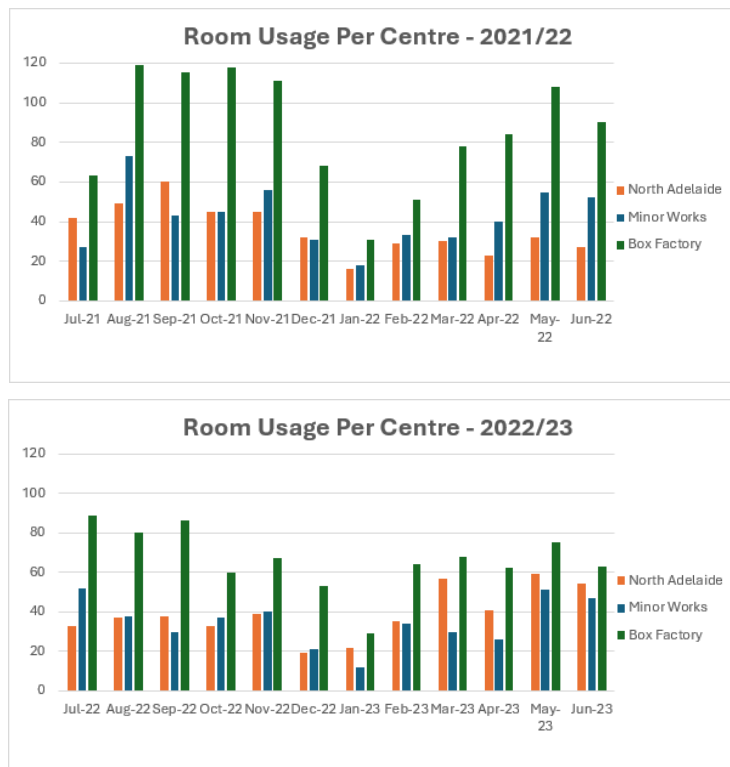


Figure 4 Comparative Room Usage per City of Adelaide Community Centre 2021/22 and 2022/23

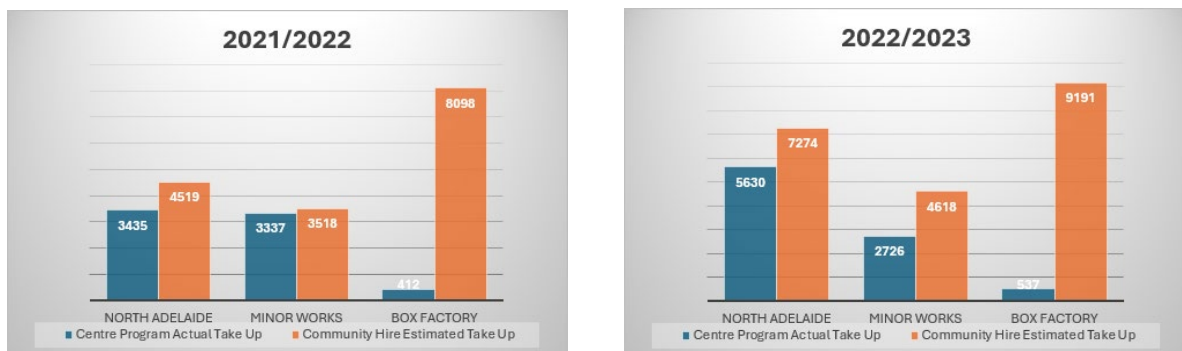


Figure 5 Comparative City of Adelaide Community Centre Program Take Up 2021/22 and 2022/23

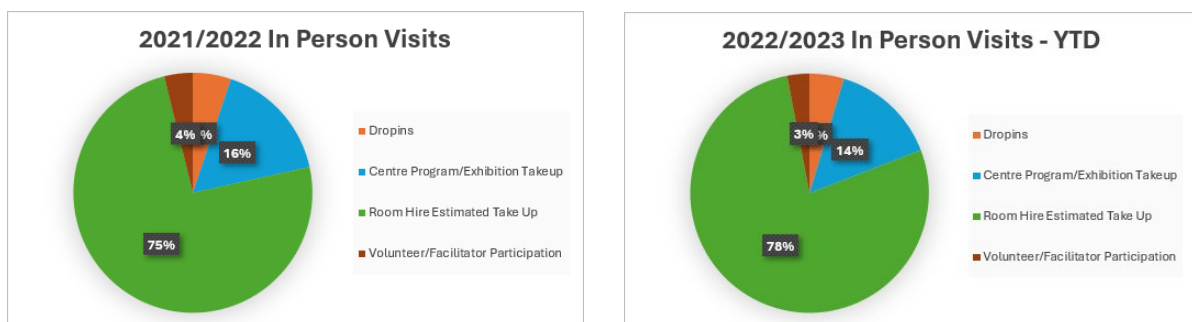


Figure 6 Comparative City of Adelaide Community Centre In Person Visits 2021/22 and 2022/23

Community Centres and Welcoming Cities

Climate change will disproportionately affect vulnerable people in our community as multiple factors such as chronic health conditions, low quality housing, housing insecurity, and fewer resources result in people having less ability to adapt to impacts. The City of Adelaide will prioritise programs, activities, and actions for people and communities most impacted and least able to adapt.

The City of Adelaide became a Refugee Welcome Zone in 2014. We welcome refugees and asylum seekers to the city and acknowledge the difficult journey men, women and children make to Australia to seek our protection.

The City of Adelaide welcomes new arrivals and supports community service providers through grants and partnerships. In a Flinders University study, 'The Role of Neighbourhood Centres in Supporting New Arrivals to Integrate Into Life in South Australia (2017)', researchers found that participation at neighbourhood centres by newly arrived migrants to South Australia assists in their connection to community and the establishment of supportive social networks. The research indicated that many neighbourhood and community centres as well as other community facilities like libraries, play an important role in supporting individuals and families with integration through social support and referrals.

Community Centres Supporting Inclusion

In 2019 the Department of Human Services (SA) commissioned The Australian Alliance for Social Enterprise: UniSA to investigate the experiences of people accessing South Australian community centres. The study explored South Australian community centre user outcomes from their own perspectives.

The research identified five intersecting key themes, demonstrating how participant's engagement with their community centres contributed positively to their mental wellbeing. They described many ways in which their community centre participation fostered a sense of belonging and connectedness which countered the effects of social isolation, social exclusion, and loneliness. The following five themes emerged:

- Making connections
- A safe place
- Community oriented, not service oriented
- Pathways to participation
- Presence and profile.

At the same time, there has been a national trend in declining group membership in social, community or civic groups.¹¹ The Guardian has reported the following statistics:

- 'Participation in social, community and civic groups fell by between eight and 10 percentage points in extensive surveys conducted from 2006 to 2019. It was even lower in a 2020 survey, but this was likely affected by the Covid pandemic.
- Almost two-thirds of Australians were members of social groups in 2006 – including sports, religious or hobby groups – but that is now about half. Only about a quarter are members of community groups such as local service clubs and emergency services. Fewer than 10% are members of political groups, which include trade unions.
- Researchers look at this kind of membership because it is a "proxy for forms of collective action and community building'.

¹¹ [Australians aren't joining in any more – and it appears to be having big political consequences | Australian politics | The Guardian](#)

Climate Adaptation and Community Resilience

In 2020 the City of Adelaide commissioned Edge Consulting to complete a 'Climate Change Risk Assessment Report' to inform the City of Adelaide Climate Change Risk Adaptation Plan.

One of the critical opportunity areas identified was City of Adelaide buildings and community spaces, including community centres and libraries. The report and action plan both identified the increasing role community centres and libraries will have in helping the community to respond to climate change, including for respite and for building resiliency through increased community connections and access to resources.

As a Capital City, the City of Adelaide receives a high number of visitors who are at risk of or experiencing homelessness. The city has also seen an increase in temporary accommodation being offered in the city due to the housing crisis that sees social housing and rental accommodation in short supply. This represents a significant shift from previous periods of migration settlement in the outer suburbs.

Libraries

Our libraries are valued as institutions of civil democracy and community engagement. They are hubs of knowledge, creativity, and innovation, bringing together the physical and digital worlds and providing opportunities for learning and leisure, linking the people of Adelaide and South Australia to each other and the world.¹²

Public libraries in South Australia are well loved and trusted establishments and provide vital services to the local community. In May 2019, Public Libraries of South Australia (PLSA) engaged SGS Economics and Planning to determine the financial benefits to the community. They determined that public libraries in South Australia generated \$252 million of benefits in 2018-19. After accounting for operational costs, the net community welfare contribution is estimated at \$162 million.

The City of Adelaide has three libraries:

- **City Library** – Francis Street, Rundle Mall
Located on the upper level of Rundle Place, this is the largest of the libraries. It opened in 2014 with a range of specialist spaces including the Digital Hub, Media Lab, Innovation Lab and History Hub. Library of Things collections available to use and loan. The Grote Street and North Terrace libraries were closed and relocated to this consolidated site. Fulltime staffing. Leased to City of Adelaide, lease expires in December 2025 with two rights of renewal of five years each.
- **Hutt Street Library** – Hutt Street
Ground floor with upper-level meeting rooms. Library of Things (Music Toy Library) available to use and loan. Fulltime staffing. Leased to the City of Adelaide, lease expires in August 2028 with two rights of renewal of five years each.
- **North Adelaide Library** – Tynte Street
Co-located with the North Adelaide Community Centre. Two storey heritage building. The Library is located downstairs. Spaces include a Reading Room, History Hub, and children's area. This venue has accessibility limitations due to the age of the heritage building. Owned and operated by Council. Fulltime staffing.

Key library statistics for 2022/23:

- Visitation numbers: 303,398 visitors (door count).
- Collection items borrowed (physical and digital): 373,947

¹² [Tomorrow's Libraries 2019](#)

Community Development: Putting People First

- Active members: 21,258
- Community participants in library programs: 27,607.

In a 2020 Library Customer Service Quality Report, it was shown that most survey respondents travel less than 5km to attend City of Adelaide libraries (60%), with 22% travelling 5km-10km, 12% more than 10km-25km and another 6% travelling over 25kms to attend the library. This demonstrates the significance of our city libraries as both local and regional facilities.

40% of City of Adelaide library customers use the library at least once per week, with a further 20% using the library once per fortnight. 60% of those weekly users are looking for work, which shows the importance of libraries to those looking for meaningful employment.

Social Workers in Libraries Program

City of Adelaide frontline employees can and frequently do identify the risk factors for homelessness and provide information on appropriate referral pathways and services.

Libraries have over the past decade transformed their service delivery in response to social and economic social changes and the increasing number of visitors experiencing unmet psychosocial needs.

From 2024 through the program, Social Workers in Libraries, the City of Adelaide will have a social worker service within our libraries whose role will include coordinating peer support programs. City of Adelaide's partners in this project are the State Government and Toward Home Alliance.

Community Recreation and Sport Facilities

Community recreation and sport facilities enable more significant opportunities for participation in active recreation and sport through the development of well-designed and utilised facilities. Grassroots clubs, regional sporting hubs and associations are at the core of strong communities.

These groups are heavily reliant on hardworking and dedicated volunteers.

Council owned buildings across the Park Lands, city and North Adelaide include sporting clubrooms, as well as for-profit leases in facilities such as the Bonython Park Kiosk, and Rymill Park Kiosk.

Other city recreation spaces include the Adelaide Aquatic Centre, North Adelaide Golf links, City Skatepark in Gladys Elphick Park/Narnungga (Park 25) and the City Dirt/Kurangga BMX Track, located in Blue Gum Park/Kurangga (Park 20), which is well utilised by children, young people and adults and is maintained by a volunteer team. Council also takes care and control for a range of play spaces across the Park Lands which are highly valued by city residents and users including schools and community groups.

The Adelaide Park Lands Management Strategy (2015-2025) saw enhancement of Park Lands buildings as contributing to the outcome of 'dynamic, active, and tranquil places' in the Park Lands.

The role of Park Lands buildings currently leased or licensed by sporting clubs is complex. Currently, leased facilities are underutilised outside of club's core operating hours, but due to operating capacity of essentially volunteer run organisations, they are often not made available to the public for hire.

Depending on the resources of the individual club, the facility may not meet general user requirements such as being DDA compliant and adequately appointed for multiple uses such as meetings and social events. A Community Buildings Policy report will be presented to Council in March 2024.

The suitability of these sites as general community facilities could be better due to their location. Best practice principles for the provision of community facilities include walkability, links to public transport and co-location with related amenities such as shops. Many of the sites would need to meet these criteria.

In 2018, a report titled The Value of Community Sport found that eight million Australians use community sporting infrastructure annually and community sports facilities contributed over \$16b to the economy.

In the City of Adelaide, there are a range of private schools and universities who have invested in sport and recreation facilities both within the City and in the Park Lands. Examples include Pridham Hall – City West Courts which include two indoor multi-sports courts and a rock climbing wall.

Additionally there are private facilities such as the War Memorial Drive – Next Gen Health and Lifestyle Club and Freedom Fitness in Flinders Street. A further level of analysis is needed to map these facilities and engage with the operators to determine scope for public access.

There is scope for Council to provide additional recreational facilities for the community that are suited to the changing demographics including an ageing population, and the effects of climate change, such as the need for indoor facilities.

Other Council Community Buildings

As well as the community centres, libraries and recreational facilities, Council owns or has a relationship with several other critical community facilities. However not all are operated by City of Adelaide, instead they may be leased, or managed through a Land Management Agreement.

These include:

- **Adelaide Town Hall** – King William Street
Joint Civic, Community and Commercial facility. Bookable spaces include the Auditorium, Banqueting Room, Meeting Hall, The Balcony, David Spence Room, Green Room, and Prince Alfred Room. The Mankurri-api Kuu / Reconciliation Room is also available to be booked with priority access for the Aboriginal and Torres Strait Islander community. Owned and operated by City of Adelaide.
- **Adelaide Multicultural Centre** – Coglein Street
City of Adelaide have a Land Management Agreement with Australian Migrant Resource Centre (AMRC). City of Adelaide sold the land to AMRC on the condition that the land would be used to service the migrant and refugee community, and that services would be not-for-profit.
- Council leases multiple spaces to support community outcomes, including to Prompt Creative, the Adelaide City of Music and Festivals Adelaide.

Ageing Population

In the financial year ending 30 June 2020, the population aged 65 years and over grew in all states and territories across Australia and increase by 3.6% nationally. Over the 20 years between 2000 and 2020, the proportion of the population aged 65 years and over increased from 12.4% to 16.3%. This group is projected to grow more rapidly over the next decade, as further cohorts of baby boomers (those born between the years 1946 and 1964) turn 65.

The City of Adelaide has lower than metropolitan Adelaide average numbers of residents in the 50 – 85 age brackets. However, the city presents a wonderful lifestyle for growing older. A rapidly ageing population, and a new generation of older people with diverse interests, presents a substantial opportunity for residential growth in the city among this age cohort.

Community Development: Putting People First

Council recently partnered with the Council for the Ageing SA’s (COTA) social enterprise ‘The Plug-in’ to undertake research to assist our understanding of the experience of ageing well for City residents aged over 50, through an online survey and a series of small focus groups. The research identified that:

Residents are seeking ways to participate in organised activities that are ‘new’ or ‘out there’, that they may have had limited access to in the past or may currently be difficult to find and join.

Some residents would like better access to affordable exercise programs and group activities
For those who do not like gym environments, exploring the city and Park Lands on foot or by cycling was essential for keeping active
Footpath maintenance and pedestrian crossings and signals are critically essential for supporting residents to age well by keeping people safe, mobile, and active
Age-related language for advertising events and activities is only sometimes the answer. Focusing advertising on programs, activities, and events on ability instead of on age is a more positive way of engaging with community
City residents are seeking consolidated communication to find out about events and activities. Many residents rely on word of mouth to find out what is on in their city, and it can be a challenge to get this information in a timely manner

The Australian Centre for Social Innovation have worked alongside the Office for Ageing Well to understand how older South Australians view ageing well. Their report [Future Directions to Support Ageing Well](#) identified three strong themes in the conversations they held including:

- Managing change
- No place like home
- Meaningful connections.

In January 2023 the Housing Security for Older Women Taskforce was launched to address the issue of women aged 55 years and over as one of the fastest growing populations experiencing homelessness and housing insecurity in Australia. The Recommendation Report, ‘Improving housing security for older women’, notes that older women represent 17.3% of the South Australian population and older single women living on low incomes are especially vulnerable to structural disadvantages and market forces that are outside of their control. The Taskforce has worked with Lived Experience Workshops in order to inform State Government and improve the way housing needs are addressed in South Australia with a view to living and ageing well.

Recommendations to address this issue for older women include preventative services co-designed through lived experience community advocacy and local place-based community hubs that provide a range of services can enable women to seek information and access services they may not have known existed.

Current Service Delivery for over 65’s

The City of Adelaide’s Healthy Ageing team works to connect people to the city network of social support and recreation including the community centres, libraries, Adelaide Aquatic Centre, and Park Lands.

In 2015, the City of Adelaide partnered with Office for the Ageing to commission a project to investigate the aspirations of older people in the city and review best practice and research regarding ageing well. The [Ageing in the City](#) report provides guidance on how Council should plan to realise the opportunities and respond to the challenges of an ageing population.

The City of Adelaide's Healthy Ageing team receives funding from the Australian Government to provide the Commonwealth Home Support Programme (CHSP). This funding includes support services for residents over 65 (or over 50 years for Aboriginal and Torres Strait Islanders) who need some short-term assistance to remain living independently in their homes. CHSP will be replaced by a new 'Support at Home' program from 1 July 2027, which will operate more like the NDIS open marketplace, for the most part funded by fee for services delivered in arrears.

There is a need for Council to consider how it will continue to deliver services and program to older people into the future as part of this reform process. This will form the basis of a report to Council in March 2024.

Young People

As per the 2021 Population Census data 22.8% of the city population are young people aged 18-24, this compares to an 8.8 % rate for great Adelaide as a whole. Further, 24.3% of the population are a young workforce compared to 14% of greater metropolitan Adelaide.

City of Adelaide have adopted a range of strategies at different times, to respond to the needs and interests of young people in the city. Historically there has been a Youth Strategy, in more recent years young people have been a focus of the [Wellbeing Roadmap](#) and Culture Strategy. Results from the survey that informed the Wellbeing Roadmap showed that 18- to 24 year-olds living in the city would benefit from targeted opportunities to build their wellbeing and resilience. As a result, the City of Adelaide Wellbeing Officer has worked with strategic partners to develop and support several programs and initiatives for this age group.

The City of Adelaide has delivered Welcoming Spaces for Young People projects to celebrate the importance of young people as part of the community and cultural fabric of the city. These projects have responded to the Children and Young People's Commissioner's Youthful Cities research and Council's Community Safety work and the Safer City Action Plan 2019-2023.

All City Libraries provide welcoming, inclusive, safe spaces for young people. Library exhibitions, collections, and programs at the City Library located in Francis Street off Rundle Mall are specifically designed to attract and engage young people.

Council continues to collaborate with the Youth Affairs Council of SA, Commissioner for Children and Young People, Commissioner for Aboriginal Children and Young People, Department for Education and all city-based schools and tertiary bodies) that support young people in the city to encourage their use of the space for socialising, events and activities.

The State Government and City of Adelaide provides support and funding to a range of service providers who offer opportunities for young people to engage in and with City culture, such as; Music SA, Carclew Youth Arts Centre, Art Gallery of SA, Adelaide Festival Centre, MusicaViva, The Foundry by SYC – Carrington Street, Youth Space Learning – Sturt Street, Streetlink Youth Health Service – Franklin Street, St John's Youth Services.

In late 2023, Council opened a targeted round of Community Impact Grants for youth-led, youth delivered projects, with a total round budget of \$20,000, for proposals up to \$5,000 in value. It was acknowledging that in the absence of a dedicated youth officer or resource, this would support delivery of youth outcomes in the city community.

International Student Population

As Adelaide continues to be positioned as a destination for higher education, international students continue to comprise a growing proportion of our city population. Currently, approximately 25% of the city population are international students. 43,394 international students were the studying in South Australia for January-August 2023 period which is an increase of 28% as compared to 2022.

Community Development: Putting People First

Over the past several years, particularly in response to the challenges presented during the COVID-19 pandemic, international students have become a predominant focus of Council's wellbeing programming and a priority group for the Community Wellbeing team. This has included working with key stakeholders in the higher education sector, such as Study Adelaide and several charity organisations, to identify gaps in the wellbeing offerings, to determine how Council can contribute.

The City of Adelaide's City Lifestyle Team recently partnered with the UniSA and Bupa on a research project pilot study investigating international student resilience and wellbeing through community engagement. The research was undertaken in two parts, phase one was a survey which was completed by 1,372 respondents and the second phase was a series of four focus group interviews.

The study identified that the significant barriers to wellbeing for international students are:

- Lack of local friendships
- Accommodation crises
- Financial stress.

The research also identified that new arrivals to the city have a tough time. The establishment of local connections was a common theme and is considered an opportunity for Council to add value. In addition to providing a more consolidated and coordinated information packs to newly arrived students in the city, the City of Adelaide will develop and trial a local social connection and friendship program for international students in 2024.

Social Determinants of Health – Community Wellbeing Focus

Local governments have an essential responsibility in promoting population health and wellbeing. The social determinants of health are the conditions in which we are born, grow up in, live, work and age. These conditions influence every individual's opportunity to be healthy; from access to quality food, housing, transport, education, and employment, to opportunities for social connection, to be self-actualised and to lead fulfilling lives. The uneven distribution of access to these determinants results in some groups and individuals in society experiencing disparities in health and wellbeing outcomes.

In essence, local governments shape and influence all domains of the social determinants of health. Through the lens of Community Development, access to social support and community inclusivity is where Council can meaningfully impact community health and wellbeing. Community Development plays a central role in population-based health promotion strategies through empowering community groups to facilitate activities and programs focused on:

- Raising health literacy through access to health resources and sessions delivered through community led activities e.g. nutrition and exercise classes at community centres.
- Promoting social connection and social wellbeing which improves health outcomes.
- Access to diverse sport and recreation facilities and groups.
- Access to diverse cultural experiences, such as arts and community activations.

Investment in programs to promote social support, community inclusivity and health and wellbeing is paramount to Council supporting a growing city population that is well and experiencing a fulfilling life in our city community. As it currently stands, Council's community wellbeing, community lifestyle, community connections and arts and culture teams deliver on these outcomes.

The [Wellbeing Dashboard](#) provides data regarding key wellbeing indicators for the City of Adelaide against the last strategic plan and supports us to track where key health and wellbeing strengths and priorities exist within the resident community.

Meaningful Volunteering Opportunities

The City of Adelaide has invested in volunteers for many years. Currently our most extended serving volunteers have been with the organisation for 31 years, with many more having committed the past two-plus decades to volunteering with the city. It is important to note that the COVID-19 pandemic significantly impacted volunteer numbers, a trend that was consistent with national and global trends for volunteering. Prior to 2020, the City of Adelaide had approximately 330 volunteers on the system, following COVID-19 the numbers dropped substantially to 150-160, however since 2021 this has grown back to a current volunteer force of approximately 220.

Program areas successfully fostering healthy ongoing volunteer participation include Libraries, Community Services, Healthy Ageing, Events, Visitor Information services and Parklands. The City of Adelaide prides itself on providing its volunteer force with the opportunity to share passions, abilities and skills in meaningful ways that strengthen the community. Activities of the City of Adelaide's volunteer program:

- Create a sense of belonging
- Enable creative expression
- Promote social inclusion
- Challenge inequity
- Encourage sustainable practices
- Promote wellbeing in city communities.

Volunteering Australia launched the National Volunteering Strategy in February 2023, championing the vision: [Volunteering is the heart of Australian communities](#). A primary focus of the strategy is the importance of the volunteer experience, and the intrinsic value volunteering has in and of itself, and the investment volunteer involving organisations must make in designing meaningful volunteering opportunities to buck the national and global trend of declining volunteer activity.

Volunteering not only promotes strong communities, but it is also a strong indicator for individual wellbeing. Using City of Adelaide resident survey data (2021) our Strategy and Insights Team analysed the difference in personal wellbeing outcomes for those residents who indicated engagement in volunteering activities in the past three months, and those who had not. The results showed:

- Residents who volunteered were 63% less likely to rate worthwhileness as low.
- Residents who volunteered were 60% less likely to rate happiness as low.

Continuing to invest in offering meaningful and diverse volunteer programs will support a growing city resident base to be well and live connected lives as members of the city community. There are many opportunities across the organisation to promote the sustainable growth and development of volunteer programming across current volunteer programs and unlock new opportunities across areas of council that are yet to engage volunteers.

Partnership funding, seed funding, grant funding

The City of Adelaide and its subsidiary the Adelaide Economic Development Agency (AEDA) administer funding through grants, sponsorships, strategic partnerships, and incentive schemes (Funding Programs) in accordance with Council's role, function, and principles under the *Local Government Act 1999 (the Act)*.

The City of Adelaide plays a vital role in the grants landscape for the community and as a Capital City.

Community Development: Putting People First

Our Funding Programs deliver at a localised level within our city boundary and either seek to meet an identified community need, pursue innovation, enhance the vibrancy and diversity of city life, increase City visitation and contribute to economic growth, conserve our city heritage, and pilot programs or compliment State and Federal grant programs.

As a large organisation and Capital City Council, City of Adelaide has a corporate social responsibility to advocate for vulnerable and unseen members of our community. Our grant programs are a mechanism to enable this, assisting organisations that contribute towards achieving our Reconciliation, disability inclusion, homelessness and social housing policy objectives.

The administering of funding supports community focussed organisations to support the vibrancy and diversity of the city. Key focus areas of the financing include community capacity building, active living, arts, cultural and multicultural programs, and events. The Community Impact Grants program provides financial support to eligible clubs, groups, educational institutions, organisations, and residents to help deliver the Council's Strategic Plan outcomes.

The Community Impact Grants are currently funded across five priority areas:

- Welcoming - Create opportunities for people to welcome newcomers into their local neighbourhood.
- Participation - Encourage residents and community groups to participate in their local City community actively.
- Reconciliation - Develop and strengthen reconciliation practices. Support, promote and share Aboriginal and Torres Strait Islander cultures recognising the Kaurna people as traditional owners of the land.
- Social inclusion - Deliver inclusive responses to meet the needs of isolated and marginalised groups.
- Neighbourhood connection - Create opportunities for people to connect with each other. Celebration of diverse community and collaborations.

The Arts and Cultural Grants Program provides funding to artists, community groups and arts organisations to present creative arts and cultural projects that activate the city and amplify Adelaide's status as a UNESCO City of Music.

These grants deliver on Council's Strategic Plan by enabling locally led arts and cultural activities that support a vibrant, connected and inclusive city. The Arts and Cultural Grants priority areas are:

- Arts and cultural events that support a vibrant calendar of arts and cultural offerings and experiences in the city.
- Live Music in venues, places and spaces that amplify Adelaide's designation as a global UNESCO City of Music.
- Artistic Development opportunities that support artists to create work and grow their careers in the city through collaborations with City of Adelaide based cultural organisations and businesses.
- Public Art that reflects Adelaide's unique identity, its peoples, and their stories.
- Celebration of Aboriginal and Torres Strait Islander cultures in the city.
- Marketing and promotion of cultural activities so that residents and visitors are aware of and participate in a diversity of arts and cultural offerings and activities.

5. COMMUNITY ENGAGEMENT

Community engagement is essential to the development of relevant and sustainable policies, plans and decision making.

As a Capital City Council and the centre for business, education, retail, recreation, culture and social services, the City of Adelaide recognises it has a responsibility to be an open and accountable organisation that seeks to meet the needs of the people it serves.

Previously, Council has developed and implemented a Community Engagement Strategy (2012) in addition to its Community Consultation Policy (2019) and has a well-established online engagement presence through its Your Say Adelaide website and use of social media.

City of Adelaide staff are supported by the work of a specialist Community Engagement Team, providing expert advice and assistance to the entire organisation. The team has also offered a suite of tools and resources on the council intranet to support staff further to deliver communications and engagement activities on their projects.

The City of Adelaide is currently conducting a review of Community Engagement practices which seeks to reflect the changing needs of the community best, meet legislative requirements, and focus on good practice. The completion of this review in early 2024 will align with the introduction of a legislative Community Engagement Charter being developed by the LGA in accordance with the Local Government Reform.

To support immediate improvements to the way community feedback can be sought, considered, and shared in a meaningful and timely manner, an Integrated Community Engagement Framework is proposed. The integration of community engagement activities will involve:

- Ensuring that each engagement is conducted in a way that is informative, interactive and inclusive of people in the City of Adelaide and broader South Australia; and in a variety of methods.
- Planning our engagement activities in line with our Strategic Plan, Annual Business Plan and Budgets, project delivery and Policy/Strategy review cycles in advance.
- Communicating in advance the big decisions of Council when the community's participation will be sought.
- Planning a business/resident precinct-based approach (based on the precinct areas supported by Council's Place Coordinators) for engagement activities that relates to each area, occurring on a quarterly basis in their community.
- Bringing known data and insights to these engagements and subsequent decisions to assist the community to provide informed and connected responses.
- Creating a cycle of conversations to ensure the community is asked once and their feedback can be used multiple times - leveraging from conversations and information we have already captured to inform other decisions.
- Sharing with the community what we have heard and how it has impacted decision making (or will impact it in the future).
- The use of technology to support these processes.

To ensure the continuation of an integrated approach to community engagement by the City of Adelaide, the following learnings have been identified and will inform principles to be applied to any future engagement activities:

- Considering projects in holistic manner and linking them to the strategic context and outcomes.
- Sharing data and insights from previous engagement activities prior to commencing a new project or activity to build on what we have already heard.
- Developing a question repository to track and search for the questions that community have already been asked through City of Adelaide engagement and research activities. The intention is to streamline participation and prevent duplication, whilst gaining insights from previous consultations.

Community Development: Putting People First

- Ensure that community engagement processes are inclusive and accessible. This is achieved by delivering hybrid community engagement approaches, which combines both online and offline methods to facilitate effective and inclusive communication that meets the needs of the community. This approach enables a broader representation of voices, captures a rich set of insights, and promotes sustained involvement, ultimately leading to more informed and inclusive decision-making.

Trust and Co-Design

For Community Development to be successful, communities need first to be engaged through the cultivation of a shared vision and building trust.¹³ 'Trust in government is essential for social cohesion and well-being. Citizens demand greater transparency from their governments, including information on the who, why and how of decision making. Broader public engagement in the decision-making process is also important for holding the government to account and maintaining confidence in public institutions.'¹⁴

A co-design approach to community engagement could bring community and stakeholders together to design new City of Adelaide services and policies, which are fit for purpose and community led. In order to foster an environment where co-design is possible and the balance between community need and government constraints informs meaningful collaboration, inclusion strategies must be adopted and co-design sessions guided by experts.

At the City of Melbourne, this is achieved through an embedded Community Development and place based approach. By understanding its communities better through neighbourhood level insights, the City of Melbourne confidently engages and communicates with communities on its work, responds to needs, tailors services, programs and facilities effectively.¹⁵ This includes 'deliberative engagement processes' that are inclusive, occur over a period of time and engage the community to 'work through and consider complex and important issues that impact them, in a supported environment'.¹⁶

The City of Adelaide has an extant 'neighbourhood model', which has been known as a place coordination or precinct model, since about 2011. Utilising these resources, the City of Adelaide can work with its communities directly to develop plans, services and service centres that respond to the existing and projected needs of the local community. Bringing together the community organisations, residents, workers, businesses, students and other precinct and neighbourhood-based stakeholders, we can work together through a Community Development approach to initiative and service development, neighbourhood planning, climate resilience and other strategic and emerging priorities.

Supporting the community to identify their aspirations, concerns and opportunities may be strengthened through the establishment and nurturing of new, resourced and remunerated City of Adelaide long-term advisory groups (e.g., Youth, Gender, LGBTQIA+, Culturally and Linguistically Diverse, Healthy Ageing). Enabling long-term advisory groups will grow community capacity and elevate community-derived solutions and community-centred knowledge through longitudinal engagement and data.

¹³ Aimers, J. and Walker, P. (2016), Community Development In Aotearoa New Zealand: A Historical Journey, *Whanake: the Pacific Journal of Community Development*, 2(2), Page 9

¹⁴ OECD 2022 in City of Melbourne, Inclusive Melbourne Strategy 2022-32, Page 26.

¹⁵ City of Melbourne, Inclusive Melbourne Strategy 2022-32, Page 30.

¹⁶ Ibid.

The City of Adelaide is required to develop and Implement a Community Needs Analysis in 2024 as part of the Community Neighbourhood Development Program funding received from the Department of Human Services. This funding is for a Community Development Coordinator for Adelaide's South West based at Minor Works Building Community Centre.

6. POLICY FRAMEWORKS AND RESOURCES

There is the potential for this Community Development Discussion Paper to be a precursor to the development of a Community Development Strategy as a key strategy under Council's draft Strategic Plan 2024-2028 (Our Community pillar), which could incorporate a Community Facilities Framework for the City of Adelaide.

Proposed Policy Framework

- **Community Development Strategy**
- **Social Infrastructure Policy** - to support our current and emerging community needs.
- **Community Facilities Strategy** (informed by the Social Infrastructure Assessment – Final Report)
- **Community Needs Analysis**
- **Social Equity Framework** (informed by research for the draft Homelessness Strategy)
- **Gender Equality Statement of Commitment** Gender Equality Action Plan (including reduction in violence against women) as per upcoming legislative requirement in the pending Gender Equality Bill modelled on Victorian legislation.
- **Welcoming City Standard** (reaffirm existing commitment and allocate resourcing)
- **Community Wellbeing and Active City Strategy** – looking specifically at priority population groups needs with a health and wellbeing focus (older people, young people, international students, community contributors such as volunteers and key groups i.e. through community grants, sporting clubs, community centres and libraries.

Staff Resourcing

In 2020 City of Adelaide was projecting an operating deficit of \$39 million for the 2020/2021 financial year, as the City continued to be impacted by restrictions implemented as a result of COVID-19. On 22 April 2020, Council directed CoA's Chief Executive Officer (CEO) to provide a report outlining options as to how City of Adelaide could achieve a \$20m permanent reduction in operating expenditure for the 2020/2021 financial year.

In 2021 as part of the 'Reshaping' restructure of the organisation, there was a reduction in Community Development staff, including the Community Connections program which was reduced from 5 FTE to 2.8 FTE.

In December 2023, City Culture recruited for the roles of Project Lead Community Connections (1 FTE, an existing, vacant position) and Coordinator Community Development (0.8 FTE, a new role funded through the Department of Human Services).¹⁷ These two employees commenced their roles in January 2024.

¹⁷ The Coordinator Community Development is a new role for which we have secured external funding from the Department of Human Services for a 3 + 3 + 3 years commitment, 9 years in total with a total funding value of \$900,000 to cover wage and some programming costs.

Community Development: Putting People First

The Project Lead Community Connections and Coordinator Community Development positions will play an integral role in strengthening community connections and will primarily work from our community centres. Their immediate priorities will be to:

- Undertake a comprehensive induction and onboarding program
- Introduce themselves to the community and Councillors
- Plan and coordinate Neighbour Day, which will be celebrated nationally on 31 March 2024. This is an opportunity for City residents to pause, reflect and celebrate the people who live around them and for Councillors to connect with their constituents
- Initiate and implement a Community Needs Analysis
- Initiate partnerships with service providers, local businesses and organisations to develop and deliver services and programs that are responsive to resident and community needs including the Welcoming Leaders program
- Design and deliver grassroots programs, exhibitions and events with community members
- Coordinate a thriving volunteer program that engages and empowers individuals and strengthens community connections.

The Coordinator Community Development is based at the Minor Works Building Community Centre to focus on supporting the people of the south west of the City of Adelaide. This role will deliver on the outcomes and requirements of the Community Neighbourhood Development Funding Program. This includes facilitating services for a broad cross-section of the South Australian community, with priority for those who are vulnerable, socially isolated and disadvantaged, those experiencing family and domestic violence and children and families at risk.

7. RESOURCES

[What is Community Development? | Australian Institute of Family Studies \(aifs.gov.au\)](#)

[Bank Of Ideas | Community Consultancy](#)

[Home - Youth Action Plan | Strong Futures](#)

[Office for Women - SA Women's Equality Blueprint](#)

[Outcomes Framework for Children and Young People](#)

[A more robust, more diverse and independent community sector](#)

[Volunteering Strategy for SA](#)

[Migration Program planning levels \(homeaffairs.gov.au\)](#)

[Welcoming Cities | Connecting Thriving Communities](#)

[SASEC - Social Enterprise Strategy Expert Advisory Group](#)

[Stores/Products \(peterwestoby.com\)](#)

[Community Development in an Uncertain World | Higher Education from Cambridge](#)

[Social determinants of health snapshot - Australian Institute of Health and Welfare \(aihw.gov.au\)](#)

[Fearless Research - Solving the hunger crisis with dignity - Flinders University](#)

[New project to transform South Australia's harvest surplus into nutritious meals for food relief | CSI](#)

[Digital Inclusion | CSI](#)

[Anti-Poverty | SACOSS](#)

[Climate change and disaster resilience | SACOSS](#)

[Co-design | vic.gov.au \(www.vic.gov.au\)](#)

[Strategic Plan 2020-2025 • Wellbeing SA](#)

[South Australia's Plan for Ageing Well 2020-2025 | SA Health](#)

[Inclusive SA - State Disability Inclusion Plan](#)

[Closing the Gap | Attorney-General's Department \(agd.sa.gov.au\)](#)

[South Australia's First Nations Voice to Parliament | Attorney-General's Department \(agd.sa.gov.au\)](#)

[City of Charles Sturt – Community Development Framework](#)

[Greater Shepparton – Community Development Framework](#)