

OUR ADELAIDE.
BOLD.
ASPIRATIONAL.
INNOVATIVE.

City of Adelaide

Strategic Plan 2024-2028

Year 2 update

September 2026

Kaurna Acknowledgement

City of Adelaide tampinhi, ngadlu Kaurna yartangka
panpapanpalyarrinhi (inparrinhi). Kaurna Miyurna yaitya mathanya
Wama Tarntanyaku. Parnaku yailtya, parnaku tapa purruna, parnaku
yarta, ngadlu tampinhi. Yalaka Kaurna miyurna ithu yailtya, tapa
purruna, yarta, kawi, ngayirda kuma puru martinhi, puru warri-apinhi,
puru tangka martulayinhi. Kumartarna yaitya miyurna iyangka yalaka
ngadlu tampinhi.

The City of Adelaide acknowledges the Kaurna People of the Adelaide
Plains as the Traditional Custodians of the land on which we live, work
and gather. We acknowledge and honour their spiritual and cultural
stewardship of this country and recognise their deep and enduring
relationship with its lands, waters, the sky, and all living things. We pay
our respects to Kaurna Elders past and present and recognise the
important role of emerging leaders in sustaining and strengthening
culture.

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For further information and to download a copy of the Strategic Plan 2024 – 2028 visit www.cityofadelaide.com.au/strategicplan or email strategicplan@cityofadelaide.com.au

Introduction

Council adopted the City of Adelaide Strategic Plan 2024 – 2028 (the Strategic Plan) on 12 December 2023. This Strategic Plan guides Council’s work over the next four years in delivering the vision for Adelaide of:

**Our Adelaide.
Bold.
Aspirational.
Innovative.**

The City of Adelaide developed the Strategic Plan in accordance with the *Local Government Act 1999* (SA), which requires councils to develop and adopt plans for the management of its area, and is informed by the provisions of the *City of Adelaide Act 1998*. Our Strategic Plan is also supported by a Resource Plan which guides the finance, infrastructure and resources that underpin delivery over the next four years.

We built this plan based on feedback from Council Members and the broader community as well as from research with key stakeholders. Over 100 pieces of feedback via community sessions, an online survey, and written submissions were received during the public consultation period on the draft Strategic Plan.

The City of Adelaide Strategic Plan 2024-2028 is our roadmap for the future, both as a capital city and a local government. It outlines what we want to achieve, the steps we need to take, and the direction we are heading.

The Strategic Plan 2024–2028 is structured as follows:

Vision: A vision for the future of Adelaide. It is an aspirational statement summarising the focus of the plan and guiding decision-making on the future of the city.

Aspirations: Help articulate the vision and are expressed as outcomes which help shape future policy positions of Council.

Objectives and Outcomes: Describe what will be achieved and the strategies employed.

Key Actions: What is being delivered under each objective relevant to Council’s responsibilities (How we will do it)

Indicators of Success/Measures/Targets: Provide an understanding of what long term success looks like (Measures of Success)

Summary

This update on the Strategic Plan is for the work progressed / completed in Year 2 (period of July 2025 to June 2026) and highlights achievements against all 70 of the Strategic Plan Key Actions and provides progress updates against all 102 of the Strategic Plan Indicators of Success/ Measures/ Targets.

Across the whole Strategic Plan: Indicator of Success / Measure / Target snapshot:



Our Community: Vibrant, connected and inclusive

Indicator of Success / Measure / Target snapshot:



Our Environment: Resilient, protected and sustainable

Indicator of Success / Measure / Target snapshot:



Our Economy: Growing, innovative and responsive

Indicator of Success / Measure / Target snapshot:



Our Places: Interesting, purposeful and safe

Indicator of Success / Measure / Target snapshot:



Our Corporation: High performing, customer-centric and bold

Indicator of Success / Measure / Target snapshot:



How to read this report

Strategic Plan structure:

Within the Strategic Plan there are five aspirations: Our Community; Our Environment; Our Economy; Our Places; and Our Corporation.

Each aspiration consists of:

1. Headline statements
i.e.: Our Community – Vibrant, connected and inclusive
2. Objectives
i.e.: Our Community
 - *Support our communities to thrive*
 - *Create fun, lively and interesting experiences*
 - *Celebrate and honour community and cultures*
3. Outcomes, which articulated as:
 - Key Actions
 - Indicator of Success / Measures / Targets

This report provides updates on the following, grouped by Aspiration and Outcome:

Key Actions

Highlights the key achievements that have been delivered on in Year 2 of the Strategic Plan.

Indicators of Success/Measures/Targets:

Status:



Achieved:

We have completed this item and no further work is required



On track:

We have undertaken work on this item and believe we will be able to successfully deliver this item in future years



At Risk:

We have undertaken work on this item but requires attention to deliver this item in future years



No update:

There is no data currently available to provide an update

Baseline:

Where applicable data has been articulated to benchmark our success for future years.

Update

A summary of work undertaken in the reporting period.



Our Community

Vibrant, connected
and inclusive

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

Indicator of Success / Measure / Target **snapshot:**



Drive affordable, safe and quality housing outcomes that attract and retain residents in our city

- Work with partners to identify new and innovative ways to reduce rough sleeping and homelessness
- Contribute towards achieving Zero Functional Homelessness
- Support increased residential growth and housing affordability through partnerships and advocacy
- Reduce rental pressures by increasing housing supply and unlocking properties for long-term tenants

Highlights of what we've delivered:

- Hosted a Lord Mayor's Homelessness Roundtable and continued to work with the Toward Home Alliance and SA Housing trust on private rental assistance programs.
- The City East Project was approved by Council on 11 November 2025. The redevelopment is anticipated to deliver approximately 1,000 dwellings across four towers, together with retail opportunities and improvements to the public realm. One tower is dedicated to affordable housing, two towers to market-priced housing, and the fourth tower to student housing.
- Progressed activation of long-term vacant sites, in partnership with the Australian Alliance to End Homelessness under the Social Planning Homelessness and Adelaide Zero Project– Partnership, supporting the objective of reducing homelessness through coordinated, data-driven approaches.
- Continued to deliver a program to support building owners to transform spaces and to unlock housing potential through the Adaptive Reuse City Housing Initiative (ARCHI) – with incentives to owners co- funded with the State Government.
- Provided submissions to State and Federal Government consultations on Code Amendments and relevant issues impacting our community.
- Continued to seek responses from the State Government on its live Code Amendments and engaged with the State Government on its newly introduced statutory requirement for local councils to develop Local Area Plans.

Indicator of Success / Measure / Target	Baseline	Update
 Attract investment to deliver 600 affordable rental properties by 2028 in line with Council's Housing Strategy	N/A	Council's Property and Housing strategies continue to deliver investment opportunities for affordable housing in the City, which includes the master planning investigations for the City of Adelaide's 218-232 Flinders Street site which are progressing together with adjoining land owners. 15 affordable housing apartments were also approved by the State Commission Assessment Panel for the development at 260 Franklin Street. Adelaide.
 Increase the number of people living in the city from 26,000 to 50,000 by 2036	26,183 SOURCE: ABS, 2022 Estimated Resident Population	The City of Adelaide estimated resident population for 2025 is 30,173 SOURCE: ABS, 2025 Estimated Resident Population
 Increase the share of family households from 12.5% to 15% living in the city	2021 ABS Census 12.5% SOURCE: ABS	Update to be provided in 2027 following the 2026 Census.
 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	Existing incentive scheme SOURCE: Housing Strategy	Achieved, refer to Year 1 report for update .
 Reduce the incidences of people sleeping rough or experiencing homelessness to functional zero by 2026 in line with Council's Homelessness Strategy	212 active homelessness SOURCE: Adelaide Zero Project (September 2023 analysis)	In June 2026, there were 203 people on the Adelaide By-Name List, with 140 'sleeping rough' and 63 people 'sleeping rough but temporarily sheltered' i.e. in crisis/ transitional/temporary accommodations, couch surfing, staying with friends. This compared with 212 people in 2023 (baseline).
 Advocate for 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 Note that this measure was updated in the Year 1 progress update .	September 2023 zero housing outcomes delivered SOURCE: City of Adelaide	Provisional data for 2026 provided by the Adelaide Zero Project indicates that 62 housing outcomes through the Intensive Housing Program were achieved.

An interesting and engaging place to live, learn and visit

- Enable community-led services which increase wellbeing, social connections and participation in active lifestyles, leisure, recreation and sport
- Drive social change and strengthen communities through locally-led arts, cultural and recreational activities
- Elevate the City's reputation for exceptional and unique arts and cultural experiences by encouraging and providing arts, culture and events partnerships, grants and sponsorship opportunities
- Lead and create opportunities for people to expand knowledge, learn, and master new skills

Highlights of what we've delivered:

- Worked to deliver Council's long-term plan to reinvigorate Community Sports Buildings, but delivering on the Golden Wattle Park / Mirnu Wirra (Park 21 West) and the Mary Lee Park / Tulya Wardli (Park 27B) projects.
- Continued to deliver the ART POD initiative at 25 Pirie Street, showcasing a multitude of artists and mediums
- Held SALA exhibitions, including at the City Library which was curated by Filipina visual artist Alyssa Powell-Ascuro and explored love, identity and culture and supported SALA in the City with over 100 artists exhibiting in libraries, community centres, and civic venues.
- Expanded the City of Music Laneways by launching The Angels Lane, which included large scale murals and light-based artwork.
- Celebrated the 10th anniversary of Adelaide's UNESCO City of Music designation and hosted the Rundle Mall Live Music Program
- Delivered a series of events and activations in the City through the City Activation Program, at our Libraries and Community Centres and through grants and sponsorship to a series of major and minor events, community activities and programs; with a series of outcomes from cultural sharing, recreational activities, knowledge expansion, economic growth and social connectedness achieved.
- Developed a new Christmas in the City Action Plan, including new infrastructure to showcase the City, promote visitation and to celebrate Christmas.

Indicator of Success / Measure / Target	Baseline	Update
 Increase in residents' wellbeing from 70% to 75% life satisfaction	70% of city resident reporting a high level of life satisfaction. SOURCE: CoA Resident Survey 2022	According to the 2025 Resident Survey, the proportion of residents who provided a score of 7 or higher out of 10 on life satisfaction was 80%. This is higher than the baseline figure of 70% and the 67% reported in 2024.
 Develop a target for increasing participation in arts, events and cultural experiences facilitated or supported by the City of Adelaide	1.9m + participants SOURCE: CoA Cultural Dashboard 2022/23	Over the past 12 months, in line with the new Cultural Policy, a review was undertaken to deliver a new Cultural Evaluation Framework and a new target is on track to be delivered in 2027.
 Review the Active City Strategy by 2025	N/A	Review completed and incorporated into the Wellbeing Strategy.
 Develop an overarching grants policy to support diversity in arts, culture, community development, recreation and wellbeing by 2025	N/A	Achieved, refer to Year 1 report for update.
 Amplify Adelaide's status as a UNESCO City of Music	N/A	In 2025 City of Adelaide led a year-long celebration of the 10th anniversary of Adelaide's designation as Australia's first and only UNESCO City of Music. Highlights include: - Citywide creative branding and promotion - Keys to the City awarded to Electric Fields - Live and Local program building grassroots music capacity across the city - Recognition as the 'ultimate destination city' for Make Music Day 2025 by Make Music Australia - Hosted national AIR Awards at Adelaide Town Hall - Launched 'The Angels Lane' - Rundle Mall City Sessions - Presented the South Australian Music Hall of Fame display at the Adelaide Town Hall - Conducted a Live Music Census
 Investigate opportunities for a Centre of Music	N/A	Investigations for opportunities are ongoing, but currently limited within the existing Council asset base. In 2025/26 the State Library of South Australia and City of Adelaide Libraries partnership establishes a central literary, cultural and community hub on North Terrace, enriching the offerings of both institutions including music appreciation and skills development through enhanced library.

		collections and service access, creative and collaborative programming and events, and innovative library experiences under one roof. Council has also invested in a UNESCO City of Music Collection with over 200 items for community use.
 Review library and community centre service delivery model to better meet the evolving community's need by 2025	N/A	A review of the Library and community centre service delivery was initiated in 2025 with the findings due to be presented to Council in 2026/27.
 Develop a Community Development and Wellbeing Plan by 2026 <i>Note that this measure was updated in the Year 1 progress update.</i>	N/A	The Community Wellbeing Strategy 2026-2030 was endorsed by Council in June 2026.
 Increase the diverse opportunities for volunteer participation in line with the Volunteering Australia national standards	N/A	Volunteer numbers in City of Adelaide Programs have increased from 212 to 284 in the 2025/26 Financial Year. Work has been focussed on expanding volunteer opportunities through integration of volunteer resources into NAIDOC Week, New Year's Eve and Adelaide Fashion Week celebrations. These opportunities have attracted people who have not otherwise volunteered with CoA.

An inclusive, equitable and welcoming community where people feel a sense of belonging

- Champion Reconciliation and recognition of Aboriginal and Torres Strait Islander peoples and culture by identifying opportunities to celebrate and elevate Kaurna culture and connection to Country
- Celebrate and elevate our community culture and the profiles of multicultural communities and create welcoming programs and services
- Support belonging through an inclusive and welcoming community that recognises diversity and enables people of all abilities living, working and visiting the city
- Create sustained, respectful, and inclusive opportunities that encourage full participation of people from diverse backgrounds in the cultural and social life of the City by ensuring our services and projects are accessible and inclusive for all

Highlights of what we've delivered:

- Developed the Stretch Reconciliation Action Plan.
- Engaged Wangkumara artist Crista Bradshaw's through the City of Adelaide Archives and the Guildhouse Collections Project, which resulted in an ART POD installation presented during the Tarnanthi Festival.
- Undertook a Cultural Burn in the Adelaide Park Lands in partnership with the Kaurna Fire Team (Firesticks Alliance Indigenous Corporation).
- Provided local community and art grants that focused on highlighting the cultural diversity of the City, supporting connectiveness and belonging and that celebrated our cities diversity.
- Supported community groups and events through a series of grants, support and approvals, including Lunar New Year, PoArt, Indian Mela, Tamil Festival and Australia Day.
- Hosted and supported Neighbour Day events, including 'One City, Many Cultures' at the North Adelaide Community Centre.
- Delivered a series of programs and opportunities for our community to connect locally and enable full participation in city life, including through the Positive Ageing Program Pilot and multiple volunteer initiatives and community events.
- Worked with our Access and Inclusion Advisory Panel to seek input into a range of Council initiatives.

Indicator of Success / Measure / Target	Baseline	Update
 Establish and deliver a new Stretch Reconciliation Action Plan by 2024	N/A	Achieved, refer to Year 1 report for update.
 Develop a target to increase the number of Aboriginal and Torres Strait Islander-led community reconciliation activities	N/A	Achieved, refer to Year 1 report for update.
 Support Aboriginal and Torres Strait Islander employment at the City of Adelaide to be higher than 2%	<i>30 June 2023 11 of 992 or 1.1% of the total City of Adelaide workforce (employees, trainees and apprentices) identified as First Nations.</i> <i>SOURCE: City of Adelaide data</i>	Aboriginal and Torres Strait Islander employment remains at 1.1%. Positive actions have occurred in 2025/26 which are hoped will position CoA well to increase this in coming years including; development of a new Anti-Racism Policy, design of a new Cultural Learning model, development of CoA's first Aboriginal and Torres Strait Islander Workforce Plan, increase in workforce events and communications promoting NAIDOC and Reconciliation weeks.
 Promote multicultural events and activities in our city	N/A	Revised Community Grants program supports and promotes multicultural events and gatherings and arts and cultural festivals and events with a focus on priority groups identified in the Cultural Policy. AEDA continues to deliver 'Experience Adelaide' which provides city wide promotional activities.
 Establish a new Diversity, Access and Inclusion Plan by 2024	N/A	Achieved, refer to Year 1 report for update.
 Develop a Social Infrastructure Policy by 2024 to support our current and emerging community needs	N/A	Achieved, refer to Year 1 report for update.
 Develop a Cultural Policy by 2024 that promotes and supports the City's unique cultural identity and opportunities	N/A	Achieved, refer to Year 1 report for update.

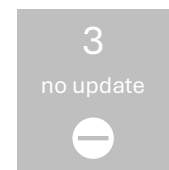
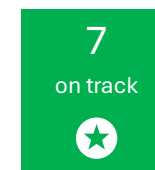
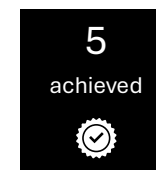


Our Environment

Resilient, protected
and sustainable

- Protect, enhance, and activate our Park Lands and open space
- Be climate conscious and resilient
- Prioritise sustainability in our decisions for the future

Indicator of Success / Measure / Target **quick update**



Lead as a Low Carbon Emissions City

- Implement sustainable, renewable and green systems, infrastructure, practices and materials in our projects and services
- Generate, lead and support new circular economy activities to support sustainability and economic outcomes
- Work with partners including universities, and researchers to innovate and transform carbon reliance
- Advocate for an increase in sustainable practices and materials in all development, offset by tree and renewal energy integration
- Make public electric vehicle charging infrastructure available for all users, including micro-mobility, catalysing the uptake of electric vehicles in Adelaide and improving Council and community performance on transport emissions

Highlights of what we've delivered:

- The decommissioning of gas across three CoA buildings (Victoria Park Grandstand, North Adelaide Community Centre and the Bus Station) and partial electrification of London Road Depot was undertaken in 2025/26. As part of the project, the maintenance workshop is trialling new electric heaters and heated 'wearables' over the coming months with an assessment planned for 2026 to determine the path to finalise the electrification and get the London Road Depot 100% off gas.
- Continued to plan for expanded EV infrastructure, initiating design and appearance of charging stations to be installed, as part of Council's Electric Vehicle Charging Network Roadmap.
- Delivered a cool wayfinding tool, an online map that helps people find the most comfortable walking routes in the city on hot summer days.
- As part of the embodied carbon investigation undertaken in 2024/25, developed a procurement template to facilitate accurate measurement of embodied carbon and updated CoA technical standards.
- Identified that 1.2% of city businesses are part of the Local Circular Industry, which supports Council to better provide opportunities to our community to participate actively in this space.

Indicator of Success / Measure / Target	Baseline	Update
 Develop a target to increase green infrastructure in our assets to support and enhance our environment	N/A	Achieved, refer to Year 1 report for update .
 Increase the number of electric vehicle charging stations from 54 in line with Council's Climate Strategy	<i>Baseline: 54 EV charging stations in the City</i> <i>SOURCE: City of Adelaide data</i>	8 additional charging bays were negotiated with the State Government as part of the redevelopment of the Adelaide Aquatic Centre. Administration is in the final stages of negotiating with its preferred provider for the delivery of additional public charging stations.
 Review Procurement Policies and Guidelines by 2024 to include requirements that support Circular Economy outcomes	N/A	Achieved, refer to Year 1 report for update .
 Support a 50% reduction in the city's community greenhouse gas emissions by 2030 from the 2020 baseline with an ambition to be net zero by 2035	<i>986,160 tCO2e</i> <i>SOURCE: City of Adelaide community emissions inventory 2020</i>	There is no update, as community emissions are calculated every two years for the proceeding 2 years. The calculations for FY2024/25 and FY2025/26 are in preparation.

A sustainable city where climate resilience is embedded in all that we do

- Work with our partners to plan for, lead and educate our community on a climate resilient future
- Support the adaptation of buildings and industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and processes
- Work with partners to access data to track the number of green upgrades or new buildings
- Provide progressive waste management and resource recovery services
- Partner with the community to divert more waste from landfill

Highlights of what we've delivered:

- Rolled out a city wide new cleansing service model, including in the south west of the City and in North Adelaide.
- Continued to provide the Sustainability Incentives Scheme to residents, business and groups, to make sustainable practices and technology more accessible and affordable – including appliance electrification, commercial green waste diversion and active transportation.
- Successfully delivered and evaluated the 200-household FOGO "Little Bins" pilot, providing valuable diversion and contamination data to inform future organics recovery initiatives and service improvements.
- Developed a four-year Waste Education and Engagement Plan (2026-2030), establishing a coordinated framework for contamination reduction, bin auditing, community education and long-term behaviour change.
- Expanded waste education programs across schools, residents and multi-unit dwellings, delivering workshops, presentations, facility tours and targeted FOGO education to increase community participation in resource recovery.
- Enhanced resource recovery infrastructure and diversion opportunities through battery recycling upgrades, textile recovery programs and improvements to Reuse and Recycling Hubs.
- Strengthened community partnerships and public-facing education campaigns through collaborations with Libraries, Cleanaway, Community Engagement and Circular Economy teams, delivering activations at Rundle Mall, Adelaide Central Market, Fringe Vibes and Clean Up Australia Day events.

Indicator of Success / Measure / Target	Baseline	Update
 Develop a Sustainability Governance and Reporting Framework by 2025 and capture and share data and learnings	N/A	Achieved, refer to Year 1 report for update .
 All asset investment (design, construct and maintenance) considers and embeds appropriate climate resilient measures	N/A	Administration continues to ensure asset investment considers and where appropriate embeds climate resilient measures. Recent work has included water sensitive urban design outcomes and underground cells are delivered in all new trees planted in road pavements and where possible new street trees in footpaths are installed with kerb inlets. Council's preferred tree species list has also been assessed to ensure a diverse urban forest is created with resilient tree species. <i>Note: this is subject to budget allocation to enable the milestone to be met.</i>
 Support the community to reduce their climate impact through the new City of Adelaide Climate Strategy	N/A	The latest information available is for the 2024/25 financial year, where the City of Adelaide supported the community through the Sustainability Incentives Scheme by investing \$227,347 across 156 rebates resulting in 246 tCO ₂ e in cumulative annual emissions savings.
 50 dwellings are delivered annually through adaptive reuse of underutilised buildings	<i>Baseline: 2023 Zero dwellings delivered through adaptive reuse of underutilised buildings.</i> <i>SOURCE: City of Adelaide data</i>	ARCHI has delivered 11 beds (across 6 dwellings) since inception, with funding agreements in place for a further 18 beds (across 11 dwellings) bringing the Year 2 total to 29 beds (across 17 dwellings). Over 80 ARCHI enquiries have been received, resulting in 22 projects in the pipeline.

Indicator of Success / Measure / Target	Baseline	Update
 All new dwellings built from 2025 are fully electric (no internal gas supply)	N/A	City of Adelaide supported 25 dwellings to convert to electric appliances via the SIS program.
 Establish a baseline to measure circularity in the City of Adelaide and initiate targets to increase circular economy outcomes	N/A	Baseline developed - A total of 155 circular businesses were identified in May 2026, or 1.2% of businesses across the city. Together their activities generated an estimated \$254.6 million in Sales/Output, contributed \$156.0 million in value added, and supported approximately 1,080 full-time equivalent jobs in 2023-24. Note: <i>The City of Adelaide hosts a diverse and active circular economy, spanning repair and maintenance, reuse and second-hand trade, rental and sharing services, and materials recovery. Industries in this assessment were identified using the Australian and New Zealand Standard Industrial Classification (ANZSIC) system, which provides a consistent framework for categorising businesses by their primary economic activity. The mapping of ANZSIC classes to circular economy activities drew on a framework previously developed by Rawtec, which assesses each industry class against recognised circular economy strategies including repair and maintenance, reuse and resale, rental and hiring, and material recovery.</i>
 Increase diversion from landfill for residential kerbside waste from 50% (2022) to 80% by 2030 <i>Note that this measure was updated in the Year 1 progress update.</i>	41% of material was diverted from residential kerbside. <i>Note: The baseline from 2022 was reviewed following the development of a new data collection tool and new data sources.</i> SOURCE: CoA Performance on Waste and Resource Recovery (PWRR) Tool, 2023/24	No update. Council wide kerbside waste audit is funded for 2026/27 to measure performance against baseline.

The status, attributes and character of our green spaces and the Park Lands are protected and strengthened

- Continue the support for the Kadaltilla/Adelaide Park Lands Authority Subsidiary and the delivery of the Kadaltilla Charter and Business Plans
- Lead and advocate for the environmental value, productivity, quality and biodiversity of the Park Lands, squares, open space and streetscapes
- Protect and restore native habitat in our city
- Work with partners to create innovative ways to create or convert underutilised areas to green space
- Advocate for no new development in the Park Lands and returning Park Lands that have been alienated

Highlights of the achievements we've delivered on:

- Developed Rest Stop Design Guidelines for the Adelaide Park Lands Trail and incorporated these into the Adelaide Park Lands Trail Improvement Plan.
- Progressed the National Heritage Plan implementation by working on spatially mapping views and vistas of the National Heritage value of the Adelaide Park Lands.
- Progressed the World Heritage Bid for Adelaide and its Rural Settlement Landscapes, including the development with Aboriginal partners of a Free, Prior and Informed Consent process.
- Finalised the Key Biodiversity Area (KBA) Management Plan and Monitoring Plan for the seven KBAs in the Adelaide Park Lands was completed and site markers with QR codes to inform the community about the value of the KBA's were delivered across all seven KBAs.
- Continued the City Public Realm Greening Program, supporting street tree canopy and integrating greening into streets, public spaces and active transport corridors to reduce urban heat.
- Collaborated with the Department for Environment and Water and Green Adelaide to develop a Tree Martin Management Plan and to support an operational response to the 2026/26 Tree Martin roosting.
- Worked with the Kaurna Yerta Aboriginal Corporation (KYAC) to explore future partnership opportunities with KYAC Rangers through the City of Adelaide's Aboriginal Rangers Program, to support traditional land management practices in the Adelaide Park Lands.

Indicator of Success / Measure / Target	Baseline	Update
 Achieve a net increase in biodiversity, habitats, and ecosystems health within the City of Adelaide by 2030	<i>Six Key Biodiversity Areas</i> <i>SOURCE: City of Adelaide</i>	A comprehensive update to Park Lands biodiversity management was completed through the KBA Management Plan 2026–2031. The update revises the six original KBA Management Plans developed in 2018 and extends coverage to a seventh KBA, the Education Hub at G S Kingston / Wirrarininthi (Park 23), designated following the 2024 Biodiversity Survey.
 Support a net increase in street trees annually aligned to heat island data within Council's Climate Strategy	<i>Street trees total 9,338. (2022)</i> <i>SOURCE: City of Adelaide</i>	Council's target of 200 new street trees was met with 205 new street trees planted in 2025/2026. In addition to this a 5-Year Green Infrastructure Plan was approved by Council that documents a notional 5-year street tree planting program that is subject to future design investigations. <i>Note: Council has been informed that budget allocations do not meet the current KPI and aspiration.</i>
 Support 40% tree canopy cover by 2035	<i>33% canopy cover in streets and parks</i> <i>SOURCE: Integrated Climate Strategy</i>	Green Adelaide, in collaboration with metropolitan councils, including City of Adelaide, is currently undertaking a tree mapping project to update the 2022 baseline. The result are expected to be provided to the City of Adelaide in 2026/27.
 Develop a target to increase green spaces to support our environment	<i>Tree canopy cover equals 27.6%. (2022)</i> <i>SOURCE: City of Adelaide</i>	Achieved, refer to Year 1 report for update .
 Achieve world heritage listing of our Park Lands, and protect their national heritage listing status and pursue State Heritage listing to strengthen protections	N/A	Stakeholder Engagement to obtain evidence of public support for the Tentative List Submission has been completed. Consent processes are being undertaken with Traditional Owners in accordance with the principles of Free, Prior and Informed Consent.
 No loss of Park Lands and seek to reclaim Park Lands green space in line with the Kadaltilla Strategic Plan	<i>716 hectares of Park Lands (excludes identified hard surfaces and built forms)</i> <i>SOURCE: City of Adelaide</i>	In 2026 the City of Adelaide managed 598 hectares of Adelaide Park Lands as Community Land. Of this Community Land 74 hectares (12.3%) is impervious/hardstand and 10.9 hectares (1.8%) is built form. The area managed by the City of Adelaide has reduced from 716 hectares in 2023 (baseline) due to State Government legislation for the North Adelaide Public Golf Course transferring care and control of Possum Park / Pirltawardli (Park 1), John E Brown (Park 27A) and Kate Cocks Park to the State Government for major projects. A reduction of City of Adelaide built form of 100m2 has occurred in Blue Gum Park / Kurangga (Park 20) with the successful removal of an unused building.
 Deliver the Adelaide Park Lands Management Strategy	N/A	Achieved, refer to Year 1 report for update .

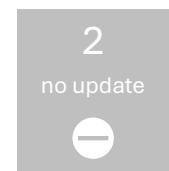
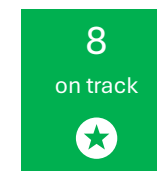
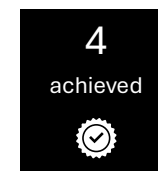


Our Economy

Growing, innovative and responsive

- Continue to grow our economy for all
- Support existing businesses to be agile and responsive to change
- Be a centre for education, collaboration and skilled workforce

Indicator of Success / Measure / Target **quick update**



Adelaide's unique experiences and opportunities attract visitors to our City

- Continue the support for the Adelaide Central Market Authority (ACMA) Subsidiary and the delivery of the ACMA Charter and Business Plans
- Partner with the State Government, universities, associations, community and advocacy groups to activate and upgrade precincts to stimulate investment, visitation and maximise opportunities
- Refresh the way in which information is provided to visitors to the city
- Reinforce the position of Adelaide as the State's central business district and amplify Adelaide's reputation as a place to learn, work and start a business

Highlights of the achievements we've delivered on:

- With ACMA, provided ongoing support for the launch of Market Square, including through operational preparedness funding.
- Continued to work with Renewal SA on the outcomes being sought at the Tapangka on Franklin development.
- Continued to fund and work with key partners to amplify Adelaide as a destination to learn, work and start a business, including Study Adelaide, MTP Connect, Renew Adelaide, and ThincSeed Pre-Accelerator Program.
- Delivered a range of events and promotional material in partnership with traders and key partners in the lead up to the iconic Rundle Mall 50th anniversary celebrations.
- The Adelaide Economic Development Agency (AEDA) participated in Australian Tourism Exchange, Business Events Adelaide buyer familiarisation, commenced a national and international investment campaign and scoped a 'bring your business' to Adelaide initiative.
- Progressed the City Brand Development which aims to strengthen Adelaide's distinct identity to attract visitors, workers, students, residents and investment.
- Progressed the Adelaide Visitor Experience Centre project, which aims to deliver a smart, technology-enabled visitor centre on North Terrace.

Indicator of Success / Measure / Target	Baseline	Update
 Support the delivery of key actions of ACMA	N/A	City of Adelaide approved a budget allocation for ACMA Capital expenditure to maintain, upgrade and renew Market infrastructure and stalls as required. Budget was also approved to support Operational Readiness Activities in the lead up to the Market Expansion opening both through a Strategic Project funding and capital expenditure.
 Increase in tourism nights across the City and North Adelaide through local, interstate and international visitation Note that this measure was updated in the Year 1 progress update.	<i>Baseline: 12.33m (2023/24)</i> <i>Source: EconomyID (Tourism Visitor Summary) - using Tourism Research Australia data</i>	Data update cannot be provided at the moment. Tourism Research Australia is updating its methodology for collecting Australian resident tourism statistics. As a result, domestic visitor data will not be reported at the Local Government Area (LGA) level for FY2025. International visitation data are unaffected. Because this measure includes both domestic and international visitation, the total figure could not be estimated. Source: Economy.id
 Increase in foot traffic across the City and North Adelaide annually in line with the Council's Economic Development Strategy Note that this measure was updated in the Year 1 progress update.	<i>138.8m (2023)</i> <i>SOURCE: Kepler Analytics, foot traffic unique visitors</i>	122m (2025) SOURCE: Kepler Analytics, foot traffic unique visitors
 Increase in spending across the City and North Adelaide Note that this measure was updated in the Year 1 progress update.	<i>\$3.99b (2023)</i> <i>SOURCE: Spendmapp by Geografia</i>	\$4.27b (2025) SOURCE: Spendmapp by Geografia
 Deliver marketing and promotion strategies to share Adelaide's unique attributes and emerging opportunities	N/A	AEDA has commenced an Innovation Investment attraction campaign and continues to deliver marketing and promotion campaigns, particularly through Social Media and Experience Adelaide (130,000 subscribers) and Business News (84,000 subscribers) e-news.

Achieve a critical mass of jobs and investment and attract and retain businesses by growing a dynamic, holistic economy

- Continue the support for the Adelaide Economic Development Agency (AEDA) Subsidiary and the delivery of the AEDA Charter and Business Plans
- Provide services and information that contribute towards a high productivity economy
- Work with partners, universities and businesses to attract investment and improve employment opportunities
- Create partnerships to grow and develop current and emerging sectors such as medical, technology, creative and professional services sectors
- Create efficiencies and reduce barriers to support small, medium and large-scale businesses to open and thrive in our city

Highlights of the achievements we've delivered on:

- Worked with Council and AEDA to finalise a 2025/26 Business Plan and Budget that supports AEDA's Strategic Plan and that provides funding to ensure ongoing AEDA continues to drive economic activity, visitor growth and marketing of the City.
- Provided regular data and insights to city businesses to outline economic data and opportunities, as well as hosted the Annual AEDA Summit which brought together hundreds of attendees including industry leaders, innovators, and business enthusiasts.
- Launched an investment attraction campaign directed towards decision makers not in South Australia, aiming to position Adelaide as Australia's city for serious innovation by highlighting competitive advantages including artificial intelligence and big data, defence and space, health and medical technologies and cyber security.
- AEDA worked with 75 firms seeking to grow or locate in the City with potential 2,400 jobs.
- Continued to partner with precinct groups through mainstreet funding and continued to finalise a Precinct Model to better align Council's and local businesses' economic aspirations.

Indicator of Success / Measure / Target	Baseline	Update
 Council and AEDA to partner with key stakeholders to progress economic development and growth outcomes across all sectors in the City to increase city contribution to Gross State Product	<i>City of Adelaide accounted for 18.04% of the State's Gross Regional Product, with a GRP of \$25.4 billion. (2022/23)</i> SOURCE: <i>Economy.id</i>	City of Adelaide accounted for 18.76% of the State's Gross Regional Product, with a GRP of \$28.2 billion (2024/25). SOURCE: <i>Economy.id</i>
 Develop a City of Adelaide Economic Development Strategy by 2024 to drive growth	N/A	Achieved, refer to Year 1 report for update .
 Support the delivery of the key actions of the AEDA Strategic Plan to support investors, emerging sectors, entrepreneurs and business owners to be successful, innovative and responsive to a changing business environment	N/A	Council continues to support the Adelaide Economic Development Agency, including with over \$8.606m in operational expenditure and with \$4.579m for Strategic and Capital Projects budgeted in 2025/26. AEDA and Council continue to collaborate in line with the Economic Development Strategy and AEDA Strategic Plan for the benefit of the City.
 Deliver economic data and insights to our business community	N/A	AEDA continues to provide a series of Data and Insight events, including Data for Lunch which has seen approximately 400 people attend. Economic data online received 25,356 page views, an increase of 56% and unique visitors increased by 105% compared with the previous financial year.
 An increase of businesses who think the city is a good place to do business from 64% to 75%	64% (2021) SOURCE: <i>City of Adelaide Business Survey 2021</i>	No update for 2025/26. In 2024, the City of Adelaide's Business Survey indicated 72% of the sampled businesses agreed that the city is a good place to do business.
 An increase in the number of new businesses and investment in the city	12,637 GST registered businesses (Q3 2023/24) Building approvals valued at \$8.983 billion (2022/23) SOURCE: <i>Economy ID (ABR data) and City of Adelaide</i>	12,975 GST registered businesses (2025). Building approvals valued at \$1.51 billion in 2025-26 FYTD (April). SOURCE: <i>Economy.id (ABR data) and City of Adelaide</i> .
 Increase the use of social enterprises and Aboriginal Torres Strait Islander owned businesses through City of Adelaide procurement	N/A	Achieved, refer to Year 1 report for update .

Council is driving development opportunities for our community via diverse commercial activities

- Work with partners on the completion of major development outcomes that focus on economic and housing outcomes such as 88 O'Connell Street, Market Square and the former Bus Station
- Maintain the Future Fund to support investment in revenue generating activities to reduce ratepayer burden

Highlights of the achievements we've delivered on:

- Celebrated the opening of 88 O'Connell, including the finalisation of public realm upgrades and welcoming new residents and commercial tenants into the precinct.
- Significant progress has been made on Market Square / Adelaide Central Market development, with the north and south towers structurally complete and all façade works undertaken. Operational preparedness for the expanded Adelaide Central Market progressed, and a series of new tenants were announced as part of a marketing campaign to drive visitation.
- Continued to strategically consider opportunities to utilise the Future Fund for revenue-generating activities.

Indicator of Success / Measure / Target	Baseline	Update
 Review the Strategic Property Action Plan by 2024 to manage opportunities including car parks and other commercial assets for our community	N/A	Achieved, refer to Year 1 report for update .
 Develop sales and tenancy targets associated with City of Adelaide housing developments	N/A	Achieved, refer to Year 1 report for update .
 Manage the governance arrangements for the Future Fund	N/A	Council adopted the current Future Fund Reserve Policy in July 2025 and this is now managed through the practice of the Annual Business Plan and Budget and Long Term Financial Plan.

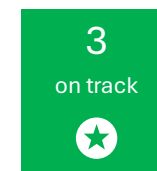
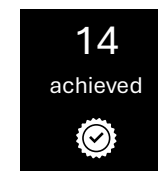


Our Places

Interesting, purposeful and safe

- Manage assets to meet the needs of our community
- Encourage bold, interesting and purposeful development
- Facilitate and activate our places in a safe and accessible way for our community

Indicator of Success / Measure / Target **quick update**



Community assets are adaptable and responsibly maintained

- Deliver quality street and laneway upgrades, mainstreets, precincts, and neighbourhood revitalisation and improvements that make Adelaide well-designed, safe and unique
- Create new assets to meet emerging community needs with a focus on safe design, construction and maintenance
- Support the maintenance and development of bold and interesting community, cultural and civic places and infrastructure in step with residential growth, enabling connections into and out of the city
- Work with partners to increase active and diverse transport measures to ensure drivers, cyclists and pedestrians can safely and easily move within the city with a goal to minimise road incidents and decrease fatalities
- Work with partners to support safer road user behaviour

Highlights of the achievements we've delivered on:

- Adopted an Integrated Transport Strategy and continued to work with partners and our community on a range of implementation activities including a school safety review and 'Biketober' events.
- Completed the North-South bikeway project along Frome Road from Rundle Street to Albert Bridge.
- Delivered a series of Capital projects focused on footpaths, road safety, traffic calming and cycling.
- Progressed with Council and through Community Consultation, the vision for an upgraded Light Square, promoting residential growth and new community spaces. Sought to understand how this masterplan can best enable connectivity within and into and out of the City through traffic modelling.
- Progressed the delivery of a new City Library on North Terrace, in partnership with the State Library of South Australia – including design, fit out and operational preparedness for the July 2026 opening.
- Continued to implement the Mainstreets Revitalisation Program, making progress for each of the main streets and finalising as part of the BP&B process a schedule of implementation.

Indicator of Success / Measure / Target	Baseline	Update
 Commence the design of the Hindley Street upgrade project by 2023/2024	N/A	Achieved, refer to Year 1 report for update .
 Commence the design of the Gouger Street upgrade project by 2023/2024	N/A	Achieved, refer to Year 1 report for update .
 Commence the design of the O'Connell Street upgrade project by 2024/2025	N/A	Achieved, refer to Year 1 report for update .
 Commence the design of the Hutt Street upgrade project by 2024/2025	N/A	Achieved, refer to Year 1 report for update .
 Commence the design of the Melbourne Street upgrade project by 2025/2026	N/A	Design of the revitalisation of Melbourne St commenced in Q1 of 25/26 and Stage 1 of the Melbourne Street upgrade project, delivering wombat crossings, has been achieved.
 Develop and implement an Integrated Transport Strategy and establish associated targets by 2024 that aligns to the South Australian Road Safety Strategy to 2031	N/A	The Integrated Transport Strategy was adopted by Council in July 2025. The ITS Implementation Plan was subsequently adopted by Council in June 2026 with a series of funded actions and targets over the next three financial years.
 Revise the Asset Management Plans by June 2024	<i>Legislative requirement</i>	Achieved, refer to Year 1 report for update .

Encourage bold, interesting and purposeful development that supports the changing needs of our community and city

- Lead the development of a City Plan that provides guidance on city growth, development, amenity needs and accessibility to make Adelaide a liveable and walkable city that people are proud to call home
- Create and advocate for multi-use green spaces such as open space, community gardens and pocket parks that enable shared use and community connection
- Encourage repurposing, adaptive reuse and improvement of buildings and facilities
- Support the development or conversion of diverse and affordable office spaces and housing
- Protect, share and elevate our heritage and culturally significant places, maintaining the character while encouraging adaptive reuse, repurposing and upgrading buildings

Highlights of the achievements we've delivered on:

- Continued to deliver a range of grant programs to support housing options, including the Adaptive Reuse City Housing Initiative (ARCHI) Incentives Scheme, a dedicated program supporting delivery of residential adaptive reuse projects and the Heritage Incentive Scheme, a dedicated program to restore Heritage listed properties.
- Worked with private and government partners to continue implementation of the City Plan, including hosting a property industry forum and delivering a Planning and Design Code Amendment Program.
- Initiated a way to better understand spaces in the City that have development potential to promote residential growth, in alignment with City Plan objectives.
- Supported the returning to Park Lands of the former Aquatic Centre site while developing the Aquatic Centre Community Playing Field (Denise Norton Park / Pardipardinyilla (Park 2)) project – delivering a new community recreational space.

Indicator of Success / Measure / Target	Baseline	Update
 Develop the City Plan by 2024	N/A	Achieved, refer to Year 1 report for update .
 Increase in the number of people who agree that the city is a welcoming and dynamic place full of rich and diverse experiences from 82% to 90%	82% <i>SOURCE: City of Adelaide, 2022 City User Profile, 7+</i>	The City of Adelaide no longer measures this sentiment in our surveys, and as such from 2026 the baseline has been changed to reflect the latest data, that is similar in nature - "The City of Adelaide offers diverse experiences", sourced from those respondents who said Agree or Strongly Agree. In the 2026 City User Profile survey, the result for this was 79%.
 Increase in the number of dwellings in our city from 14,660 (2021) to 17,780 by 2026 and 22,770 by 2031	14,660 <i>SOURCE: 2021 ABS Census, Total Dwellings City of Adelaide</i>	No update. ABS Census was undertaken in 2026 with new data expected in 2027.
 15% of new dwellings are available as affordable purchase or rental to low and moderate income earners	N/A	Planning consent given (apartments, dwellings, townhouses) = 303 apartments. No. of affordable housing units given planning consent = 57 apartments. Total percentage of affordable housing given planning consent = 18.8 %.
 No loss of local heritage places and consider options to increase the 1,850 places	N/A	Two local heritage places were approved for demolition, one in July 2024 and one in June 2026. A proposal to initiate a Planning and Design Code Amendment to list 20th Century local heritage places was considered in confidence by Council in February 2026, and is with the Minister for Planning to determine whether the Code Amendment can commence.
 Review the heritage overlays to ensure our heritage places are known and accommodated during development by 2025	N/A	The Historic Area Overlay Update Code Amendment was approved by the Minister for Planning and came into effect in the State Government's Planning and Design Code in March 2026.
 Deliver conservation management plans for heritage assets by 2025	N/A	Achieved, refer to Year 1 report for update .

Create safe, inclusive and healthy places for our community

- Maintain and improve disability, LGBTQIA+ and vulnerable or minority group access and inclusion
- Create opportunities for sustained activation in the city through outdoor dining, parking, leases and licences
- Encourage interesting and unique experiences in public spaces through permit management
- Support businesses to operate safely
- Provide services that encourage responsible pet ownership

Highlights of what we've delivered:

- Reviewed and consulted on an updated Dog and Cat Management Plan, which included a series of social media posts about pet ownership
- Continued to implement the Disability Access and Inclusion Plan, including identifying future quiet or sensory-friendly spaces, and internal employee training being refreshed and expanded to include new modules on universal design, accessible events, hidden disabilities, and Auslan.
- Delivered through the development of the Wellbeing Strategy, targeted involvement and focus group sessions with disability, LGBTQIA+, multicultural and vulnerable persons, groups.
- Developed accessibility Guides for the Adelaide Town Hall (Civic), Adelaide Town Hall (Events), Meeting Hall, Rundle Mall and Adelaide Central Market.

Indicator of Success / Measure / Target	Baseline	Update
 Achieve Disability Access compliance in all new and upgraded infrastructure	N/A	All new and upgraded projects are designed to be DDA compliant where possible within the physical constraints of the site.
 Review the Disability Access and Inclusion Plan by 2024	N/A	Achieved, refer to Year 1 report for update .
 Review the Wellbeing (Public Health) Plan by 2026 UPDATED MEASURE: <i>Deliver a new Public Health Plan by 2027</i>	N/A	The review of the Wellbeing (Public Health) Plan was completed as part of the development of the Community Wellbeing Strategy and subsequently a new Public Health Plan will be finalised in 2026/27.
 Review the Dog and Cat Management Plan by 2024	N/A	Achieved, refer to Year 1 report for update .
 Review and implement by-laws which respond to community needs by 2025	N/A	Achieved, refer to Year 1 report for update .

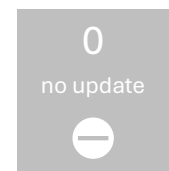
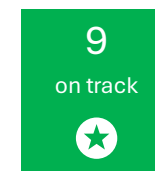
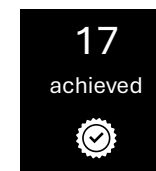


Our Corporation

High performing, customer-centric
and bold

- Effective Leadership and Governance
- Exceptional Customer Experience
- Financial Sustainability
- People Engagement
- Strategy, Value and Efficiency
- Technology and Information

Indicator of Success / Measure / Target **quick update**



Effective Leadership and Governance

- Demonstrate bold capital city leadership and robust governance with our community at the heart of our decisions
- Enable effective governance, risk management, accountability and transparency at all times in decision making

Exceptional Customer Experience

- Listen and respond to our community, embedding their perspective to support decision-making
- Focus on the experience of our customers to ensure outcomes meet expectations
- Promote and communicate the work of Council

Financial Sustainability

- Focus on budget repair and ensure responsible financial management through the principle of intergenerational equity while delivering quality services
- Achieve high value procurement and contracts management outcomes
- Improve service efficiency by identifying new revenue streams and creating new opportunities for income

People Engagement

- Attract and retain people with skills and behaviours which align with our organisational objectives and values
- Create an organisational culture that enables bold and experienced leadership, where our people thrive and are proud to work, making the City of Adelaide an employer of choice
- Identify and develop the skills, capabilities, and leadership needed to support a high performing organisation
- Support ways of working, which enable informed decision-making and enable agility, collaboration, and innovation

Strategy, Value and Efficiency

- Work with local, national and international partners to deliver the outcomes of the Strategic Management Framework to move our city into the future
- Create, maintain and integrate plans and policies that reflect and guide decision making and support our city and our community to thrive
- Use community feedback, data and research to monitor, maintain and adapt our range of quality services to continuously improve the value and efficiency

Technology and Information

- Focus on integration, digital opportunities and innovative solutions to support business efficiency and customer focused performance improvements
- Continue to efficiently maintain the rich historical significance of our archival and civic collection

Highlights of what we've delivered:

- Developed a Leadership Capability Approach and a Cultural Learning Framework for all Staff.
- Continued to review and consolidate where appropriate the suite of policy and guidelines to ensure they are modern and appropriate for our community.
- Signed a three year MOU with Athens, Greece, with a focus on culture, tourism, innovation, commerce, and environmental sustainability.
- Worked with Council to understand the Future Fund and long-term financial sustainability, resulting in a BP&B for 2025/26 and an updated Long Term Financial Plan.
- Initiated work to ensure our community can fully participate in the next Local Government Elections.
- Progressed the City of Adelaide website redevelopment to deliver a modern, accessible and user-centric digital experiences.
- Launched the City Plan Digital Tool (CoADE), enhancing organisation wide-decision making, policy development and project design through improved spatial data capability.
- Upgraded the audio and video equipment in the Council Chambers and Colonel Light Room.
- Commenced the 2026 Graduate Program.
- Implemented a new City of Adelaide Community Engagement Charter and following community consultation updated Councils Community Engagement Policy.
- Continued to provide Council and our Community information on post-consultation updates of projects, including through reports, monthly email newsletters and with website updates.
- Successfully completed the Salaried Enterprise Agreement.
- Focused on delivering new and different ways to communicate with our customers and community, including with social media, which saw strong growth and new branding for City Libraries.

Indicator of Success / Measure / Target	Baseline	Update
Effective Leadership and Governance		
 Implement a Public Transparency Policy by June 2024	N/A	Achieved, refer to Year 1 report for update .
 Reduce the number of items and Council decisions considered and held in confidence	304 items held in confidence in the 2018/2022 term of Council SOURCE: City of Adelaide	Items held in confidence for 2022/2026 term to date: 262 (to 30 June 2026). Note that this does not include items received by Council which are in confidence due to 'Section 90(3) (j) - Information Provided in Confidence' - which includes items such as those received from the State Government.
 Deliver a robust internal audit program that aligns to service outcomes	N/A	Internal Audit Plan continues to be delivered throughout the year and reported on as required to the Audit and Risk Committee.
 Review and monitor the Governance Structure to ensure best practice decision making and enable effective advice for Council's undertakings	N/A	This review has been actioned and achieved. Noting that this is a continued ongoing piece of work which is likely to be reviewed again in full following the Council Elections.
 Review Emergency Management Plans and response by 2025	N/A	Emergency Management Plans were reviewed and the updated plans were adopted by Council's Emergency Management Steering Committee and Executive.
Exceptional Customer Experience		
 Achieve and maintain Voice of the Customer Survey scores for Customer Satisfaction and Customer Ease	In line with CEO Key Performance Indicators	This target was achieved in Year 1, however due to the ongoing nature of customer satisfaction and customer ease, continues to be monitored and reported.
 Review marketing and communication policies and practices to ensure website and social media content is reflective of current decisions, projects and services	N/A	Achieved, refer to Year 1 report for update .

Indicator of Success / Measure / Target	Baseline	Update
Financial Sustainability		
 Review the Rating System to ensure optimum outcomes by 2024	N/A	Achieved, refer to Year 1 report for update .
 Determine future funding requirements for community assets such as Torrens Weir enhancement and replacement/strengthening of Adelaide Bridge	N/A	The LTFP has been amended to reflect the outcomes of the asset review for the two assets. Council continues to consider funding for these projects through annual financial reviews of the Business Plan and Budget and Long Term Financial Plan. Proposals have been presented to the State Government seeking funding associated with these two key assets.
 100% of procurement is conducted in line with relevant Council policies and supports Council's Climate, Diversity, Reconciliation, Workforce and 'Buy Local' strategies and targets	N/A	This target continues to be achieved, with 100% of procurement conducted in line with relevant Council policies and supporting Council's Climate, Diversity, Reconciliation, Workforce and Buy Local strategies and targets.
 Review the Procurement Policy and Guidelines to support circular economy, climate resilience, Aboriginal and Torres Strait Islander employment and local sourcing by 2024	N/A	Achieved, refer to Year 1 report for update .
 Financial indicators are in line with annual targets (as outlined in the Long-Term Financial Plan) with a focus on Asset Renewal Funding Ratio between 90% and 110% *	ARFR 90% – 110%	Preliminary results indicate that financial indicators are on track to meet annual targets set out in the Long-Term Financial Plan, with the Asset Renewal Funding Ratio expected to remain within the target range of 90% to 110%.
 Grow the share of non-rates based revenue	42% (all income excluding rates) SOURCE: 2022/23 Annual Report (Statement of Comprehensive Income)	Administration continues to seek growth to non-rates based revenue, including recently seeking additional revenue sources from management agreements on third party land for open lot car parking.

Indicator of Success / Measure / Target	Baseline	Update
People Engagement		
 Aboriginal and Torres Strait Islander Employment at the City of Adelaide to be greater than 2%	30 June 2023 11 of 992 or 1.1% of the total City of Adelaide workforce (employees, trainees and apprentices) identified as First Nations. SOURCE: City of Adelaide data	Aboriginal and Torres Strait Islander employment remains at 1.1%. Positive actions have occurred in 2025/26 which are hoped will position CoA well to increase this in coming years including; development of a new Anti-Racism Policy, design of a new Cultural Learning model, development of CoA's first Aboriginal and Torres Strait Islander Workforce Plan, increase in workforce events and communications promoting NAIDOC and Reconciliation weeks.
 Deliver and maintain a Workforce Strategy by 2024	N/A	Achieved, refer to Year 1 report for update.
 Deliver a City of Adelaide Graduate Program by 2025	N/A	Achieved, refer to Year 1 report for update.
 Action recommendations arising from employee feedback tools and risk assessment to generate positive employee outcomes	N/A	Program and Organisational action plans are in place to address feedback from Culture Survey and Psychosocial Risk Assessments. Key organisational deliverables arising from employee feedback include development of a leadership capability model, review of induction processes, and increased Executive visibility in corporate communications.

Indicator of Success / Measure / Target	Baseline	Update
Strategy, Value and Efficiency		
 Develop and implement a Strategic Partnerships Framework to achieve best practice outcomes including benchmarking opportunities by 2024	N/A	The Strategic Partnerships Framework was endorsed by the Executive at the meeting on 4 May 2026 and implementation is currently being supported through our internal auditors who are investigating opportunities for a partnership maturity matrix and in identifying opportunities.
 Complete a review of the Strategic Planning Framework by 2024	N/A	Achieved, refer to Year 1 report for update .
 Strategic and Capital Projects are delivered on time and on budget (target 75%)	2022/23 89% of strategic and 81% of capital projects delivered on time and budget SOURCE: City of Adelaide data	Of the 32 Strategic Projects approved for 2025/26, 25 were delivered on time (78.1%) - of these 20 were also on budget. Of the 33 New and Upgrade Capital Projects planned to be constructed and delivered in 25/26, 8 projects were delivered on time (24%). Of these, 7 of these were also on budget.
 Business, Resident and City User Surveys identify overall satisfaction with Council services	43% of 2021 Business Survey identified overall satisfaction with Council services. 65% of 2022 Resident Survey identified overall satisfaction with Council services. 73% of 2022 City User Survey identified overall satisfaction with Council services.	38% of respondents to the Business Survey 2024 were satisfied with Council Services. 74% of respondents to the 2025 Resident Survey were satisfied with Council services. 70% of 2026 of the respondents to City User Survey Profile were satisfied with Council services.
 Review the Community Engagement approach by 2025	N/A	The Council's Community Engagement Policy was reviewed in late 2025 and subsequently endorsed by Council in November that year. This was further revised following the launch of the State Government's Community Engagement Charter published December 2025.
 Develop baseline data for relevant measures in the Strategic Plan by 2024	N/A	Achieved, refer to Year 1 report for update .

Indicator of Success / Measure / Target	Baseline	Update
Technology and Information		
 Deliver and maintain Business Systems Roadmap to support business efficiency	N/A	Administration continues to deliver and maintain the Business Systems Roadmap, which includes reviews to ensure it is updated to reflect current priorities.
 Deliver Workforce Management System upgrades	N/A	The Workforce Management Systems upgraded was delivered in 2025/26.
 Implement data integration solutions for Customer Insights to drive efficiency outcomes	N/A	Developed an implementation plan which has been initiated, and this included a pilot project to deliver data integration solutions in 2025/25.
 Increase awareness and engagement of staff through the use of better systems	N/A	Administration continues to engage with staff to identify opportunities to improve, enhance or make better use of systems through regular Business Systems Committee meetings.
 Improve and drive efficiency outcomes through the integration of customer data and insights	N/A	Administration continues to increase awareness and drive efficiency outcomes through the integration of customer and data insights, including building out our data analytics platform and adoption of a new AI Policy to support this work.