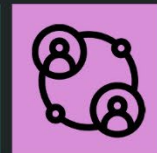


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2025-2028 Strategic Plan



Building stronger foundations
and connecting our people

2025-2028 Strategic Plan

Building stronger foundations and connecting our people



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1 Message from the Mayor and CEO

As one of the fastest-growing communities in South Australia, Council is shaping the City of Playford as it grows by over 73,000 people by 2046. Our Strategic Plan 2025–2028 represents the next four years of this exciting journey, with a considered commitment to strengthening our foundations while building greater connections across our community.

In 2020, we shifted to a 12-year planning horizon, recognising that meaningful progress requires long-term thinking. Our first phase (2020-2024) focused on establishing strong community and city foundations, ensuring core services and infrastructure were prioritised to support our growing and existing suburbs. The second phase (2025-2028) of the planning horizon focuses on connecting our people by enhancing physical and social connections within and between communities.

This focus is essential as our community continues to grow. With growth comes the need to foster connection between new and long-standing residents, across diverse cultural and social groups, and within our evolving neighbourhoods.

During the development of this plan, extensive community engagement revealed that our community looks to Council to foster these connections, supported by foundational services and infrastructure, to ensure Playford remains a welcoming, inclusive, and liveable city.

We listened to the voice of our community which shared their vision for Playford's future and have developed four key themes to reflect this direction.

We acknowledge the challenges that come with rapid growth, but we also see immense opportunity. Playford's future is bright, and this plan is about ensuring that our city is not only growing but thriving – where every resident feels connected, supported, and proud to call Playford home.

We thank our community for their input and look forward to working together to bring this plan to life.

Mayor Glenn Docherty



CEO Sam Green



2 Who we are

Our city and community

The City of Playford is a rapidly expanding community on the northern edge of the Adelaide metropolitan area. At our centre is a busy, urbanised area bordered by a large defence base, horticultural land, rural townships and natural open spaces.

Currently home to 110,000 residents, the area's defining feature of recent decades has been its significant population growth. We will continue to lead the way in growth in South Australia, with the city forecast to welcome 10 residents a day for the next 20 years.



This positions Playford as a vital part of northern Adelaide's landscape. We are already home to the area's largest public hospital, a district policing centre, and a diverse range of retail and professional services. With business and industry set to expand alongside our growing population, Playford is poised to continue its significant contribution to the region's economic and social fabric.

We are here to provide information, services and infrastructure that help people enjoy their lives and time in and around Playford. We balance the demands of a growing community with the expectations of updating infrastructure in established communities. We are committed to being financially sustainable while continuing to deliver for our community. We have people at the heart of what we do.

33,000+
New dwellings
by 2046



73,000+
New residents
by 2046



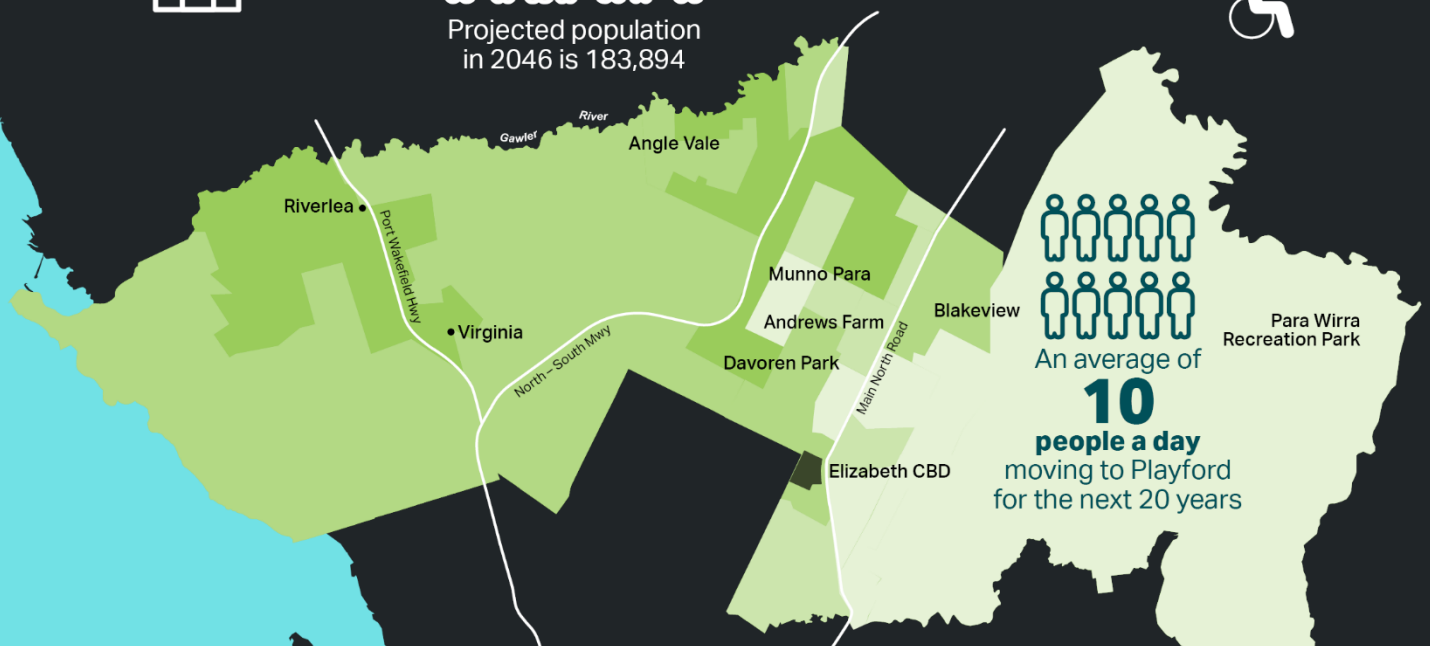
Projected population
in 2046 is 183,894

4.2%

of the population
are **Aboriginal
or Torres Strait
Islander**

8,374

residents living
with a **disability**



An average of
10
people a day
moving to Playford
for the next 20 years

Language at home
other than English

15%

Top 5 Languages

Nepali
Hazaraghi
(Afghanistan)

Vietnamese
Dinka (South Sudan)
Swahili



Overseas born

22%

Top 5 Birthplaces

United Kingdom
Afghanistan
Philippines

India
Vietnam





Mayor Glenn
Docherty

Ward One



Cr Rebecca
Vandeppear



Cr Peter Rentoulis



Cr Clint Marsh

Ward Two



Cr Jane Onuzans



Cr Chantelle
Karlsen



Cr Gay
Smallwood-Smith

Ward Three



Cr Andrew Craig



Cr Tanya
Smiljanic



Cr David Kerrison

Ward Four



Cr Marilyn Baker



Cr Katrina Stroet



Cr Zahra Bayani

Ward Five



Cr Misty Norris



Cr Shirley Halls



Cr Akram Arifi

Council's Role

Councils are established under the *Local Government Act 1999* to provide for the government and management of their area at a local level. One of our core roles is the direct delivery of services and assets.

However, a range of services required by our community falls within the responsibility of other levels of government, non-government agencies, the private sector and business/industry organisations. As such, we need to play additional roles to that of service provider – such as advocacy, facilitation and partnering – which are crucial to attract the necessary expertise and resources needed for our city's growth.

Beyond this, involvement, ideas and actions of the community are an integral part of Council's role. With shared contribution from Council and community, we can make a lasting difference.

This integrated and coordinated approach is needed to respond to our community's needs and priorities in different capacities on different issues.



Council's various roles and responsibilities are outlined below.

Direct service provider – directly providing a service.

Leader / Planner – leading the community, setting an example and setting the direction for the future.

Advocate – making representation on behalf of the community.

Facilitator – bringing together stakeholders, or joining with other stakeholders, to pursue a shared interest.

Owner / Custodian – obligations as a manager of community assets.

Regulator – undertaking a particular role in response to legislation (direct/specific or general duty of care), making and enforcing local laws.

Information Provider – distributing or displaying community information, developing resources to promote community understanding and to inform decision-making.

Part Funder – contributing funds or resources as one of a number of parties that contribute to service provision in our community.

3 Our Strategic Planning Framework



The three phases of our Strategic Planning Framework.



PLAN

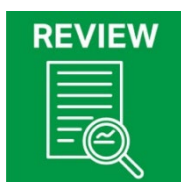
Our high-level plans guide our investment. **The Playford Community Vision 2043*** was developed in 2013 based on extensive community engagement and reflects the longer-term aspirations of the community, organised under the goals of Prosperity, Liveability and Happiness.

Our **City-wide Strategies** focus on a particular area such as open space or cycling and walking and help prioritise projects across the city. Our **Masterplans** outline our vision across a particular precinct or project area such as the Lyell McEwin Health Precinct, Playford Health and Wellbeing Precinct and the Virginia Township.



INVEST

We continue to invest in our growing community by undertaking new projects and delivering new services. The **Long Term Financial Plan*** ensures Council can deliver services, maintain assets and achieve its strategic objectives in a financially sustainable manner. The **Annual Business Plan and Budget*** is the 12-month plan to deliver the Strategic Plan and secure funding.



REVIEW

We are constantly reviewing our investment. **The Strategic Asset Management Plan*** ensures effective and comprehensive management of our asset portfolios. We complete a range of different **analyses and planning activities**, such as the Public Health Plan and Disability Access and Inclusion Plan, which continue to guide our investment in our existing services.

**These plans meet our obligations under Section 122 of the Local Government Act 1999, which states that a council must develop and adopt plans for the management of its area, to be called collectively the strategic management plans.*



This Strategic Plan outlines Council's four-year goals for the city and provides direction for decision-making and the way in which we prioritise our resource allocation.

Community and City Foundations

2020-2024

Connecting our people

2025-2028

Connecting our places

2028-2032

When we reviewed our Strategic Plan in 2020, we wanted to ensure we were thinking beyond a single Council term. This meant a shift to a longer-term, 12-year planning horizon, ensuring we have a logical, sequenced approach to our work and understanding that we can't do everything at the same time. Each of these themes is detailed below.

Community and City Foundations 2020-2024

This plan focused on ensuring that the **foundational needs** of our community were being met in any new projects we delivered and through the services we provided.

Connecting our People 2025-2028

This plan will focus on areas that help to **connect our people** to each other and their local community. Our existing services will be adjusted to enhance physical and social connections at the local community level.

Connecting our Places 2028-2032

This plan will focus on projects and services that **connect our places**. This means initiating projects that help connect key places across the city and adjusting existing services where necessary to enhance these connections.

Where are we now?

From 2020 to 2024, our Strategic Plan focused on laying strong community and city foundations to support our growing community. While we've achieved a great deal in these four years, our community has told us that it is important this foundational work continues. Improving safety and accessibility and making it easier to move around our city have been particularly highlighted as areas for focus.

At the same time, our community has expressed a strong desire for greater connection – connecting with others, connecting to spaces and fostering a sense of belonging. They want us to activate and support spaces and initiatives that help bring people together.

Taking this feedback on board, we've reflected on what we've achieved so far and how we can best meet the needs of our community over the next four years. As a result, the Strategic Plan 2025–2028 is built around themes that will continue to strengthen **our foundations** while creating opportunities for **building connections**.

Together, these priorities will ensure a strong foundation and a more connected Playford, shaping a city where people feel they belong.

Underpinning the four themes of this Strategic Plan is a focus on clear and accessible communication – making sure information about our plans, projects, and opportunities reaches the people who need it, in ways that are easy to understand. This commitment will ensure our community is informed, engaged and able to play an active role in their city.

Theme 1 Our foundations

**Improving safety, accessibility
and ease of movement around
our city**



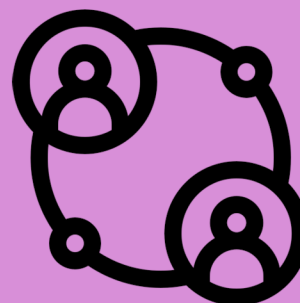
Theme 2 Our foundations

Lifting city appearance



Theme 3 Building connections

**Fostering collaboration and
connection to each other**



Theme 4 Building connections

**Activating and facilitating
welcoming community spaces
and events**



From page 15, each theme is described in more detail to explain how Council will work with the community to address them over the coming four years.



4 Listening to our community

The development of our Strategic Plan offers an important opportunity for the community to help shape Council's direction over the next four years. Understanding community views and priorities helps Council address the challenges of our diverse and growing population.

The objectives of this community engagement were to:

- **Inform and educate our community** on the intent to maintain and continue the important work on Community and City Foundations and bring focus into Connecting our People.
- **Consult and involve our community** in defining what they consider Connecting our People to be so that their feedback can genuinely be factored into decision-making on the final detail of the Strategic Plan 2025-2028.

In April 2024, Council conducted various community engagement activities, including two large summits, pop-up conversations at various locations, and a widely promoted survey to reach a diverse audience.

Over 790 community members participated, sharing their feedback on achievements from the 2020-24 Strategic Plan and what Council should focus on in the next four years.



What we heard

The community told us that the Community and City Foundations themes remain important and that our work in these areas should continue.

Notably, there continues to be a need for Council to improve safety and accessibility. The community highlighted concerns about the safety and functionality of roads and footpaths, emphasising the desire for good road networks and well-connected footpaths that enable easy and safe movement around the city.

The city's appearance was also highlighted as a continuing focus area. Residents want improved maintenance of public spaces, such as parks and gardens, and their local streets and neighbourhoods, citing concerns about littering, illegal dumping, and overall upkeep of public areas.

Strong support was given to the transition to Connecting our People. Our community believes that enhancing connections across the community can create stronger and safer neighbourhoods.

Council is seen as playing key roles in directly delivering services, events and facilities while also facilitating and supporting opportunities that nurture connection and sharing information to promote these initiatives.

It is important to note that this engagement is just one of many sources of information we use to help inform decisions and the development of longer-term strategic plans. In addition to the feedback from the community engagement for this Strategic Plan, we also consider ongoing data and insights from the Council's customer experience measurement program, the annual Playford Community Survey, deep-dive service delivery projects, customer requests and existing community and city data. We also rely on external data and research to understand the broader context affecting our community.

The *What We Heard Engagement Report* can be found on our website at playford.engagementhub.com.au



5 The next four years - making things happen

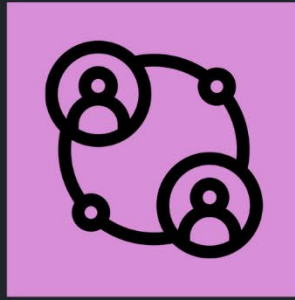
The Council already has a set of decision-making filters in place to ensure we plan strategically for the future. These filters are front-of-mind when making decisions about our services or any new projects. As part of the development of this Strategic Plan, we reviewed the decision-making filters and found that these filters are still relevant:

- We will work with other levels of Government to ensure we maximise opportunities to leverage external funding.
- We will ensure we meet our legislative requirements and legal obligations.
- We will stick to our Finance Strategy to achieve long-term financial sustainability while still delivering planned services, responsibly managing debt and promoting the growth of the city.
- We will finish what we have started in terms of our longer-term projects that the community is expecting us to deliver.

An additional filter has been included to reflect that Council needs the appropriate resources in place for project and service delivery:

- We will pace the delivery of new projects and services in line with resource availability.

2025-2028 Strategic Plan Themes



Theme 1 Our foundations

Improving safety, accessibility and ease of movement around our city



Theme 1

Our foundations: Improving safety, accessibility and ease of movement around our city

By 2028, our community will...

Experience travelling around the city safely and easily, with well-planned and maintained roads, footpaths and cycleways.

Trust that Council is investing in infrastructure to keep pace with the growth of our city.

Enjoy welcoming and accessible public and community spaces.

Why is this important?

Our community emphasised the importance of safe and reliable movement around the city.

Residents want well-maintained and connected transport networks and ongoing investment in infrastructure to keep pace with the rapid development occurring across the city.

They also told us that improved accessibility and safety in parks and public spaces are essential for fostering stronger connections within the community.



What it is

Leveraging our existing resources and funding to maximise the maintenance and renewal of our roads, footpaths and stormwater infrastructure.

Providing a reliable transport network that makes moving around our city easier.

Planning for and maintaining a safe transport network for infrastructure under our care and control.

Ensuring the safety and accessibility of our public spaces, such as parks and playgrounds.

Considering accessibility requirements when planning new infrastructure.

Planning for the city's future growth by anticipating and addressing the infrastructure needs of our growing population by advocating to State and Federal Governments.

Partnering with State and Federal Governments to support outcomes for our community.

Advocacy for developers and relevant agencies to improve the safety and accessibility of new developments.

Providing timely and accessible information about our services and projects that impact how we move around the city.

What it's not

Assuming the role of the South Australia Police in addressing crime, including vandalism, hoon driving, and drug-related activities.

Duplicating the South Australian Government's responsibilities for planning, investing in and managing the metropolitan bus and train networks as well as other state-owned infrastructure.

Assuming developers' roles in maintaining infrastructure that falls under their responsibility.

Solving all traffic congestion problems in the next four years.

Council's role

Ownership, building and management of Council-owned infrastructure and other assets, including roads, footpaths, parks and stormwater infrastructure.

Leveraging external investment opportunities to **part-fund** the costs of infrastructure projects such as roads, open space and stormwater.

Planning for the growth of our city and negotiating with developers to ensure the best outcomes for our community.

Advocating to the South Australian Government on public transport and key transport networks, including upgrading state-owned roads and intersections.

As part of the Development Application process, the Council acts as a **regulator** to ensure that the appropriate building and engineering standards are met for any new infrastructure.

Theme 2 Our foundations

Lifting city appearance



Theme 2

Our foundations: Lifting city appearance

By 2028, our community will...

Feel a stronger sense of pride in the appearance of their neighbourhood.

Be inspired to be more involved in how their street and local neighbourhood look.

Experience increased well-being as they enjoy spending more time in greener public realm spaces that look and feel nice.

Why is this important?

Our community told us that a green, clean and tidy city is important to them.

There is a strong desire for improved maintenance of parks, gardens and public spaces and increased investment in green areas.

Residents also seek an improvement in the appearance of roadsides, verges, and footpaths.

There was also considerable feedback regarding waste management, street cleaning, rubbish removal, and concerns about illegal dumping.



What it is

Continuing to increase our tree canopy to create an attractive and welcoming public realm.

Maintaining and uplifting the appearance of our parks and reserves, open spaces and verges.

Continuing to provide street cleaning, rubbish removal and graffiti management.

Working with our community to foster shared responsibility for enhancing the appearance of our neighbourhoods, with a focus on education and accountability in waste management.

Working with developers to ensure the public realm they deliver in new areas can be sustainably maintained by Council within existing service standards into the future.

Ensuring consistent and affordable public realm standards for the areas that Council has care and control over.

Continuing to upgrade and enhance our established suburbs, recognising that each area reflects the unique character of the time they were built.

Providing timely and accessible information about public realm projects and city maintenance, and opportunities for residents to participate in improving their neighbourhoods.

What it's not

A uniform approach to public realm upgrades across our city.

Reshaping the entire city with public realm improvements over the next four years.

Council's role

Providing a wide range of services, including street cleaning, graffiti removal and waste management and the maintenance of parks and trees.

Ownership and management of infrastructure and other assets, including roads, footpaths, parks, and stormwater infrastructure.

Leading by example to create a well-maintained public realm to encourage our community to do the same in their properties.

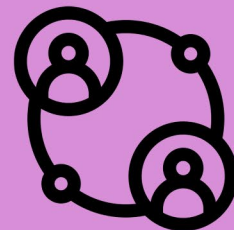
Planning for the growth of our city and negotiating with developers to ensure the best outcomes for our community.

Advocating for private realm upgrades and encouraging private realm developers to leverage off our plans and activity.

Regulating illegally dumped rubbish across our city and **informing** our community about waste management services.

Theme 3 Building connections

Fostering collaboration and connection to each other



Theme 3

Building connections: Fostering collaboration and connection to each other

By 2028, our community will...

Experience more opportunities to build trusted and reliable networks that connect them with different services and organisations across the city.

Have the knowledge and confidence to proactively connect with and use services from a range of organisations that help them successfully live their everyday lives.

Be supported in engaging with different groups of people, cultures and abilities.

Why is this important?

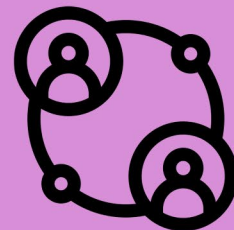
Our community wants us to use our local, on-the-ground knowledge to facilitate connections between themselves and other organisations.

Our community sees Council as a trusted source that offers local expertise and advice to help them make informed decisions.

Our community wants us to partner with them to foster a stronger sense of belonging and acceptance.

Theme 3 Building connections

Fostering collaboration and connection to each other



What it is

Fostering relationships with organisations to connect the community with resources, support and services.

Using our local expertise to provide advice to help our community get things done safely and effectively.

Connecting individuals to organisations to increase awareness of opportunities available within our community.

Offering guidance and support in accessing resources, navigating Council processes and empowering individuals to manage similar situations independently in the future.

Promoting multicultural and multigenerational connections.

Co-designing services and community infrastructure with the South Australian Government and other agencies to ensure the best outcomes for our community.

Encouraging mentorship and volunteering, as well as resource and skill-sharing opportunities.

Providing timely and accessible information about community services, volunteer opportunities and community participation.

What it's not

Delivering all the activity, services or doing all the work.

Taking over roles of other community organisations or leading every partnership and activity.

Acting as the sole source of information, resources or opportunities available within the community.

Offering in-depth, ongoing guidance for every individual request rather than encouraging self-sufficiency over time.

Replacing organic connections formed through neighbours, friendships, and grassroots networks.

Council's role

Providing a wide range of services, including community development and inclusion programs.

Ownership and management of infrastructure and other assets, including community facilities such as the Grenville Hub, John McVeity Centre, Elizabeth Rise Community Centre, Northern Sound System and The Precinct.

Facilitating connections between our community and various organisations and service providers.

Providing information about Council services and guiding people to other resources that Council does not directly provide.

Theme 4 Building connections

Activating and facilitating welcoming community spaces and events



Theme 4

Building connections: Activating and facilitating welcoming community spaces and events

By 2028, our community will...

Feel they have plenty of opportunities to connect, with things to do and places to visit.

Be supported to deliver their own events and activities with ease, thanks to accessible, fit-for-purpose public spaces and places.

Know about the events, activities and social opportunities that are happening in their city.

Feel confident, welcomed and supported at events and activities that are easily accessible and encourage broad participation.

Have opportunities to attend activities and events that build community pride and a stronger, more connected Playford community.

Theme 4 Building connections

Activating and facilitating welcoming community spaces and events



Why is this important?

Residents told us that neighbours, friends in the area and accessible community spaces play a significant role in building and maintaining connections within their community.

Spaces that are accessible and cater to a variety of social gatherings and recreational activities help foster social inclusion and the sense of belonging that the community wants.

The community is seeking connections to people through events and activities that provide enriching experiences and opportunities to share common interests, skills, and resources to help build relationships.

Accessible community spaces provide opportunities for active participation and meaningful social interaction in the community, supporting physical and mental well-being.

What it is

Creating and maintaining spaces where people can come together, both formally and informally, with a focus on ensuring these spaces are practical, accessible, and fit for purpose.

Providing easier access to Council venues for community events and activities.

Recognising events as key facilitators of connection, promoting inclusivity, and encouraging diverse participation.

Supporting grassroots and community-led initiatives that empower local groups to take the lead in delivering events and activities.

Improving awareness of events and helping residents navigate new or unfamiliar activities.

Working together to adhere to processes and procedures that ensure community safety and accessibility while remaining adaptable and practical in our approach.

Providing timely and accessible information about community spaces and events.

What it's not

Council running all events and activities or being the primary source for all information on events across the city.

Providing unrestricted access to community spaces.

Overlooking processes and procedures that ensure safety, compliance, and community well-being.

A comprehensive event hosting or promotional service for every community event.

Council's role

Providing a wide range of services, including community events and programs.

Ownership and management of infrastructure and other assets, including community facilities and open spaces, such as the Grenville Hub, John McVeity Centre, Elizabeth Rise Community Centre, Northern Sound System, Fremont Park and The Precinct.

Facilitating connections between our community through our community spaces and places.

Providing information about Council facilities and events and guiding people to other resources that Council does not directly provide.



7 Tracking our Progress

This Strategic Plan outlines the Council's focus for the next four years. The Council tracks its progress in several ways, including:

Ongoing conversations with our community – building on the rich insights provided by our community to develop this Strategic Plan. This includes formal engagement processes with the community and conversations with Elected Members and staff.

Annual Report – an overview of the projects and services that Council has delivered across the city in the preceding year.

Playford Community Survey – a survey relevant to the Strategic Plan themes to understand the community's experiences about living, working, studying and visiting Playford.

Annual Business Survey – a survey for local businesses to share their thoughts and ideas on the type of support they would like to receive from Council.

Council has a strong focus on engaging with our community and customers to understand their experiences with us. We gather feedback and insights to help measure our performance and improve service delivery. This will enhance and may require adjustments to how we track the progress of this Strategic Plan over the next four years.