



CITY COMMUNITY SERVICES AND CULTURE COMMITTEE

Agenda and Reports

for the meeting on

Tuesday, 3 February 2026

at 6.30 pm

in the Colonel Light Room, Adelaide Town Hall

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Our Adelaide.
Bold.
Aspirational.
Innovative.

CITY COMMUNITY SERVICES AND CULTURE COMMITTEE
Meeting Agenda, Tuesday, 3 February 2026, at 6.30 pm

Members – The Right Honourable the Lord Mayor, Dr Jane Lomax-Smith

Councillor Snape (Chair)

Councillor Giles (Deputy Chair)

Deputy Lord Mayor, Councillor Noon and Councillors Abrahimzadeh, Cabada, Couros, Davis, Freeman, Maher, Martin and Dr Siebentritt

Agenda

Item		Pages
1. Acknowledgement of Country		
	At the opening of the City Community Services and Culture Committee meeting, the Chair will state:	
	'Council acknowledges that we are meeting on traditional Country of the Kaurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today.	
	And we also extend that respect to other Aboriginal Language Groups and other First Nations who are present today.'	
2. Apologies and Leave of Absence		
	Nil	
3. Confirmation of Minutes - 4/11/2025 & 2/12/2025		
	That the Minutes of the meeting of the City Community Services and Culture Committee held on 4 November 2025 and the Special meeting held on 2 December 2025, be taken as read and be confirmed as an accurate record of proceedings.	
	View public 4 November 2025 and 2 December 2025 Minutes.	
4. Declaration of Conflict of Interest		
5. Deputations		
6. Workshops		
	Nil	
7. Reports for Recommendation to Council		
7.1	Community Wellbeing Strategy – Draft for Public Consultation	4 - 99
8. Reports for Noting		
	Nil	
9. Exclusion of the Public		100 - 103
	In accordance with sections 90(2), (3) and (7) of the <i>Local Government Act 1999</i> (SA) the City Community Services and Culture Committee will consider whether to discuss in confidence the reports contained within section 10 & 11 of this Agenda.	
10. Confidential Workshops		
10.1	Park Lands Community Buildings - Priority Needs Analysis [S90(3) (b)]	104 – 123

11.	Confidential Reports for Recommendation to Council	
11.1	Park Lands Community Buildings - Priority Needs Analysis [S90(3) (b)]	124 - 130
11.2	City of Music Laneway Naming [S90(3) (a), (b)]	131 - 141
12.	Closure	

Community Wellbeing Strategy – Draft for Public Consultation

Strategic Alignment - Our Community

Public

Tuesday, 3 February 2026

City Community Services and Culture Committee

Program Contact:

Jennifer Kalionis, Associate Director City Culture

Approving Officer:

Jo Podoliak, Director City Community

EXECUTIVE SUMMARY

The purpose of this report is to present the Draft Community Wellbeing Strategy (Strategy) (**Attachment A**) for the purpose of public consultation.

The Strategy has been developed through a series of stakeholder and community engagement activities held from October to December 2025, which have been summarised in a report (**Attachment B**). The consultation was undertaken in partnership with the Centre for Social Impact, Flinders University (CSI), who produced a detailed recommendations report (**Attachment C**).

The development of the Strategy addresses the need to review and refresh the current Wellbeing Plan and Active City Strategy, as identified within Council's Strategic Plan 2024-2028.

We are a capital city of almost 30,000 people with an ambition to grow toward 50,000 residents by 2036. To ensure success, we must build a resilient and healthy community that is vibrant, connected and inclusive and where people who live, work and visit are supported to thrive across all life stages.

In building the Strategy, the challenges our community faces (demographic shifts, community resilience and social cohesion, housing affordability and cost of living, global disruption, economic shifts, and climate change) were also considered. To achieve wellbeing outcomes alongside sustainable growth, it is recommended that we prioritise:

- Social wellbeing
- Create inclusive and accessible spaces
- Facilitate learning and recreational experiences
- Foster community resilience and participation
- Manage environmental sustainability.

Public consultation on the Strategy is proposed to occur between March and April 2026. Feedback from our community will inform the final Strategy, costed Implementation Plan and a one-year Action Plan, which will be presented to Council by June 2026 for adoption.

RECOMMENDATION

The following recommendation will be presented to Council on 10 February 2026 for consideration

THAT THE CITY COMMUNITY SERVICES AND CULTURE COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Adopts for the purpose of public consultation the Draft Community Wellbeing Strategy, as contained in Attachment A to Item 7.1 on the Agenda for the meeting of the City Community Services and Culture Committee held on 3 February 2026.
2. Notes the community and stakeholder workshops and research analysis already undertaken to build the Draft Community Wellbeing Strategy contained in Attachment B and Attachment C to Item 7.1 on the Agenda for the meeting of the City Community Services and Culture Committee held on 3 February 2026.

3. Authorises the Chief Executive Officer to make minor and technical amendments to the documents contained in Attachment A, Attachment B and Attachment C to Item XX on the Agenda for the meeting of the City Community Services and Culture Committee held on 3 February 2026, for the purposes of finalising the documents for public consultation.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	<p>Strategic Alignment – Our Community</p> <p>An interesting and engaging place to live, learn and visit.</p> <p>An inclusive, equitable and welcoming community where people feel a sense of belonging.</p>
Policy	The final Community Wellbeing Strategy will replace the Active City Strategy 2013-2023 and Wellbeing Plan 2020-2025.
Consultation	<p>Consultation was undertaken from 3 November 2025 to 3 December 2025 to inform the development of the Draft Community Wellbeing Strategy. A summary of the consultation is provided in Attachment B.</p> <p>Consultation on the Draft Community Wellbeing Strategy is proposed to take place from 2 March 2026 to 7 April 2026, via online engagement through Our Adelaide, emails to key stakeholders, and focus groups with priority groups.</p>
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	<p>The Draft Community Wellbeing Strategy identifies current and emerging challenges to community wellbeing, defines the City of Adelaide's role, and provides a framework for aligning services, partnerships, and investment.</p> <p>It is possible that the draft Strategy could also meet the requirement for a Regional Public Health Plan as outlined in the <i>Public Health Act 2011 (SA)</i>. This would need ministerial approval prior to any Public Consultation and would delay delivery of the plan by approximately 3 months.</p>
25/26 Budget Allocation	Consultation costs will be covered by the existing operating budget.
Proposed 26/27 Budget Allocation	To be considered through a costed Implementation Plan to be presented with the final Strategy in June 2026.
Life of Project, Service, Initiative or (Expectancy of) Asset	The Community Wellbeing Strategy will be reviewed in four years.
25/26 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

Background

1. Community wellbeing is a holistic concept reflected in the conditions that allow individuals, families, and groups to thrive. It spans social, environmental, economic, physical, mental, emotional, cultural, and spiritual dimensions, and is deeply connected to a sense of belonging and connection to the natural world.
2. In Australia, local government plays a distinct, place-based and enabling role in public health and community wellbeing by creating healthy environments, fostering social connection, and supporting community-led prevention initiatives. Its role complements (rather than duplicates) the policy, funding and service-delivery roles of state and federal government by promoting equity and resilience at the community level.
3. Community wellbeing underpins sustainable city growth and economic development, which are essential to achieving the city's 50,000 population target. Businesses thrive when the city feels safe, welcoming and inclusive, and when high-quality public spaces and climate resilience encourages people to spend time here. Students, workers and visitors are attracted to cities that feel connected and supported, with strong social and wellbeing ecosystems. Investing early in connection, safety, inclusion, active recreation and climate resilience also reduces long-term costs associated with poor health and crisis response.
4. The City of Adelaide (CoA) Strategic Plan 2024-2028 includes the following targets, which have provided the direction in developing the Draft Community Wellbeing Strategy (the Strategy):
 - 4.1. (Our Community) Develop a Community Development and Wellbeing Plan by 2026
 - 4.2. (Our Community) Review the Active City Strategy by 2025
5. At its meeting on 14 November 2023, Council approved the development of a Community Development Strategy and implementation plan to support the delivery of an impactful community development approach in this term of Council.
6. At its meeting on 13 February 2024, Council noted the Community Development Discussion Paper ([Link 1](#)), which identified key challenges that the CoA needs to consider to ensure residents are well and living connected lives as members of a diverse community and support the population growth target of 50,000 residents by 2036.
7. At its meeting on 7 October 2025, a City Community Services and Culture Committee workshop was held to provide input to the Administration's approach to the development of a Community Wellbeing Strategy that consolidates the strategic commitments and Council decisions outlined above.

Draft Strategy

8. The Draft Community Wellbeing Strategy (the Strategy) is provided as **Attachment A**.
 - 8.1. Our Community Wellbeing Vision is 'A vibrant, connected and inclusive city, where people who live, work and visit are supported to thrive across all life stages.'
9. From Council workshops, stakeholder and community engagement activities and from research undertaken, Administration has developed core principles that will underpin the work identified in the Strategy:
 - 9.1. Empowerment, self-determination, inclusion, social justice, capacity-building, partnerships and active participation in civic life
 - 9.2. Strengthen social capital and social infrastructure
 - 9.3. Build resilience through people and place
 - 9.4. Advance a wellbeing economy for current and future generations.
10. To ensure successful delivery of the Strategy, six goals have been developed:
 - 10.1. Goal One: People feel welcome and connected
 - 10.2. Goal Two: People are active and healthy
 - 10.3. Goal Three: People can shape their community
 - 10.4. Goal Four: People can adapt and recover
 - 10.5. Goal Five: People keep learning throughout their lives
 - 10.6. Goal Six: People feel safe where they live, work and spend time
11. The Strategy also identifies current and emerging challenges to community wellbeing, defines the CoA's role, shares case studies of work completed and provides a guide to how the Strategy will be monitored.

Summary of consultation and research which informed the Strategy development:

12. A period of key stakeholder engagement occurred from 3 November 2025 to 3 December 2025, with a total of 133 people. Feedback was also sought at an internal stakeholder workshop with staff and through presentations to the Access and Inclusion Advisory Panel, Reconciliation Committee and the CBD Volunteer Management Network. A consultant team from the Centre for Social Impact, Flinders University (CSI), supported the consultation.
 - 12.1. **Key Stakeholder Workshops:** Over 69 people from 51 organisations attended three external stakeholder workshops held on 25 and 26 November 2025 at the Adelaide Town Hall. The workshops were co-designed and facilitated by the Administration, in partnership with the Centre for Social Impact. Key stakeholders were grouped according to the themes:
 - 13.1.1 Creating Inclusive Spaces for Learning, Connection and Community Wellbeing
 - 13.1.2 Many Voices, Shared Leadership: Advancing Community Wellbeing Together
 - 13.1.3 Sport, Recreation and Resilience: Strengthening Community Wellbeing.
- 12.2. **Focus Groups:** Three priority group focus groups were co-hosted alongside community leaders to connect with people who had lived experience as refugees and asylum seekers, international students and LGBTIQA+.
- 12.3. **Advisory Meetings:** Feedback was sought at an internal stakeholder workshop with Administration and through presentations to the Access and Inclusion Advisory Panel, Reconciliation Committee and the CBD Volunteer Management Network.
13. A summary of the stakeholder and community engagement activities that were held from October to December 2025 is provided in **Attachment B**.
14. The CSI team produced a Recommendations Report (**Attachment C**) based on their analysis of the consultation data, sector trends and research. These recommendations have been embedded throughout the Strategy and peer-reviewed by the CSI team. The next stage of consultation presents an opportunity to seek feedback on the Strategy and co-design the Action Plan.

Next steps:

15. Public consultation on the Draft Community Wellbeing Strategy is proposed to occur from 2 March 2026 to 7 April 2026 (five weeks, including Easter) via online engagement through Our Adelaide, emails to key stakeholders who participated in the November 2025 workshops and focus groups with priority groups. Feedback gathered will inform the final Strategy, costed Implementation Plan and a one-year Action Plan for presentation to Council within the 2025/26 financial year.

DATA AND SUPPORTING INFORMATION

Link 1 – Community Development Discussion Paper

ATTACHMENTS

Attachment A – Draft Community Wellbeing Strategy

Attachment B – Public Consultation Summary Report

Attachment C – Recommendations Report, Centre for Social Impact, Flinders University

- END OF REPORT -

Draft

City Adelaide

Community Wellbeing Strategy

'A Place to Thrive'

February 2026

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Introduction

Attachment A

Adelaide / Tarntanya is the Capital City and the cultural, civic and commercial heart of South Australia. Built on the traditional lands of the Kaurna people with a rich and deep Aboriginal heritage, the current layout of our City was designed by Colonel William Light in 1837. The plan for Adelaide proposed an inspired idea: an active city centre and an abundance of open space for our community with the River Torrens / Karrawirra Parri at its heart.

City of Adelaide is known for being progressive, resilient, bold and enterprising. The trailblazing Adelaide spirit has seen us withstand the times of global social and economic disruption, and emerge with a reputation for being safe, liveable, walkable and green. As South Australia's economic centre, Adelaide is surrounded by the nationally listed Park Lands and is Australia's Festival Capital - the nation's first and only, UNESCO City of Music.

Located within a metropolitan region of 1.4 million people, we are a capital city of almost 30,000 people with an ambition to grow toward 50,000 residents by 2036.

Our growing population will underpin our city's economic vitality and the need to support community wellbeing. To ensure success, we must: prioritise social wellbeing; create inclusive and accessible spaces; facilitate learning and recreational experiences; foster community resilience and participation; and manage environmental sustainability. This will help address potential challenges quickly and effectively to build a resilient and healthy community.

Our city in the future will be a strong interconnected collection of unique neighbourhoods and precincts which offer diverse local experiences and that promote social connectivity by making sure our streets are lively and accessible, and putting people and nature first when we design our public spaces.

We aspire to strengthen Adelaide's reputation as one of the world's most liveable cities. We are leveraging our past and looking to the future to grow an exceptional Capital City that is vibrant, connected and inclusive and where people who live, work and visit are supported to thrive across all life stages.

Council invests in initiatives, programs, projects and partnerships that support the health and wellbeing of our community above and beyond our core public health responsibilities, such as waste management and food safety regulation.

The Community Wellbeing Strategy explains how we will support community wellbeing and health in the City of Adelaide and meets Council's obligations for a Regional Public Health Plan under the South Australian *Public Health Act 2011*.

Our Vision

A vibrant, connected and inclusive city, where people who live, work and visit are supported to thrive across all life stages.

Our Principles

- Empowerment, self-determination, inclusion, social justice, capacity-building, partnerships and active participation in civic life.
- Strengthen social capital and social infrastructure
- Build resilience through people and place
- Advance a wellbeing economy for current and future generations.

Our Goals

The Strategy outlines six goals that reflect local government's role in wellbeing and health, as well as the City of Adelaide's unique population profile, opportunities and challenges.

Our goals will guide investment and action across Community Services, including but not limited to Community Planning and Development, Community Safety, Arts, Culture and Events, Library Services and Sport and Recreation.

Our goals are:

- Goal One: People feel welcome and connected
- Goal Two: People are active and healthy
- Goal Three: People can shape their community
- Goal Four: People can adapt and recover
- Goal Five: People keep learning throughout their lives
- Goal Six: People feel safe where they live, work and spend time.

What is Community Wellbeing?

Community Wellbeing is a holistic concept reflected in the conditions that allow individuals, families, and groups to thrive. It spans social, environmental, economic, physical, mental, emotional, cultural, and spiritual dimensions, and is deeply connected to a sense of belonging and connection to the natural world.

Consultation feedback highlighted that, for Aboriginal and Torres Strait Islander peoples, definitions of wellbeing must recognise strong connections to community and culture. In response, this document also adopts the following definition from the National Aboriginal and Islander Health Organisation (1979).

Aboriginal health does not (just) mean the physical wellbeing of an individual, but refers to the social, emotional and cultural wellbeing of the whole community...Health care services should strive to achieve this (whole-of-life) state where every individual is able to achieve their full potential as human beings and must bring about the total wellbeing of their communities.

Wellbeing and health are closely linked. Our Strategy recognises this and has a focus on the social determinants of health, including:

- (1) Socioeconomic position – educational attainment, occupation and income
- (2) Early life – healthy physical development and emotional support
- (3) Social exclusion – social disadvantage and lack of resources, opportunity, participation and skills
- (4) Social capital – benefits obtained from the links that bind and connect people within and between groups
- (5) Employment and work – participation in quality work is health-protective, instilling self-esteem and a positive sense of identity, while also providing the opportunity for social interaction and personal development
- (6) Housing – safe – affordable and secure housing is associated with better health, which in turn impacts on people's participation in work, education and the community. It also affects parenting and social and familial relationships.
- (7) Residential environment - the residential environment has an impact on health equity through its influence on local resources, behaviour and safety. Communities and neighbourhoods that ensure access to basic goods and services are socially cohesive which promote physical and psychological wellbeing; and encourages protection of the natural environment.¹

The World Health Organisation (WHO) defines health as 'a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity' (WHO 1946). This definition recognises that health is multi-dimensional, and a person's health is

Attachment A

linked to their wellbeing. For example, a person may have positive wellbeing in part, because they have good physical and mental health and timely access to quality, affordable health services and support.



Image: Healthy Warrnambool Plan 2021-2025, adapted from The Dahlgren-Whitehead rainbow (1991)



Image: Aboriginal and Torres Strait Islander perspectives on Social and Emotional Wellbeing adapted from Gee et al., (2014)

City Data

Our community is vibrant and dynamic, with almost 30,000 residents and 400,000 daily city visitors. The Adelaide Park Lands welcome 10 million visitors annually. Our resident base is diverse, with 45% of our residents born overseas and 36% speaking a language other than English. Adelaide is also home to the young and young-at-heart. Nearly half of our residents are aged 18 to 34 and one in five have chosen to spend their later years (65 Years +) living in the city. Our demographic profile creates a unique mix of students, early-career professionals, and older residents, each with different housing and service needs and suggests that our city acts as a demographic entry point, facilitating movement from within Adelaide and SA, interstate and overseas.

The City of Adelaide is also home to over 12,000 businesses and contributes close to 18% of the state's economic value. Financial and insurance services; professional, scientific and technical services; and public administration and safety form the city's three largest industries in terms of economic contribution. Adelaide is also the international gateway for migration and education in South Australia.

At a glance.....	Housing...	Diversity...
29,118 residents (2% of Greater Adelaide)	Median house price: \$1.22 million (Greater Adelaide: \$880,000)	45% of residents were born overseas (27.6% in Greater Adelaide). Top countries of birth include China, United Kingdom and India
12,717 local businesses (10.2% of Greater Adelaide)	Median weekly rent: \$680 per week (Greater Adelaide: \$620 per week)	45,978 international students studying in SA (Jan-Sept 2025) across Higher Education, Vocational Education and Training and English Language Intensive Courses for Overseas Students.
172,652 local workers (22.1% of Greater Adelaide)	53% high-density housing	43% of residents are young adults 20–35 years (21% in Greater Adelaide)
4.1% population growth (highest in South Australia)	41% lone person households - particularly among older people and international students	15% of residents are older adults 65+ years (19% in Greater Adelaide)
Residents aged 15 and over span the full income spectrum, reflecting both affluence and financial vulnerability: 30.8% are in the highest income quartile, 29.3% in the lowest.	1,422 households have an unmet need for affordable housing in Adelaide (12.8% of all households, compared to 4.8% for Greater Adelaide)	High rates of mobile populations (students, short-term renters, tourists). Between 2016 and 2021, 73.9% of the population turned over

Community Data

The City of Adelaide regularly collects sentiment and service data to better understand our Community. Our Resident Survey, Business Survey and City User Profile (CUP) surveys form the core components of our community data collection:

<p>Goal One: People feel welcome and connected</p> <p>In terms of community, 75% of residents feel confident they could rely on family, friends, or neighbours for help when needed, and 57% trust people in their neighbourhood. However, only 53% of residents feel a strong sense of belonging to their local community. Overall, 68% of residents perceive their community as either "Very inclusive or Somewhat inclusive," indicating a generally positive view of inclusivity within local communities. This perception is consistent across gender, age, and region. (2024 Resident Survey)</p> <p>Engagement through Sport: Watching sports in the City of Adelaide is a popular activity, with 35% of respondents engaging, especially among city workers. Men were more likely than women to participate in sports and recreational activities, with a total of 46% compared to 32%. A similar pattern emerges by country of birth, with Australian-born respondents more likely to watch sports (37%) than those born overseas (30%). Income levels also play a role; those with a household income of \$150k or more were far more likely to watch sports in the City of Adelaide (42%) compared to those earning \$75k or less (24%). (CUP 2025)</p>	<p>Goal Two: People are active and healthy</p> <p>A majority of residents (54%) rate their health as "Excellent" or "Very Good." Physical activity is common, with residents averaging between 3.4 to 4.7 days per week. When asked about various aspects of their lives, residents generally felt positive, rating the worthwhileness of their lives at an average of 7.1/10, their happiness at 7.0/10, and life satisfaction at 6.7/10. Those over 40 were more likely to agree with these statements, particularly those aged 65-74, who rated these aspects the highest at 8.4, 8.0, and 8.1, respectively. Residents generally exhibited low levels of anxiety, with 16% reporting no anxiety at all. However, those under 40, especially those aged 18-24 (5.1/10), were more likely to feel anxious the day before participating in the survey compared to the average of 3.9/10. While individuals aged 18-24 provided the lowest scores across all statements, this difference is not significant compared to other age groups. (2024 CoA Resident Survey)</p> <p>The City as a Health Hub: One-third of respondents (33%) reported visiting the City of Adelaide for health-related services. Medical appointments were a key reason for visiting the city, particularly for those aged 50 and above, with 37% reporting such visits. This trend was even stronger among individuals with a disability, with nearly half (46%) having attended appointments in the past year. (CUP 2025)</p>
<p>Goal Three: People can shape their community</p>	<p>Goal Four: People can adapt and recover</p>

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The 2024 Resident Survey shows that 43% of residents are satisfied with how the City of Adelaide communicates with them, with a further 46% neither satisfied nor dissatisfied. This suggests a strong foundation to build on, alongside opportunities to strengthen engagement and reach.

Residents value the City's website and social media channels as user-friendly and informative, with Instagram in particular performing strongly. Email communications are also viewed positively for their professionalism and timeliness.

These findings indicate opportunities to further improve how residents feel informed about Council activities, particularly among older residents and in areas where satisfaction is lower. At the time of the survey, 40% of respondents agreed that they felt informed about the work undertaken by the City of Adelaide. Since then, Council has taken significant steps to strengthen communication and engagement, including the launch of the new *Our Adelaide* platform and the endorsement of the Community Engagement Charter in December 2025.

In the City of Adelaide, 19% of the population reported doing some form of voluntary work in 2021. This was greater than the proportion of Greater Adelaide (15.5%). Note that volunteer numbers for the 2021 Census declined in many parts of Australia due to lockdowns and COVID-19 distancing measures.

In 2024/25, the City of Adelaide engaged 260 volunteers who collectively contributed over 14,500 hours across 13 volunteer programs. Their contributions translated to a dollar value of over \$733,500. 70% of the City of Adelaide volunteers reside outside the LGA. 93% of 2024 Volunteer Survey respondents reported high or very high levels of wellbeing connected to their volunteering.

<p>Goal Five: People keep learning throughout their lives</p> <p>Residents expressed interest in more offerings at libraries, particularly technology workshops (42%), arts and creativity programs (40%), and book clubs (38%). Events for children (25%) and one-on-one tutoring (16%) are also in demand, indicating a desire for a broader range of activities. Community centres also play a key role, with 19% of residents recently visiting one. There is strong interest in more wellbeing and fitness programs (52%), language classes (45%), and social clubs (42%). Cooking classes (42%) and arts activities (41%) are also popular, highlighting areas where community centres could expand their offerings. (2024 Resident Survey)</p> <p>Residents and students are most likely to visit City of Adelaide libraries, with 36% of resident responders and 39% of student respondents stating they have visited a City Library in the last 12 months. (CUP 2025)</p>	<p>Goal Six: People feel safe where they live, work and spend time</p> <p>Libraries are highly trusted, with 91% of residents viewing them as reliable public spaces. Although 78% of people agree that libraries promote a sense of community and 71% of residents feel that libraries foster a sense of belonging, these findings indicate that there is still room for improvement in these areas. 75% of residents feel that the city is welcoming to people from diverse cultural backgrounds, and 74% agree that the city's parks and open spaces are well-maintained. While the majority of residents feel positively about the city, the 2024 Resident Survey identifies opportunities to further strengthen safety, effectiveness, and communication. For example, 65% of residents feel safe using public spaces, and 54% believe the Council is effectively revitalising City precincts. These insights provide a clear focus for ongoing improvements to ensure all residents feel secure and confident in the Council's initiatives.</p> <p>Perceptions of safety varied widely depending on the time of day, with 89% of city users feeling safe during the day. Women, older individuals, and people with disabilities reported the lowest perceptions of safety at night. Suggestions for improving safety included better street lighting, increased police presence, and improved public space management, alongside calls for community engagement and social support to address issues such as homelessness and alcohol-related disturbances (CUP 2025).</p>
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Our Role in Community Wellbeing

This Strategy has been developed in a time of change and uncertainty for our city and community – the post-pandemic environment, inflation forecasts, housing and cost of living crisis, social isolation, international democratic upheaval and climate change are all impacting our community. Over the next decade, our population is expected to grow and become more diverse. Health, wellbeing, equity and inclusion will continue to play important roles in supporting a changing population. We also recognise that priority groups experience these challenges differently, often facing compounded barriers to wellbeing due to factors such as income, cultural background, language, disability, gender identity, and age. Intersectionality reminds us that these overlapping identities can intensify disadvantage, meaning tailored and inclusive approaches are essential to ensure equitable outcomes for all.

Council recognises the important role we play as part of a wider community wellbeing and health ecosystem. We work with other levels of government, community organisations, and industry to shape our places and spaces, deliver programs and services, and support inclusive, thriving communities.

Our role is broader than service delivery — we are also a regulator, educator, advocate, and partner. Through our policies, programs, partnerships, and placemaking efforts, we can positively impact community wellbeing and health.

The *Public Health Act 2011* (SA) requires local government authorities to develop a Regional Public Health Plan to assess, protect, and improve public health within their regions. Our Plan must be consistent with the State Public Health Plan, and it must be reviewed and updated every five years and reported on to the Chief Public Health Officer every two years.



Image: City of Adelaide Roles in Community Wellbeing and Public Health.



Image: State Public Health Plan Priorities.

Goals and Priorities

The goals and priorities in the Strategy are designed to build on our community's strengths and respond to local and global trends and community feedback. While attributed to one goal, the priorities contribute to all the goals. Goals and priorities are ranked equally.

Goal	Statement	Priority	Priority	Priority	Ideas from Initial Consultation for Bold Projects
Goal One: People feel welcome and connected	We will create opportunities for everyone to participate in community life, build strong connections, and reduce isolation.	Promote housing solutions that strengthen community wellbeing	Foster connection and inclusion for international students	Enable community initiatives through grant funding	Establishing an International Student Wellbeing Hub
Goal Two: People are active and healthy	We will provide and support accessible spaces for participation in programs and events that encourage movement, play, and recreation for people of all ages, abilities and means.	Promote inclusive participation through low-cost opportunities	Maximise the availability and use of community facilities	Support participation in physical activity for health and wellbeing	Develop a Riverbank Activation and Inclusion Program

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Goal Three: People can shape their community	We will support people to contribute their cultural knowledge and lived experience, engage in decision-making, and shape outcomes that affect them.	Foster community leadership and capacity building	Establish a Lived Experience Workforce	Partner with the community to co-design services and programs	Establish a Citizens' Assembly
Goal Four: People can adapt and recover	We will strengthen people's ability to respond to challenges, support each other during difficult times, and build long-term resilience.	Increase access to safe, nutritious and affordable food	Recognise and support the contribution of volunteers	Foster connected, resilient and thriving neighbourhoods	Establish a City Farm Pilot Project
Goal Five: People keep learning throughout their lives	We will provide accessible learning opportunities, programs, and resources that enable people to develop skills, knowledge, and confidence at any age.	Build skills and provide resources to engage in a digital world	Encourage creativity and resourcefulness through making and repairing	Celebrate diverse cultures and artistic expression in the community	Extended opening hours for libraries, community centres and Park Lands Community Buildings (Sport and Recreation)
Goal Six: People feel safe where	We will create and maintain safe, welcoming, and	Ensure community centres and libraries are	Implement initiatives that prevent gender-	Facilitate healthy environments that support physical,	Undertake Gender Impact Assessments for all

Attachment A

they live, work and spend time	accessible places and spaces, while promoting community awareness and safety initiatives.	accessible, well-equipped and responsive to community needs	based violence and support survivors	social and mental wellbeing	major projects (as per the Equality Act (VIC), with the anticipated SA version due in 2026).
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Priorities for Goal One: People feel welcome and connected

We will create opportunities for everyone to participate in community life, build strong connections, and reduce isolation.

Priority	Where we are	Where we want to be	Our role
Promote housing solutions that strengthen community wellbeing	Adelaide is ranked in the top 10 most unaffordable housing markets in the world. Many people who arrive in the City of Adelaide as international students, refugees, or asylum seekers stay in specialist or supported accommodation and are unable to remain in the city, even though they enjoy all that the city has to offer.	A city that supports people to stay across the life-course by offering affordable rentals, affordable housing, and accessible housing for people with disability.	Facilitate, partner and advocate – We will influence supply as a way of shifting affordability in the long term. This includes, through partnerships, innovation in supply, adapting existing buildings and leading by example on Council-led projects with a minimum standard of sustainability, community, accessibility and affordability outcomes.
Foster connection and inclusion for international students	<p>South Australia welcomed 45,978 international students between January and September 2025 (Australian Government Department of Education, 2025).</p> <p>The students are generally distributed across three key education segments: Higher Education (HE), Vocational Education and Training (VET), and English Language Intensive Courses for Overseas Students (ELICOS).</p> <p>Adelaide attracts international students from over 130 countries, with the largest cohorts from India, China, Nepal, Vietnam, the</p>	A welcoming study destination, where all international students, regardless of institution, visa type, background, or life stage, can access equitable, culturally safe information and support to actively participate in community life.	Deliver, facilitate, partner, and advocate - As well as delivering programs and services that support international student wellbeing, we will facilitate forums that help build understanding of the international student experience, led by lived experience, and advocate for investment in international student wellbeing.

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	<p>Philippines, and Bangladesh, alongside a growing presence of students from Colombia and other Latin American nations.</p> <p>40,000 students from over 130 countries chose to live and study in Adelaide in 2025/26.</p>		
Enable community initiatives through grant funding	<p>The Community Grants Program has funds available for distribution across two streams: Arts and Culture and Community Impact, and two categories: Major and Quick Response.</p> <p>Community Grants are in high demand and oversubscribed, with 177 applications received in 2024/25.</p>	<p>We want to be a city that maintains a robust grants program capable of responding to rising demand and supporting arts, recreation, sport, culture, and community initiatives at a meaningful scale.</p>	<p>Deliver and partner – In addition to increasing our commitment to community grants, we will partner with other levels of government and sector partners to expand the funding available for community groups and organisations, supporting solutions aligned with community development principles.</p>

Case Study:

Trees for Life: Regenerate Adelaide in the Adelaide Park Lands.



Images: Participants of Regenerate

Delivered by Trees for Life and supported through the City of Adelaide Community Grants Program, Regenerate Adelaide is a free intergenerational and intercultural program for city residents over 55 years and international students. This annual event series offers monthly nature-based group activities in the Adelaide Park Lands (Tuthangga and Nanu Wana) and surrounding natural spaces, promoting wellbeing through social and nature connections.

I have been an avid bush-carer but am now inflicted with a genetic ataxia which has prevented me from walking long distances. A friend introduced me to the Regenerate project, and have found it enormously helpful, both for maintaining my mental equilibrium and for the opportunities to gain new knowledge. I also appreciate the opportunities to talk with other folk who are interested in bushcare and, in particular, to meet young tertiary students – Older participant

Taking part in Regenerate has been a truly rewarding experience. It gave me the chance to connect with others while learning practical skills in bushcare and conservation. Each activity felt meaningful and uplifting, from restoring native habitats to joining cultural walks that deepened my understanding of this land. I always left feeling recharged, connected, and proud to have contributed to our community! – International student participant

Priorities for Goal Two: People are active and healthy

We will provide and support accessible spaces for participation in programs and events that encourage movement, play, and recreation for people of all ages, abilities and means.

Priority	Where we are	Where we want to be	Our role
Promote inclusive participation through low-cost opportunities	29.3% of City of Adelaide residents are in the lowest quartile group (\$0 to \$377) for income, higher than the average for Greater Adelaide (24.7%). Of the 6,035 households in private rental in Adelaide, 33.3% (2,004) are in rental stress. This is higher than the average for Greater Adelaide. We heard through our consultation that one of the first things people forgo when they are struggling with the cost of living is wellbeing activities.	We want to ensure our residents and visitors have access to low-cost programs and events that support their wellbeing, including formal and informal recreation and sport.	Facilitate, partner, and advocate – We will work with local businesses, clubs and organisations to reduce costs to participants through partnerships and funding. We will review our fees and charges to ensure they are sustainable for clubs and facilitators. We will advocate for fee relief at other levels of government.
Maximise the availability and use of community facilities	A 2023 Social Infrastructure Assessment commissioned by the City of Adelaide found that, based on floorspace and population benchmarks, the city currently has a shortfall in community facilities, a gap that will increase as the population grows unless further investment is made. An external review of Adelaide Park Lands Community Buildings (Sport and Recreation) found that around 75 per cent do not meet the expected benchmark for a fit-for-purpose sport and recreation facility. These buildings	We want people to have access to a range of multi-purpose community facilities that cater to their needs, including both indoor and outdoor options.	Deliver, facilitate, partner and advocate – We will invest in community facilities that meet the needs of our growing population. We will work with organisations, including universities and schools, and the state and federal government to make community facilities available to those who want to access them for wellbeing activities.

	<p>demonstrate notable deficits in their condition, functionality, and/or ability to support community benefit, indicating a substantial renewal need across the Park Lands network.</p> <p>Activity Hubs are valued by the community; they are a collection of informal recreation facilities that share amenities such as public toilets and drinking fountains.</p> <p>Examples of typical activity hub facilities are:</p> <ul style="list-style-type: none"> - Children's playspaces - Kick about spaces - Basketball courts - Tennis courts - Petanque pistes - BBQ facilities - Walking and cycling tracks. 		
<p>Support participation in physical activity for health and wellbeing</p>	<p>A majority of residents (54%) rate their health as "Excellent" or "Very Good." Physical activity is common, with residents averaging between 3.4 to 4.7 days per week</p> <p>People who accumulate 150+ minutes of physical activity per week report better overall health, require fewer health services, enjoy better mental health, maintain stronger social connections and have greater self-efficacy. Overall</p>	<p>We want more people to be able to choose active lifestyles, particularly those who report low levels of physical activity, such as students and those aged 18-24 years.</p>	<p>Deliver, partner and advocate – We will invest in infrastructure that supports people to choose active lifestyles. We will partner with state and federal governments to access funding and raise awareness of the benefits of an active lifestyle. We will partner with sporting clubs and organisations, including universities and schools, to increase participation in sport and recreation. We will advocate for increased investment in</p>

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	<p>wellbeing scores are higher when more than half of the physical activity is done with other people.ⁱⁱ</p> <p>Local Area Frameworks in the City Plan identified a number of additional open spaces to achieve the objective of “open space at your doorstep”.</p>		infrastructure and programming by the state and federal government.
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Case Study: Quentin Kenihan Inclusive Playspace

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This playspace in Rymill Park/Murlawirrapurka brings disability advocate, writer and actor Quentin Kenihan's vision to life, offering gardens with play experiences for all ages and abilities. Surrounded by lawns, all-access paths, sheltered seating, barbecue facilities, and 'Changing Places' toilets, it's designed for everyone to enjoy. The project was shaped by community input, including the Access and Inclusion Advisory Panel, ensuring the space reflects local ideas and aspirations.

Priorities for Goal Three: People can shape their community

We will support people to contribute their cultural knowledge and lived experience, engage in decision-making, and shape outcomes that affect them.

Priority	Where we are	Where we want to be	Our role
Foster community leadership and capacity building	The Adelaide Community Leaders Program was one approach the City of Adelaide have used to support community leadership development; other examples from across local government include Youth Advisory Groups and Leaders Scholarships.	We want to support community leaders, particularly those from priority groups, with the training, networks, resources and opportunities they need to shape their local community.	Deliver, partner and advocate – We will deliver and partner with industry and community leaders on community leadership programs, build local networks and make resources and opportunities available for community leaders. We will advocate for opportunities for community leaders at the state and federal levels.
Establish a Lived Experience Workforce	The City of Adelaide Community Engagement Charter outlines a commitment to actively seek community feedback and input to enable all community members to have an opportunity to participate in decisions that impact them. However, many priority groups do not contribute to traditional community engagement processes.	We want to develop a Lived Experience Workforce Framework that can guide how we engage with lived experience in a way that is authentic, trauma-informed and appropriately renumerated.	Deliver, partner and advocate – We will support and expand lived experience models, including the Access and Inclusion Advisory Panel and Reconciliation Committee. We will partner with lived experience experts to embed co-design practice across services and programs and advocate for funding to support lived experience workforce development from the state and federal governments.
Partner with the community to co-design	The City of Adelaide Community Engagement Charter outlines a commitment to recognise the diverse needs of our community	We want to explore needs, aspirations and opportunities before drafting ideas or solutions. We want to co-create the scope,	Deliver and partner – We will utilise existing models of co-design and scale these across projects. We will partner with local community

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services and programs	and create inclusive, accessible opportunities to share feedback. A commitment to co-design requires time, resources, skills and funding, which need to be built into project management.	priorities and success measures for our projects. We aim to share decision-making power and support the engagement of priority groups.	leaders and organisations to engage priority groups in co-design.
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Case Study: City of Adelaide Access and Inclusion Advisory Panel



Image: Access and Inclusion Advisory Panel

The Access and Inclusion Advisory Panel aims to connect the City of Adelaide with people's lived experience. The Panel meets quarterly to help shape access and inclusion outcomes for key projects, programs and policies across the city. The Panel is made up of six individual and six organisational members who provide timely and expert advice on real life deliverables. Panel members are paid a sitting fee in recognition of their contribution. Their advice creates better project outcomes and helps to make our great city safe, accessible and inclusive for all city users.

Priorities for Goal Four: People can adapt and recover

We will strengthen people's ability to respond to challenges, support each other during difficult times, and build long-term resilience.

Priority	Where we are	Where we want to be	Our role
Increase access to safe, nutritious and affordable food	One in six families in South Australia experiences food insecurity, caused by a lack of access to food, rather than a lack of availability. Paid employment is no longer considered a safeguard against poverty. Risk factors for waged poverty include being the sole earner in a household, engaging in precarious, low-paid employment (e.g. gig work), major life changes and under-employment. Research shows that people experiencing waged poverty fare poorly on a number of health-related indicators, including quality of life and mortality. ⁱⁱⁱ	We want to collaborate with local partners to develop a “food plus” system, where people can access food in a range of welcoming, social environments that uphold dignity.	Deliver, partner and advocate - We deliver food safety through our environmental services, which with further investment could be broadened to consider wider food systems. We will establish partnerships to build social capital and enhance climate change adaptation capacity in the context of food, and advocate for increased investment in local government capacity by the state and federal governments.
Recognise and support the contribution of volunteers	In 2021, 19% of City of Adelaide residents (4,473 people) contributed to the local community as volunteers. While volunteer numbers declined by almost 200 people compared to 2016 census figures, City of Adelaide residents are more likely to volunteer than those in Greater Adelaide, with a percentage of 15.5% of residents volunteering.	We want to be a city that reduces the financial burden on volunteers and volunteer managers by ensuring volunteering is supported, accessible, and sustainable for everyone.	Deliver, partner, facilitate and advocate – We will deliver volunteer support programs, recognise volunteers through awards, events and publications, offer training, induction and supervision. We will partner with organisations to share resources, expertise and networks. We will advocate for state and federal

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	<p>In 2024/25, the City of Adelaide engaged 260 volunteers who collectively contributed over 14,500 hours across 13 volunteer programs. Their contributions translated to a dollar value of over \$733,500. 70% of the City of Adelaide volunteers reside outside the LGA. 93% of 2024 Volunteer Survey respondents reported high or very high levels of wellbeing connected to their volunteering.</p> <p>The wider city volunteering network includes people contributing their time to festivals, hospitals, health services, sporting clubs and recreation.</p> <p>While the sheer breadth of volunteer contributions in SA is immense, this comes at a significant personal cost to volunteers. Research reveals an hourly cost of \$14.92 to volunteer, with volunteers absorbing 83.3% of the total expenses of volunteering, compared to 16.7% for volunteer-involving organisations. Additionally, 9.5% of paid volunteer managers and 23% of unpaid volunteer managers bear the brunt of costs related to volunteering activities.</p>		government policies and funding that support volunteerism.
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Foster connected, resilient and thriving neighbourhoods	<p>In our 2024 annual Residents Survey, 75% of respondents said they could rely on family, friends, or neighbours for help when needed, and 57% said they trust people in their neighbourhood. However, only 53% reported feeling a strong sense of belonging to their local community.</p> <p>The National Social Capital and Social Infrastructure Framework (2025)^{iv} found neighbourhoods across the City of Adelaide show a wide mix of social capital and social infrastructure levels. Some areas have strong social ties and a high density of places that bring people together. Others, however, show signs of low connection – where people are less engaged with each other and with local places, such as pubs, cafes, or community spaces. In many of these areas, people are studying or spending more time alone at home, which reduces everyday opportunities to connect.</p>	<p>We want everyone to feel a strong sense of belonging in their neighbourhood and support the development of mutual aid networks.</p>	<p>Deliver, partner and advocate – We will strengthen our role in neighbourhood development through our community facilities and community development practice, within libraries, community centres and sporting clubs, and through partnerships with local residents and businesses, to support placemaking and social connection. We will advocate to the state and federal government for funding to support resourcing and infrastructure that enhances neighbourhood amenity.</p>
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Case Study: Talk with a Local

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Image: Talk with a Local volunteer with program

The Talk with a Local volunteer program was established as an action from the 'Promoting International Student Resilience and Wellbeing through Community Engagement – Pilot Report' prepared by the UniSA, Centre for Research in Education and Social Inclusion in partnership with the City of Adelaide and Bupa. The program facilitates local connections and friendships, as well as English language practice and cultural exchange between local residents and international students.

"The program provided me with many benefits, such as learning more about Australia's lifestyle and meeting a wonderful volunteer whom I used to see every week." – International student

Priorities for Goal Five: People keep learning throughout their lives

We will provide accessible learning opportunities, programs, and resources that enable people to develop skills, knowledge, and confidence at any age.

Priority	Where we are	Where we want to be	Our role
Build skills and provide resources to engage in a digital world	<p>The Australian Digital Inclusion Index (ADII) – provides a comprehensive picture of Australia's online participation by measuring three key dimensions of digital inclusion: Access, Affordability, and Digital Ability.</p> <p>Around one in five (20.6%) Australians are excluded or highly excluded, and roughly one in ten (9.2%) are highly excluded.</p> <p>Rates of exclusion are much higher for people aged 75+ years (66.5%), those who did not complete secondary school (54.5%), public housing residents (45.2%) and First Nations people (40.9%).</p> <p>SA has a 71.3 index score, the lowest affordability index on mainland Australia. 9.7% of the population only have access to a mobile connection, limiting their ability to effectively access</p>	<p>We want to bridge the digital divide by providing access to digital technology and building people's capability to utilise digital technology to realise health and wellbeing benefits.</p>	<p>Deliver, facilitate, partner and advocate – We will facilitate access to technology and deliver workshops and training in our community centres and libraries. We will partner with industry to provide the Adelaide Free WiFi network. We will advocate to the state and federal government for investment to address the digital divide.</p>

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	education, work, healthcare and online government services.		
Encourage creativity and resourcefulness through making and repairing	Our community centres and libraries provide access to a range of programs and resources that support making and repairing. We also provide grant funding to support community partners to deliver programs and resources that encourage making and repairing.	We want to maintain and enhance our natural ecosystems and move to a circular economy.	Deliver, partner, facilitate and advocate – We will deliver making and repairing programs in our libraries and community centres. We will partner with industry and the community to progress circular economy initiatives. We will advocate for investment in local government capacity by the state and federal governments.
Celebrate diverse cultures and artistic expression in the community	Adelaide is Australia's first and only UNESCO Creative City of Music and is part of a global network committed to driving culture as foundational for the city's sustainable and inclusive development across economic, social, cultural and environmental dimensions. Honouring the Universal Declaration of Human Rights, the City of Adelaide is committed to ensuring that everyone has the right to participate in, enjoy, and contribute to the city's cultural life.	We want to value, protect, champion and promote the city's unique history, identity, character, creativity and cultural life and strengthen Adelaide's role as a global cultural capital.	Deliver, partner, facilitate and advocate – We will facilitate the sharing of First Nations perspectives, addressing past injustices, and promoting cultural revitalisation through language, storytelling and creative expression. We will deliver and partner to provide equitable, culturally safe, and affordable access for communities of all abilities and backgrounds and actively celebrate diverse cultural expressions as central to social connection, wellbeing and belonging. We will advocate for expansion of the city's cultural infrastructure, including activating underutilised spaces, to enhance Adelaide's appeal, foster community and create a sense of belonging.

Case Study: Ageing Well Podcast Pilot Project



Image: Project participants with a staff member at the Hutt Street

The Ageing Well Podcast Pilot Project brought together eight older city residents from November to December 2025 to create and share meaningful content about their stories of living in the city. Over eight weeks, participants learnt how to develop and produce a podcast series, using technology available through our library service. The project aimed to increase knowledge of local connection points, resources and services in response to findings of the COTA SA's The Plug- In Report for the city^v.

Priorities for Goal Six: People feel safe where they live, work and spend time

We will create and maintain safe, welcoming, and accessible places and spaces, while promoting community awareness and safety initiatives.

Priority	Where we are	Where we want to be	Our role
Ensure community centres and libraries are accessible, well-equipped and responsive to community needs	<p>The Residents Survey found that in the past three months, 63% of residents visited a library, and 91% of residents see the library as a trusted public space. One in five residents (19%) recently visited a community centre, with higher usage among those aged 40 and older (24%). 52% of respondents would like to access more wellbeing programs.</p> <p>The 2023 Social Infrastructure Assessment highlights the strong value generated by our community facilities, including both community centres and libraries. The three community centres deliver \$4.4 million in total benefits at a cost of \$650,000, while the three library centres provide \$16.5 million in benefits at a cost of \$5.5 million. In both cases, there are opportunities to further increase impact through investment.</p>	<p>We want to be a city that enhances safety and wellbeing by ensuring our community centres and libraries are accessible, well-staffed, and able to meet the needs of all users.</p>	<p>Deliver, partner and advocate – We will realise the full value of our community centres and libraries by increasing our investment in staff and resourcing. We will partner with the state government to increase investment in our community centres and libraries, programs, and services. We will advocate for greater investment in community centres and library infrastructure by the federal government.</p>

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	<p>Increasingly, community centres and libraries are serving as refuges for the community against extreme weather events driven by climate change, including heatwaves, as directed by state government “Code Red and Blue” alerts. Our centres also serve customers who cannot access in-person customer service from the state and federal government, such as Service Australia^{vi}.</p> <p>Throughout our consultation, we heard that priority groups were more likely to seek help and safety at a library than other sources, such as security guards or police.</p>		
<p>Implement initiatives that prevent gender-based violence and support survivors</p>	<p>Violence against women is experienced across all communities and cultures. However, its nature, prevalence and risk factors differ within population groups.</p> <p>94% of South Australians agreed that violence against women is a problem in Australia, but only 38% of South Australians agreed it is a problem in their suburb or town^{vii}.</p> <p>Two in five women (39%) have experienced violence since the age of 15.</p>	<p>We want a community where respect, equality and accountability prevent gender-based violence before it occurs.</p>	<p>Deliver, partner and advocate – We will deliver primary prevention projects and campaigns. We will partner with sector leaders to raise awareness through public art and projects during the 16 Days of Activism to End Violence Against Women. We will advocate for increased investment in primary prevention initiatives across local governments by both state and federal governments.</p>

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	<p>Men are more commonly the perpetrators of physical violence, sexual harassment and sexual violence.</p> <p>On average, one woman is killed every nine days by a current or former partner.</p> <p>In the year 2021/22, 4,620 women aged 15 years and over (an average of 13 women/day) were hospitalised due to family and domestic violence^{viii}.</p> <p>The Royal Commission into domestic, family and sexual violence recommended that the government identify places and spaces across SA where people may seek help for DFSV and work to develop awareness of a central entry-point service within those places and spaces, which could include libraries and community centres.</p>		
<p>Promote healthy environments that support physical, social and mental wellbeing</p>	<p>In partnership with the state government, local government provides foundational public health services to protect people from public health risks.</p> <p>Examples of the work undertaken by the City of Adelaide to protect</p>	<p>We want to work in partnership with the state government to promote and protect the health of residents and visitors and reduce the incidence of preventable illness, injury and disability.</p>	<p>Deliver, partner and advocate – Our community safety teams will deliver services that support public health and safety through regulation and education. We will partner with industry, community and government to manage public health and safety. We will advocate</p>

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	<p>public health include food safety checks, regulation of wastewater systems, vaccination programs and communicable disease management, monitoring of cooling towers, public swimming and spa pools, responding to climate change challenges, disaster response and public space management.</p>		<p>to the state and federal government for greater recognition and investment in local government as a frontline service for public health and safety management.</p>
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Case Study: *Creating a pathway to meaningful employment – a City of Adelaide / Catherine House partnership*



Image: Customer Centre staff.

The City of Adelaide partnered with Catherine House to create meaningful employment opportunities for women experiencing homelessness. Building on Catherine House's accommodation and trauma-informed support services, the program provides a safe, supported pathway back into work through paid, part-time internships within select Council teams.

This innovative initiative demonstrates the impact of purposeful collaboration between Local Government, community organisations, and dedicated staff. By combining compassion with strategic planning, the program delivers genuine social impact while offering a blueprint for Councils seeking to develop inclusive employment pathways within their communities.

Priority Groups

Some groups face greater barriers to health, safety, inclusion, or participation. These barriers can include discrimination, cost, limited access to services, language, disability, or social isolation. A priority groups approach helps address these gaps by prioritising investment to remove systemic barriers and create fairer outcomes.

Priority Group	Evidence for inclusion
Aboriginal and Torres Strait Islander people	Overrepresented in homelessness data, face systemic barriers to culturally safe systems and supports. Connection to Country and culture is essential for wellbeing.
Children and families	Early intervention and support are needed for healthy development, especially in high-density, low-income households.
Culturally and Linguistically Diverse (CALD) people	45% of residents are born overseas; language, cultural stigma, and service navigation are key barriers to wellbeing.
International students	High risk of isolation, financial stress, workplace exploitation, food insecurity, and mental health issues. Often lack access to mainstream health and wellbeing services.
Lesbian, gay, bisexual, transgender, intersex, queer/questioning, asexual (LGBTIQA+)	Experience higher rates of discrimination, mental health challenges, and housing insecurity. Limited spaces and places for safe, inclusive recreation, such as nightlife.
Older people (50+)	Highly vulnerable to cost-of-living pressures and at risk of isolation and digital exclusion. Many people who are experiencing chronic health conditions and live alone.
People experiencing socioeconomic disadvantage	Face compounding barriers to housing, health, and employment. Vulnerable to cost-of-living pressures.
People from refugee backgrounds and/or asylum seekers	Often experience trauma, language barriers, and limited access to culturally appropriate services.
People with disability	They often face social exclusion and housing challenges, requiring accessible environments and inclusive services.
Women	Disproportionately affected by gendered violence, the impact of caregiving responsibilities, and economic insecurity, leading to housing insecurity.
Young people (12–25)	High rates of mental distress, housing precarity, and unemployment. Higher rates of climate/eco-anxiety.

Implementation

An annual Action Plan will be developed to progress the Strategy. A costed Implementation Plan will be prepared to progress identified actions.

Monitoring and Learning

Our annual strategic reporting will summarise how well we have delivered, including:

- Participation and access metrics from Community Centres, Libraries and Volunteering
- Priority population engagement case studies
- Community satisfaction and inclusion indicators from the Residents' Survey and City User Profile
- Progress on pilot initiatives and bold moves via the annual report against the Business Plan and Budget
- Population Health Profile from Preventive Health SA
- Resilience indicators such as Sociabli by Resilient Ready

References

ⁱ [Australia's health 2016, Chapter 4 Determinants of health - Australian Institute of Health and Welfare](#)

ⁱⁱ Active Lives Survey: Why investment in physical activity makes sense (Office for Recreation, Sport and Racing, 2025)

ⁱⁱⁱ [Health and waged poverty](#)

^{iv} [Adelaide City Pilot Community - Sociabli by Resilient Ready](#)

^v [report-social-program-co-design-consumer-insights.pdf](#)

^{vi} [More-Than-Books-Libraries-on-the-Frontline10.pdf](#)

^{vii} [royalcommissiondfs.sa.gov.au/_data/assets/pdf_file/0006/1174695/With-Courage-Report.pdf](#)

^{viii} [Our Watch | Quick facts about violence against women](#)

Public Consultation Summary Report

Draft Community Wellbeing Strategy

December 2025

Report authors: City of Adelaide and Flinders University, Centre for Social Impact

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Stage One: Targeted Public Consultation Snapshot

Who we engaged with

Engagement segment	Engagement rationale	People engaged
Community wellbeing sector leaders	250+ community sector organisations invited, 51 organisations attended.	69
City residents and visitors from priority groups	Three priority group focus groups were co-hosted alongside community leaders to connect with people who have lived experience as refugees and asylum seekers, international students and LGBTIQA+.	21
City of Adelaide Advisory Groups	Feedback was sought at an internal stakeholder workshop with staff and through presentations to the Access and Inclusion Advisory Panel, Reconciliation Committee and CBD Volunteer Management Network.	43
Total engaged		133 people

What we heard

Engagement question	Community feedback
Vision What does a thriving Adelaide look like for residents, visitors, students, and workers?	<ul style="list-style-type: none"> Cultural equity and place identity centred on Kaurna Country Visible acknowledgement of Kaurna histories and language in everyday touchpoints, with public art that reflects community diversity Everyday inclusion and social connection Easy, spontaneous social contact in spaces that do not require spending money – public spaces, libraries, community hubs, informal activations (like walking groups), with light programming that invites casual participation Safety and night-time comfort Well-lit routes, clear sightlines, active evening precincts and confident movement for different cohorts so people feel comfortable staying after work or study Accessible nature and informal recreation Park lands and green pockets support quiet enjoyment and low-cost activity, informal and organised sport, with shade, seating and simple play stations Supporting vertical communities High-rise living includes rooftop gardens, common rooms and truly affordable housing, with resident connectors who invite participation Wayfinding and community amenities Step-free connections, accessible toilets and seating, bike-friendly

	<p>routes and intuitive signage, especially in riverbank and park corridors</p> <ul style="list-style-type: none"> Council as connector and enabler Active citizenship and community-led initiatives with council brokering partnerships, simplifying processes and resourcing pilots. Visible, in-person international student hub A central space for advice, study, networking and events, with multilingual onboarding materials and culturally matched ambassadors After-hours options beyond nightlife Family-friendly and culturally diverse opportunities to socialise after 5 pm, not solely bars or parties
<p>Barriers</p> <p>What are the barriers to connection and wellbeing in the City of Adelaide?</p>	<ul style="list-style-type: none"> Affordability and hidden cost barriers Hidden costs at “free” events (food, transport, parking), and visa-related work limits for students make participation difficult Safety concerns and hostile environments Poor lighting, blocked sightlines and isolated routes; alcohol-centred club cultures and harassment deter families, LGBTQIA+ and CALD communities Design and access barriers for disability and mobility Steep driveways, narrow footpaths, stairs on bike routes and inconsistent accessible toilets and seating Isolation in vertical housing Limited common spaces and sparse social programming leave residents and students isolated Information and trust gaps Fragmented communications, complex “government language” and limited visibility at major festivals; non-digital pathways are limited Bureaucracy and risk aversion Red tape stifles experimentation; free-only settings sometimes create attrition for NFP programming (Community groups avoid engagement for fear of permit denial or unsustainable booking policies) Club culture, racism and exclusion in sport and recreation Competitive focus, alcohol culture and racism make mainstream clubs unappealing to many, especially students and families Volunteer capacity and venue availability Stretched volunteer numbers and governance capacity; affordable venues hard to secure for year-round programming
<p>Opportunities</p> <p>What are the opportunities for the City of Adelaide to strengthen connection and</p>	<ul style="list-style-type: none"> Activate everyday spaces for social connection Small, frequent activations in libraries, squares and park lands build habits of connection and increase perceived safety Improve safety and wayfinding with quick wins and a precinct plan Lighting upgrades, pruning for sightlines, seating at lit nodes, QR beacons and volunteer city ambassadors; map “safe night routes” with step-free connections and accessible toilets Build a network of hubs and enable community-led pilots Resource libraries and community centres to anchor inclusive

wellbeing across our city?	<p>programming with micro-grants, simple booking and connectors; co-design with priority groups</p> <ul style="list-style-type: none">Strengthen inclusion and multilingual access Expand cultural liaison roles, translate easy-read “how to engage” guides and use platforms communities already use; provide multilingual materials and visible liaisons at key touchpointsInvest in informal recreation and nature activation Install table tennis and 3v3 stations, hydration points and shade; promote permissible river activities and public access ramps; design multi-use spaces with biodiversity featuresOpen underused and quasi-private spaces Broker access to rooftops, school facilities and long-lease areas for community programming when not in formal use, with clear public signageStrengthen the volunteering ecosystem and visible ambassadors Create flexible roles, provide recognition and governance support, coordinate listings city-wide and deploy lived-experience connectors and ambassadorsReduce hidden costs and support priority cohorts Offer pay-it-forward options and low-cost food at council-supported events; transport vouchers; seasonal supports for homelessness; career and visa clinics for graduates; accessible parking and a free East-West loop busMake information easy to find and act on Launch a single “what’s on, who can help” portal; place QR beacons in streets and noticeboards in hubs; simplify planning and facility guidance into plain language; ensure visible council presence at major festivals
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1. Background

The City of Adelaide Strategic Plan 2024–2028 commits to developing a Community Wellbeing Plan by 2026, reviewing the Active City Strategy by 2025, and meeting the legislative requirement to review the Public Health Plan by 2026.

In November 2023, Council initiated the development of a [Community Development Discussion Paper](#) to inform strategic planning and budget processes. The paper, endorsed in February 2024, outlined key challenges to ensure residents can live well, remain connected and support population growth to 50,000 residents by 2036.

In October 2025, Council supported the development of a Community Wellbeing Strategy (the Strategy), bringing into alignment the Active City Strategy, Community Wellbeing Plan, Community Development Strategy and Public Health Plan. The Strategy will draw on a wide range of existing policies, including the Cultural Policy, Community Facilities Policy and Implementation Plan, DAIP, Stretch Reconciliation Action Plan, Homelessness Strategy, Housing Strategy, Integrated Transport Strategy, Economic Development Strategy, and the Safer City Policy and Action Plan.

The Strategy will provide a coordinated framework for delivering community services, shaping partnerships, and responding to the evolving needs of a growing capital city. It will guide place-based and population-level approaches that strengthen connection, inclusion and wellbeing across Adelaide's neighbourhoods.

2. How we Engaged

From 3 November to 3 December 2025, the City of Adelaide engaged 133 people across a series of targeted engagement activities supported by the Centre for Social Impact, Flinders University.

Engagement methods were tailored to ensure meaningful dialogue with priority cohorts, frontline staff, CoA advisory bodies, and sector leaders.

Engagement activities included workshops, focus groups and advisory panel discussions, each designed to explore practical experiences of wellbeing, identify barriers, and test opportunities for strengthening social connection, safety, inclusion, wellbeing and resilience across the city.

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Engagement Activity	Date	Target Audience	Attendances
City of Adelaide Frontline Staff Workshop	Wednesday 15 October 2025	Frontline City of Adelaide staff representing the City Community, City Shaping and Governance and Strategy portfolios	24 staff members
Focus Group #1	Wednesday 12 November 2025	Priority Group Refugees and Asylum Seekers from diverse cultural backgrounds, ages and their allies	7 participants
City of Adelaide Access and Inclusion Advisory Panel	Wednesday 19 November 2025	Priority Group People with disability	10 members
Focus Group #2	Thursday 20 November	Priority Group Latin American International Students	7 participants
Sector Leaders Workshop #1	Tuesday 25 November (morning)	Creating Inclusive Spaces for Learning, Connection and Community Wellbeing	19 participants
Sector Leaders Workshop #2	Tuesday 25 November (afternoon)	Many Voices, Shared Leadership: Advancing Community Wellbeing Together	29 participants
Sector Leaders Workshop #3	Wednesday 26 November (morning)	Sport, Recreation and Resilience: Strengthening Community Wellbeing	21 participants
Focus Group #3	Wednesday 26 November (afternoon)	Priority Group LGBTIQA+	7 participants
Advisory Group	Tuesday 2 December	Volunteer Managers	3 Participants
Reconciliation Committee	Wednesday 3 December	Priority Gorup First Nations	6 Members

3. What we heard

The targeted engagement process generated a detailed understanding of how wellbeing is experienced in Adelaide, and what communities need to feel connected, safe and supported. Each engagement stream contributed distinct insights: sector leaders and advisory groups identified systemic barriers and strategic opportunities, priority groups shared lived experiences, and frontline staff reflected on emerging risks and community resilience.

Together, the insights from 133 participants form a strong evidence base for the Draft Community Wellbeing Strategy, highlighting where the City of Adelaide can strengthen everyday connection, reduce exclusion and enable community-led solutions.

3.1. Sector and Community Leaders' Workshops

Three Sector Leaders' Workshops were held on 25 and 26 November 2025, bringing together sector leaders and stakeholders from 51 organisations (businesses and community organisations) to explore practical strategies for strengthening community wellbeing across the City of Adelaide. These sessions provided a collaborative forum to share insights, test ideas, and identify opportunities for collective action. To support continued engagement, an online platform enabled participants to contribute further reflections after the workshops.

Co-designed and co-facilitated with the Centre for Social Impact at Flinders University, each workshop focused on a distinct theme:

- Workshop One: *Creating Inclusive Spaces for Learning, Connection and Community Wellbeing*
- Workshop Two: *Many Voices, Shared Leadership: Advancing Community Wellbeing Together*
- Workshop Three: *Sport, Recreation and Resilience: Strengthening Community Wellbeing*

The workshops highlighted the importance of inclusive spaces, shared leadership, and accessible, community-led opportunities for participation reinforcing the need for a coordinated, city-wide approach to strengthening wellbeing.

a. Workshop One: Creating Inclusive Spaces for Learning, Connection and Community Wellbeing.

Workshop One focused on exploring practical ways to reduce social isolation; support informal lifelong learning; and create welcoming, safe, and inclusive spaces that bring people together.

Guest speakers provided some different perspectives on the strategy themes to spark ideas and inspire thinking in the group discussions and idea exchange. Dr Tahna Pettman, Centre for Social Impact, Flinders University spoke about local government's role in food security, and Rachel Telfer, City of Adelaide, on the role of *Talk with a Local* in welcoming new migrants.

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People involved in the workshop (n=19) included community educators, library and community centre managers, digital inclusion advocates, neighbourhood and church leaders, precinct groups, and placemakers.

Participating organisations included: TABOO Period Products, Here You Grow, Sue Gilbey, Christie Walk, SYC, East End Coordination Group (Precinct Group), See Differently, Foodbank SA & NT, ILSC Adelaide, Adelaide Bike Kitchen, The Art Bus, Study Adelaide, Collab4Good, Baptist Care SA, International Student Services Flinders University, St Johns Youth, Guildhouse, GOGO Foundation, Safety and Wellbeing Taskforce Department of Human Services.

Engagement Questions	Feedback
What does a thriving City of Adelaide look like?	<ul style="list-style-type: none"> • A place where people want to be. • Easy incidental social connection, conversations, and opportunities in libraries, squares, shared kitchens and hubs without cost barriers. • Inclusive design and programming (finding connection opportunities) for international students, older residents, people living alone, and people with disability. • Nature: Close to daily life with shaded green spaces for quiet enjoyment and intergenerational mingling. • Comfort and safety after dark through lighting, clear sightlines and visible foot traffic. • Vertical community infrastructure in high-rise living, such as rooftop gardens, common rooms and affordable housing. • Cultural equity and place identity with visible Kaurna recognition and more local public art. • Clear wayfinding and amenities, including accessible toilets, seating and pedestrian/bike-friendly routes. • Council acts as a connector and enabler rather than the sole deliverer. • Wellbeing strengthened by small human gestures such as smiles, pay-it-forward coffee and visible ambassadors who invite conversation.
What are some of the challenges or barriers to connection and wellbeing in the City of Adelaide?	<ul style="list-style-type: none"> • Cost burdens and hidden expenses at “free” events. • Safety concerns linked to poor lighting, blocked sightlines, and alcohol-centred cultures (not inclusive). • Car-centric design and unsafe parkland walking routes after dark. • Public transport needs to be connected and affordable, the cost of carparking, and those parks being accessible. • Isolation in vertical housing due to limited common spaces, and single living (students) results in a lack of community. • Language, information and trust gaps that make services and grants hard to access. • Red tape and risk aversion that stifle community-led initiatives. • Wayfinding and amenity gaps in key precincts, including the riverbank and parks.

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	<ul style="list-style-type: none"> • Stigma toward people with lived experience of homelessness and some CALD communities. • Systemic issue: Social connection. Engagement = getting people involved.
How can we strengthen connections and wellbeing across our city?	<ul style="list-style-type: none"> • Activate green and social spaces with shade, seating, toilets and micro-events to invite everyday interaction, and making the city more pedestrian-friendly. • Build a network of hubs across libraries and community centres ("souls of space") with mixed programming and clear wayfinding. • Back community-led pilots and social enterprises with micro-grants, including offline clubs, forum theatre and neighbour connectors, more third spaces (bicycle café, community garden, games, hangout spaces), and public art spaces. • Make inclusion practical and multilingual through cultural liaisons and easy-read guides, and increase awareness for priority groups. • Improve wayfinding and amenities in key precincts, i.e. Festival Theatre and the riverbank. • Open underused spaces such as rooftops, school facilities and vacant sites for multifunctional use and biodiversity. • Offer informal recreation options like table tennis and 3v3 basketball. • Simplify access to "what's on" information with a clear front door to services.

b. Workshop Two: Many Voices, Shared Leadership: Advancing Community Wellbeing Together.

Workshop Two's theme was on how to reduce systemic barriers to belonging, support lived experience leadership, and create flexible pathways for volunteering and civic engagement.

Guest speakers presented different perspectives on the strategy themes to spark ideas and inspire thinking in the group discussions and idea exchange: Dr Jung Yoon from the Centre for Social Impact, Flinders University, discussed promoting cross-cultural arts practice with people with disability; and Sisaleo Philavong from the City of Adelaide Access and Inclusion Advisory Panel, on lived experience insights.

People involved in the workshop (n=29) included community organisations, lived experience leaders, volunteers, cultural groups, equity and inclusion advocates.

Participating organisations included: Nexus Arts, TQ Productions (Brazilian Culture), Arabic Language and Culture of South Australia (ALCASA), Telugu Association of South Australia (TASA) Telugu Speaking people of Republic of India and Telugu speaking people of South Australia, COTA SA, Random Acts of Welcome, StudyAdelaide, TAFE SA, Switch Living, Housing Choices Australia, MOSAIC Adelaide Incorporated, Mariposa Trails Suicide Prevention Network SA, SA Youth Forum, Multicultural Youth SA, Communication Language and Culture

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Network, University of South Australia Education Futures – lived experience of children in transnational contexts, BHP.

Engagement Questions	Feedback
What does a thriving City of Adelaide look like?	<ul style="list-style-type: none"> • Thriving means: connection, belonging, diversity, a welcoming, inclusive, safe place, active citizenship, and being progressive (young in spirit). • Connection with shared purpose and active citizenship supported by council as an enabler. • Cultural equity and visible Kaurna recognition across the city. • A welcoming city regardless of being a resident, visitor, worker, or tourist – opportunities to stay and play, such as events, activations, green spaces, public spaces, public art, and cultural connection hubs. Removing social barriers. • A strong volunteering ecosystem with inclusive pathways for new arrivals and students. • Confidence-building activities such as theatre workshops and cultural exchange. • Utilisation of social/community-based spaces, i.e. rooftop gardens, nature spaces, hubs – common areas within the city for congregation. • More pedestrian-friendly places, less reliance on cars, and more wayfinding. • Feeling safe in the city at night – lighting, sightlines, and safe spaces. • Social spaces for vertical communities, so connections extend beyond campus for international students.
What are some of the challenges or barriers to connection and wellbeing in the City of Adelaide?	<ul style="list-style-type: none"> • Affordability and venue access that limit participation (including volunteers). • Language barriers and fragmented communications across different platforms, such as public health services. • Isolated communities (silos), i.e. international students, new arrivals, and vertical communities. • Distrust of institutions and perception that council is untouchable. • Safety concerns for LGBTQ+ communities, and other priority groups. • Lack of spaces/shelter for children to play. • Limited community awareness of events and activations – how to spread the word? • Attrition at free events (book but don't come). • Free events are not free (food/drink costs) – this excludes some priority groups and removes their spaces (rough sleepers vs park events). • Policy settings for facilities and grants that can make low-cost delivery difficult for NFPs. • Growing mental health crisis within the city – safety problem.

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<p>How can we strengthen connections and wellbeing across our city?</p>	<ul style="list-style-type: none"> • Enable community-led partnership models and cross-organisational introductions, like human libraries. • Expand self-service engagement options for youth and students. • Create opportunities for sharing experiences to connect, exchange, and give back. • Strengthen the volunteering strategy with flexible roles and recognition. • Use targeted communication on platforms that communities already use, with incentives for engagement. • Information wayfinding - make information more accessible. • Refocus programming on social cohesion, such as morning walks, dog walking, local art, nature activities, and community gardens. • Plan proactively for vertical living and embed social spaces in new developments. • More lighting on walking paths for a safer city at night. • Improve physical wayfinding for those new to the city (accessible and multi-lingual), directing them to safe community buildings/spaces.
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c. Workshop Three: Sport, Recreation and Resilience: strengthening community wellbeing.

Workshop Three focused on how sport and active recreation can enhance community wellbeing, reduce social isolation, and strengthen social connections. Also identified were opportunities to improve access, participation, and equity in movement and recreation across the city, building a foundation for resilient, healthy communities.

Two guest speakers gave presentations to help with thinking around strategy themes to spark ideas and inspire thinking in the group discussions and idea exchange: Ross Wait from Raiise, on the topic of inspiring respect, driving equality in sport; and Michelle Crisp from the Office for Recreation, Sport and Racing, on industry insights.

People involved in the workshop (n=21) included sports and recreation policymakers, sports clubs, recreation providers, public health professionals, and community resilience leaders.

Participating organisations included: Department of Human Services, Hutt Street Centre, Adelaide University Sport and Fitness, Resilient Ready, Walking SA, Her Health Hero, Equal Opportunity SA, Trees For Life, Athletics SA, The University of Adelaide, Human.Kind Studios, Conservation Council of South Australia, The North Adelaide Society Inc., Alcohol and Drug Foundation, Community Mental Health Australia, Heart Foundation.

Engagement Questions	Feedback
What does a thriving Adelaide look like?	<ul style="list-style-type: none"> • Welcoming precincts with clear wayfinding, shaded paths, and accessible toilets. • Green, safe, affordable public spaces to gather.

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	<ul style="list-style-type: none"> • Informal recreation such as walking groups, table tennis, and 3v3 basketball, alongside organised and formal sport. • More community use of the River Torrens with visible public access and inclusive design. • Multi-use sports spaces with sustainability features such as shade, solar, and biodiversity. • Visible safety cues and community-led activations that build a sense of ownership. • Community awareness of activations and events that make Adelaide vibrant – to keep people in the city and give a sense of belonging and inclusion to priority groups (information wayfinding). • More of a focus on recreation than sport.
What are some of the challenges or barriers to connection and wellbeing in the City of Adelaide?	<ul style="list-style-type: none"> • Wayfinding and amenity gaps such as stairs that block bike access, limited shade, few toilets, and a lack of sightlines. • Cost of living, and club cultures centred on alcohol and competitiveness that deter families, CALD communities and international students. • Safety concerns in parklands at night. • Space lock-in through long leases and perceived privatisation of facilities, i.e., in front of the rowing clubs to river access. • Accessibility of spaces for people to meet. • Under-utilised sites (private and public) that sit vacant rather than supporting community activity. • Need for tree canopy on city streets to “cool” down the city. • Access (transport) - car-centric city expensive parking. • How do we invite people to be social organically?
How can we strengthen connections and wellbeing across our city?	<ul style="list-style-type: none"> • Install free informal play stations/playgrounds (riverbank and parklands), clear paths, water points, and improve lighting and sightlines. • More emphasis on recreation and informal sport, over formal competitive sport. • Publicise ramps and boat access, and expand permissible water-based activities (community pool, floating structures), encourage use of the riverbank area, i.e. Brisbane's Southbank. • Public-facing communication/marketing – how to reach people. Use of QR codes and intuitive signage to connect people to “what's on”. • Design multi-functional spaces that serve different life stages and everyday needs. • Partner to open rooftops and school facilities for community programming, and recreational spaces. • Tailor marketing to distinct audiences with plain language. • Encourage more community ownership of ideas, spaces, community-led activations, and incentives to open programs i.e. dancing in the park. • Improve signposting from the city to the riverbank and parklands (hidden gems).

	<ul style="list-style-type: none"> • Livable corridors within the city – shade, seating. • Ongoing consultation/focus groups with residents/experts what are the needs. • Manage events in the city to keep the “buzz” but discourage harm and promote safe wellbeing for all (those not participating in an event but sharing spaces). • Encourage Adelaide as a walkable city – safe access to walkways. • Volunteer opportunities – city greeters and as an information source.
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d. Online platform feedback

Four participants included further feedback after the workshops on a dedicated online platform.

Engagement questions	Feedback
What are some of the barriers to connection and wellbeing in the City of Adelaide?	<ul style="list-style-type: none"> • Veterans and war widows lack clear reference in council information and services, indicating gaps in visibility and tailored support. • Limited partnering and cross-promotion between council, organisations and businesses reduces reach and collective impact. • Few structured working groups and community-led outreach mechanisms make it hard to engage harder-to-reach populations. • Absence of regular networking and expo opportunities limits awareness of services and ways to connect. • Many are unaware of community centres and activities and do not know where to find information; council presence at major festivals is not visible enough to bridge this gap. • Residents are asking what concrete steps council will take, in collaboration with local organisations, to engage and support harder-to-reach groups.
How can we strengthen connections and wellbeing across our city?	<ul style="list-style-type: none"> • Expand flexible volunteering pathways - simple micro-volunteering roles such as dog walking and create visible entry points that match lived experience with local needs. • Improve night-time safety and friendly presence (volunteer city ambassadors). • Strengthen accessibility across the city - safe footpaths and entries to shops and restaurants for people with disability. • Increase visibility of what's on (events/activations) in the city. • Provide winter and year-round supports for homelessness - coordinate drop-in health services, vet care and food access and explore contributions from larger businesses through council rates mechanisms. • Offer careers and visa clinics for graduates to navigate employment and visa pathways in the city.

	<ul style="list-style-type: none">• Scale multilingual support - language assistance and materials to better reach residents, students, and visitors.• Leverage lived experience and community champions - welcoming connectors and listeners to make community spaces and centres more approachable.
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3.2. Focus Groups

The focus groups created space for residents and visitors from priority groups to share lived experiences of navigating the city. Participants described what supports their wellbeing, what prevents them from feeling included, and what actions would make Adelaide safer, more welcoming and easier to connect in.

Insights highlighted the diversity within each group, the intersecting barriers they face, and the importance of culturally safe, accessible and community-led approaches to improving wellbeing.

These contributions provide essential guidance on how the Strategy can better respond to the needs of communities most affected by social, economic, and structural inequity.

a. Priority Group – Refugees and Asylum Seekers from diverse cultural backgrounds, and their allies.

A focus group with Refugees and Asylum Seekers and their allies was co-hosted by the City of Adelaide and community leader Mij Tanith from the Circle of Friends at Christie Walk on Wednesday 12 November from 5.00 to 7:00pm.

This cohort represents a segment of the population that has been overlooked in research and supports. With aspirations to remain in Australia, these people often require assistance with integrating into the community whilst also grieving and experiencing trauma associated with their reasons for leaving their home country. Their vulnerability is further compounded by language barriers that limit social and economic participation, and the barriers to engage in paid work. These factors contribute to a heightened risk of social isolation and reduced wellbeing.



Image: Focus Group Refugees, Asylum Seekers and Allies participants with CoA staff.

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Engagement Questions	Feedback
What does a thriving Adelaide look like?	<ul style="list-style-type: none"> Includes people from all around the world. Having enough public places that people can sit and talk to each other e.g. park benches. Having more opportunities to socialise after 5 pm that includes the aspirations of all cultures (not just partying.) Neighbourhood level socialising opportunities. Shops open later than 5pm 24-hour things to do Being connected to others within your community groups e.g. LGBTQIA+ picnics, cultural meetings/catch ups. High levels of freedom to express and be yourself! Celebration of all cultures.
What are some of the challenges or barriers to connection and wellbeing in the City of Adelaide?	<ul style="list-style-type: none"> Lack of connection to others in same communities. Could council have programs to connect people within their cultural groups e.g. Play groups, Connect refugee families. Access to (physical) books from own cultures/languages. Lack of affordable meeting places/ shared spaces. Lack and unaffordability of parking. Refugees living in the city with kids- Could we have super safe/ child friendly bike paths. Safe riding learning program. Art & Cultural Grants- Language barrier for grant writing with people with ESL. Can we make this easier for them? Rather than filling in grant forms, could they come in and talk to someone/explain grant idea/ receive help with the actual writing of the grant? Forms can be too hard, thereby limiting access to funding opportunities. Make grants and funding opportunities more visible to these communities. Provide spaces for Multicultural artists to exhibit, demonstrate their art/culture to others. Poetry, spoken word, theatre, singing, cooking etc. This can help to build professional exposure without having to go through grants process. The art can create a safe space for people to connect. Peer support. Storytelling opportunities- give refugees a space to tell their stories. Online or in person. Feeling alone/Isolated- Hard to connect with others due to mental health/ language barriers etc. If not in formal work, can be hard to feel included and useful within the community. Can council provide a way for people to connect with each other from this focus group demographic? Volunteering opportunities Pathways to employment/ experience. Internships for refugees/migrants. Professional skill enhancement and opportunity to give back to the community.

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How can we strengthen connections and wellbeing across our city?	<ul style="list-style-type: none">• Ongoing conversations with Community.• Training to help new arrivals to live together in society in a healthy/useful way• COA collaborate with existing community groups to create and strengthen connections with migrants/refugees.• Have a space to officially welcome new arrivals to Adelaide and connect them to established community groups to help initial integration to the community.
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b. Priority Group – Latin American Women Studying VET Courses in the City of Adelaide (International Students)

A focus group with Latin American women studying English or VET courses in the City of Adelaide was co-hosted by COA and community leader Cielo Pineros at Cumbia at the Adelaide Central Market on Thursday 20 November from 4.30 to 6:30pm. The session was facilitated in Spanish.

This cohort represents a segment of the international student population that has been overlooked in research and support services. Latin American students are overrepresented in the VET and ELICOS education segment and many aspire to remain in Australia which requires employers to sponsor them making them vulnerable to exploitation. Their vulnerability is further compounded by language barriers that limit social and economic participation, and the inability to work in their trained professions. These factors contribute to a heightened risk of social isolation and reduced wellbeing.



Image: Focus Group International Students participants and CoA staff.

Engagement Questions	Feedback
What are some of the challenges or barriers to connection and wellbeing in the City of Adelaide?	<p>Access to information and in-person support services</p> <ul style="list-style-type: none"> Participants highlighted the lack of in-person services where they can find out about student life in Adelaide and meet others outside of the course they are studying. Participants shared that they came to Adelaide through agencies that they connect with in their home countries. However, when they arrived, support from those agencies was almost non-existent (some commented things were better in the past with agencies having a more active role in the transition of the students to the new Country). Participants also voiced concerns about students, particularly those in the ELICOS cohort, who come to Adelaide without English knowledge. Information about accessing housing, or how to open a bank account is limited or not available in Spanish, and students don't know where to find this information. When trying to find out what is happening in the local area, newly arrived students are confused about the many local councils and how the information is spread out and not centralised in one place. Sometimes they have found information on flyers when going to a library or community centres and they wished they had known about those free classes or programs sooner.
	<p>Cost of Living</p> <ul style="list-style-type: none"> Visa restrictions regarding the maximum number of hours of work allowed were mentioned as a structural wellbeing barrier. Participants shared the challenges they faced to access employment due to their visa conditions and the level of English they were able to speak when they arrived. One of the group participants noted that it took her six months to find a job, and her stress levels were so high as she was having to live off her savings during this time. She mentioned that agencies back home had told her that finding a job here was easy, but her experience here was the opposite. She finally found a job with a Latin American employer. Transport costs: participants spoke about this as a barrier to moving around and building community. They expressed disappointment about the different and cheaper fees paid for other student cohorts.

	<p>Social Perceptions of Migration</p> <ul style="list-style-type: none"> Participants named the negative wellbeing impacts that the social perceptions of migration have had on them. They voiced the need to change that perspective and show the wider society what they do here and their valuable contribution filling gaps in the job market (caring, hospitality and construction roles mentioned). The recent migration rallies have negatively impacted the participants' wellbeing and sense of belonging, creating fear. They mentioned the feeling of being discriminated against.
How can we strengthen connections and wellbeing across our city?	<p>Wellbeing Hub for International Students</p> <ul style="list-style-type: none"> One participant who had first-hand experience with Study Melbourne Hub referenced this as a great example of a dedicated space for international students. She accessed it when she was studying in Melbourne and mentioned the space was accessible to all types of international students, whether they need advice and support, access spaces to study, attend professional development or join events. This was identified as an opportunity for the City of Adelaide. <p>Support access to information about formal and informal wellbeing supports in different languages</p> <ul style="list-style-type: none"> Participants mentioned that participation in what's up groups (for example one for Latin American mothers) has a very positive impact on their wellbeing and sense of community. These groups, however, are not easy to find, and they recommended wider promotions with new arrivals in their own language. Information and connection with community and advocacy groups such as HWASA (Hispanic Women's Association of South Australia) would be very valuable and would greatly contribute to the students transition to their new life here. Partnerships with language schools and VET providers are critical to identify when students are arriving in Adelaide and ensure key information is provided to them in the absence of a centralised office or in person service for all the international students coming to Adelaide. In addition to basic services, participants mentioned they would like to know more about the programs Council provides including volunteer programs such as Talk with a Local. Latin American restaurants, cafes and bars could be better utilised as places to disseminate information and connect with Latin American students.

	<ul style="list-style-type: none">Participants also commented on the difficulties of interviewing in another country and for jobs they never thought they would do, for example professionals looking for hospitality jobs. In this case, they thought information about industry requirements, uniforms, and job etiquette would be useful particularly in their own language. <p>Initiatives to welcome students to the city</p> <ul style="list-style-type: none">Volunteer ambassadors could support those arriving to study in Adelaide. If volunteers are from the same cultural background and have lived experience studying here as an international student, they would be able to break down language barriers and suggest culturally appropriate services, community initiatives, and informal support networks (for example, the What's Up groups).Provision of better FAQs for international students translated into their languages with key information about opening a bank account, purchasing a SIM card, and how to get from the airport to their accommodation. A participant shared their experience arriving in Adelaide not knowing to speak English, not having a sim card, and having to pay the agency that organised her course almost \$200 for the airport pick up. When they later learned about the real cost of a pick-up service, she felt very disappointed about that first experience arriving in the city. <p>Community led programs to connect with culture</p> <ul style="list-style-type: none">Participants mentioned that they would like to be a part of Latin American women groups where they could do cultural or active recreation things together (zumba class, yoga outdoors etc).Participants were not aware of the grants that the City of Adelaide offers to community members to run community led initiatives in the city. If they had heard of them, they thought they would have been ineligible for them as international students. There is an opportunity to increase the visibility of this specific program to support student-led initiatives to enhance international student wellbeing.
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c. Priority Group – LGBTQIA+ experience in the City of Adelaide

A focus group with LGBTQIA+ in the City of Adelaide was co-hosted by the City of Adelaide and Dr Kate Toone at the Howling Owl on Wednesday 26 November from 4.00 to 6:00pm.

This cohort is recognised as a priority group because evidence shows they experience distinct, systemic, and preventable inequalities that City of Adelaide action can help address. Challenges include:

- Higher Rates of Discrimination and Stigma: LGBTQIA+ people continue to face discrimination in workplaces, schools, health services, housing, aged care and public spaces. These experiences create barriers to full participation and safety, requiring targeted policy responses to ensure fair treatment and equal opportunity
- Documented Health and Wellbeing Inequities:
 - Higher rates of mental distress, suicidality, and social isolation
 - Increased risk of homelessness, especially for trans and gender-diverse young people
 - Lack of inclusive language and practices

Engagement Questions	Feedback
Card activity – participants were asked to pick a card and share about what wellbeing means to them (personal and collective) in our city.	<ul style="list-style-type: none">• Physical safety currently under threat.• Self-actualisation, having festivals that represent us and we are able to make the most of life and feel a part of community.• Importance of our cultural institutions and the Botanic Garden, spaces where people can gather, including tourists.• We are all equal and have a place in the city. Allyship and solidarity.• Crossing paths with people you know in the city streets and precincts.• Indigenous history and history of protest• Community and cultural spaces for everyone. Currently many spaces and experiences are not accessible for people with disability.
What does wellbeing means to you in the City of Adelaide	<ul style="list-style-type: none">• Being a capital city (amenities such as libraries, public transport, safe streets) and a country town (community proximity and belonging), as well as proximity to nature.• <i>Having support around me, this includes direct support but also have places I could go that are accessible and I'm comfortable to exist in and I don't have to pretend to be something else.</i>• Accessibility to travel around, public transport, safe walking zones.• Strong community infrastructure and spaces: Housing Choices programs, community centre programs at Minor Works, and also music venues. Importance of having

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	<p>community spaces where people can gather without having to pay to be there.</p> <ul style="list-style-type: none"> • Structural barriers impacting people's wellbeing particularly when there are accessibility barriers for community members to access community spaces, a dance floor or leave their apartment. Wellbeing is not an individual responsibility; there are structural barriers at play. • Safe spaces • Women with children, specially once the baby is born. Having a community to show up and support and information about services that are available for new mothers. <i>Knowing that there are places and people around you. (...) have that knowledge that those people and those places are there and that they are going to show up for you when you're potentially in an extremely vulnerable situation can really assist with wellbeing.</i> • The culture that is being cultivated where you live: legislation, invisible glass walls that prevent people from accessing services. • Third spaces are very important but there are not many in Adelaide. • <i>The queer experience shifts a lot, but there's still people who are estranged from families or don't have those extended kind of support networks. And so what wellbeing means to them and how they can support themselves within that is very different.</i> • Better gender services • Being able to have multiple communities and anonymity. • The micro and macro elements of wellbeing and Council's role across both. • The most important thing is safety, not being afraid: <i>when I'm in the city, I'm always on edge and a bit scared.</i> • The library is a safe place. Generally, the city is busy, gray and people come to consume, but the library is different. It is a familiar space where people can ask for help. A hub for information (vs the police which doesn't feel safe/approachable)
<p>What are some of the challenges or barriers to connection and wellbeing in the City of Adelaide?</p>	<p>Safety and Accessibility</p> <ul style="list-style-type: none"> • Safety: Lighting, hate rhetoric (Queer and Femme dealing with aggression on the street). • Accessibility barriers. <p>Lack of third places</p> <ul style="list-style-type: none"> • Third spaces for everyone to access (including dancing, currently inaccessibility challenges for people with disabilities). <p>Structural barriers to wellbeing</p> <ul style="list-style-type: none"> • Wellbeing is not just about self-care, or an individual issue/responsibility <p>Lack of trust in the police and public institutions</p>

	<ul style="list-style-type: none"> • What happened with the Gay and Lesbian advocates/group in the police? That was the solution we were supposed to have but the group does not know what happened with this service or if they would feel comfortable using it.
How can we strengthen connections and wellbeing across our city?	<p>City spaces and programs</p> <ul style="list-style-type: none"> • Accessible third spaces to connect • Library programs, and community-based programs (housing choices) • Spaces for men to gather that are not centered around alcohol such as sports and pubs. • More spaces that encourage and support rest and meeting/connecting with community. More places to sit undercover and also not exposed to weather. • Access to nature <p>Safety</p> <ul style="list-style-type: none"> • Safe and accessible spaces to dance. • Better lighting and security for taxi pick up stops. Currently there is no supervision, and they don't feel particularly safe and community dealing with harassment. • Council to deal with scooters. They're making it dangerous for people with mobility challenges and impacting on accessibility around the city. <p>Community and culture</p> <ul style="list-style-type: none"> • Foster a culture that supports well-being, solidarity and respect and that acknowledges that our communities are diverse and that intersectionality impacts the ability of people to participate. • Ensure lived experience representation. • Promote and lead symbolic support: queer flag display, pins that reflect community solidarity and allyship. • Meaningful and genuine political stance from institutions in support of communities at risk. • Information about services: knowing that there are places and people that will show up for you. • Naming of spaces, and laws about gendered bathrooms.

3.3. City of Adelaide Advisories Insight

Engagement with advisory groups offered specialised, system-level insight into how disability, culture, identity and history shape experiences of wellbeing in the city. Members of the Access and Inclusion Advisory Panel, Volunteer Managers and the Reconciliation Committee identified barriers relating to accessibility, transport, safety, cultural visibility and social exclusion, and proposed pathways for strengthening inclusion, cultural recognition and cross-community connection.

a. Access and Inclusion Advisory Panel

The role of the Access and Inclusion Advisory Panel (AIAP) is to provide strategic, expert and impartial advice to the City of Adelaide on the development, implementation, monitoring and review of policies, strategies, projects and plans with the aim to advance the inclusion of people with disability.

Engagement Questions	Feedback
What are some of the challenges or barriers to connection and wellbeing in the City of Adelaide?	<ul style="list-style-type: none"> Transport, including accessible parking for people with a disability and an East-West free bus for people who aren't able to drive. For the migrant community the city feels cold, the points of interaction are limited. Social exclusion people with disability that can occur (e.g. focus group participation, reliance on websites to share information/undertake community engagement for people who cannot access technology). Homelessness growing in the City of Adelaide. Housing.
How can we strengthen connections and wellbeing across our city?	<ul style="list-style-type: none"> Transport improvements: East-West free bus on a loop including stops at Central Market and Bus Station. Buses are already accessible and this could help people with disability and others move around the city more easily. Broaden options for community engagement, such as through Libraries, to better understand the experience of people with disability in the city. Create more points of connection for the migrant community to assist the community understand how the system works here to support the integration of new migrants in the community. Communication hub to connect people who may experience loneliness. Free and low-cost activities that community members can attend, including people with disabilities and migrants. Volunteering programs that locals can support new arrivals and improve connectivity. Ensure that volunteers are informed about the services available for the different communities. Community newsletters to engage volunteers. Community centres programs to foster new friendships and connections. Outdoor and indoor games for people to play together. Low-income transitional housing after people graduate, and housing support for people with disability. We need more support to ensure that people are able to stay and live here. Making spaces more accessible. Council to support communities' to run the services they are best place to provide to community.

Attachment B

What does a thriving City of Adelaide look like for residents, visitors, students, and workers?	<ul style="list-style-type: none"> This question was discussed by the Panel in conjunction with the question about how City of Adelaide can strengthen connections and wellbeing across our city
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b. Volunteer Managers

The CBD Volunteer Managers Network was convened on Tuesday 2 December. Volunteer Managers from the health, festivals and homelessness support sectors discussed the barriers and opportunities to improve wellbeing for volunteers in the City of Adelaide.

Engagement Questions	Feedback
Card activity – participants were asked to pick a card and share about what wellbeing means to them (personal and collective) in our city.	<ul style="list-style-type: none"> Importance of food to enable celebrations and cultural sharing in the community. Current challenge of cost of living also impacting volunteers' opportunity to contribute. Grants applications to cover catering costs to assist these caterings. Car racing as a tradition and as a special connection to Adelaide. Hospital gardens, importance of connecting patience with nature to support wellbeing. Getting out of home is very important through volunteering. Sometimes this is the only time people leave their homes, the only social connection. Christmas is not always about very Christmasy for everyone. Wellbeing supported by reading. Wellbeing of our volunteers experiencing a transformation through their experience as volunteers: getting jobs, increasing their confidence, finding a place. Arts as a driver of wellbeing in Adelaide for everyone, including those living in the regions coming to Adelaide to be a part of festivals and the arts community (open access and free arts). Expanding inclusivity in the volunteer space, and more people have access to volunteering and audiences see themselves represented in the volunteer force when they come to a festival. Wellbeing and diversity committees as key drivers of wellbeing and belonging within a community organisation in the city.
What are some of the challenges or barriers to connection and wellbeing in the City of Adelaide?	<ul style="list-style-type: none"> Managing health declines of older volunteers (for example early stages of dementia where organisations are no longer able to make modifications to enable participation and there are health and safety implications impacting on clients, community members, or other volunteers). There is a lot to navigate with the older demographic in volunteering. Passing of a partner when couples volunteered together at older age.

Attachment B

	<ul style="list-style-type: none"> Volunteering in the arts is seasonal, volunteers don't have a year-round point of contact or system of support. Cost of living is a barrier for volunteer participation. Volunteers have to absorb expenses to volunteer in the city: parking costs and lunch. Partnerships with metro adelaide or U-Parks could alleviate this. Extending staff benefits in some organisations to volunteers.
How can we strengthen connections and wellbeing across our city?	<ul style="list-style-type: none"> Volunteer managers body/professional advice to serve as a reference point to ensure volunteer managers are operating under best practice standards. Partnership approach with other agencies including DHS to support older volunteers. Lunch and learn sessions for volunteers delivered in partnership with the sector. Consider programming during ageing well week. More initiatives that support lifelong learning and training for volunteers including ageing well, diversity training, access and inclusion. Perks are important but training to develop volunteers is great. Grants are key to supporting local organisations to provide a training calendar for volunteers. Without the grants organisations are not able to deliver this for volunteers, however in the arts grants are a challenge as the volunteer coordinators operate in short term contracts that are not able to apply, deliver and acquit on grants during the term of their contracts. Funding opportunities are also not aligned with their contracts. International students participating in volunteering in the city support a cultural shift in the volunteer space towards flexibility. Enable intergenerational volunteering opportunities. These are key spaces where experienced volunteers train and build up a new generation of volunteers. Don't think the events where young volunteers are the majority are not interesting for older volunteers. There are groups of older people that want to be a part of those events and share their experiences with young people. International students also bring a different perspective on ageing and contributing that perspective to the community here, supporting ageing well for other volunteers who are navigating their experience of older age alone. Role of the City of Adelaide to ensure a consistent positive experience volunteering in the city. Working with city based to open up volunteer opportunities to international students. Raising awareness amongst this priority groups about the volunteer roles available to them, particularly new arrivals. Working more cohesively to promote volunteer opportunities to the community (City of Adelaide being

	<p>able to share enquiries about volunteering with community organisations in the city leading volunteer programs)</p> <ul style="list-style-type: none"> • Incorporating volunteering into workforce planning, services and reporting, how many volunteers are engaged in organisations and what is the dollar figure of their contribution. This supports organisations and staff to better understand the impact of volunteering. • Volunteers want to share their volunteer pride and stories with their families and the wider community.
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c. Reconciliation Committee

The City of Adelaide Reconciliation Committee was formed in 2002 with goals to advance reconciliation between Aboriginal and Torres Strait Islander people and the wider City of Adelaide community. The Community Wellbeing Strategy approach was discussed at the Reconciliation Committee meeting on Wednesday 03 December.

Engagement Questions	Feedback
How can we strengthen connections and wellbeing across our city?	<ul style="list-style-type: none"> • Kaurna culture has been here for millennia. • One of the pillars of Reconciliation is historical acceptance. Advice to more clearly center the Kaurna people and histories as central to the story and wellbeing of Adelaide. This is key in the wellbeing of those who are here today or would like to come to be here and live in our city near the Park Lands. • The environment is a huge part of wellbeing, being the capital of SA, time will come very soon that we will need to look back at the practices of Aboriginal people. The older ways will be huge to the wellbeing of the people and the environment • How do we look after our fundamental wellbeing, when there are stressors coming with the increase of population and people coming from other countries without knowledge of social norms. Increased stressors for community.
What does a thriving City of Adelaide look like for residents, visitors, students, and workers?	<p>A city that centres Kaurna culture and histories, as central to the wellbeing of the city and for the peoples that live here today and want to live here in the future.</p> <p>We are in a period of change, what is the city look like in a decade? Traffic, e-vehicles, grid pressures.</p> <p>The city is going to change dramatically, alongside the environment as well.</p>

3.4 City of Adelaide Staff Workshop

Held on Wednesday 15 October 2025 at the Adelaide Town Hall, this workshop provided a status update to staff on the Community Wellbeing Strategy development process, approach and next steps, and gathered insights from frontline staff on future risks, current gaps and wellbeing priorities. The session explored 2030 scenarios related to extreme heat and COVID resurgence to encourage thinking on how disruptions can amplify existing inequalities and impact demographic groups differently.

This session highlighted that building a resilient city that supports our community to thrive now and into the future requires a networked, preventive and proactive people-centred, place-based approach that protects community wellbeing and connection every day and during times of disruption.



Image: City of Adelaide Staff Workshop.

City of Adelaide's Strengths Identified	<ul style="list-style-type: none">• Trusted, visible local presence with community relationships• Community centres, libraries and public spaces acting as safe, inclusive hubs• Volunteer and neighbourhood programs and activations supporting connection• Advocacy and partnerships with homelessness, health and multicultural agencies• Communication channels that support timely emergency messaging• Investment in public realm heat-mitigation (shade, water, green spaces)
Current Gaps and Community Wellbeing Vulnerabilities	<ul style="list-style-type: none">• Barriers to access: location, transport, opening hours, cultural safety, awareness of services and informal supports• Inconsistent ability to identify and reach isolated or highly mobile residents

Attachment B

	<ul style="list-style-type: none">• Limited community development resources to support population and place-based approaches to strengthen connection and belonging of all communities in the everyday life of the city• Learning from past disruptions not yet embedded into future planning for preparedness and crisis response• Limited culturally safe, multilingual and non-digital inclusion supports and information pathways• Fragility of volunteer capacity during emergencies.• Insufficient scalability of services during prolonged crises.• Coordination challenges across government and service systems
Priorities for City of Adelaide's Community Wellbeing Strategy	<ul style="list-style-type: none">• Embed equity and inclusion as core principles• Undertake strengths-based vulnerability mapping to better identify and support communities at risk, highlighting both areas of vulnerability and resilience, including informal support networks• Invest in connection and belonging in everyday life as protective community wellbeing factors, not just in times of disruption• Shift from reactive crisis response to preparedness, proactive and early intervention• Expand culturally safe, multilingual communication and non-digital inclusion supports and information pathways• Strengthen partnerships across government and the community sector for shared action and rapid response• Enable community and sport facilities, UParks and other city spaces as adaptive resilience hubs

City of Adelaide

Draft Community Wellbeing Strategy

Recommendations Report

Prepared by the Centre for Social Impact

December 2025

Dr Diana Evers-White and Associate Professor Selina Tually



Acknowledgement of Country

The Centre for Social Impact at Flinders University acknowledges the Traditional Owners of the lands on which its campuses are located, these are the Traditional Lands of the Arrernte, Dagoman, First Nations of the South East, First Peoples of the River Murray & Mallee region, Jawoyn, Kaurna, Larrakia, Ngadjuri, Ngarrindjeri, Ramindjeri, Warumungu, Wardaman and Yolngu people. We honour their Elders and Custodians past and present.

Centre for Social Impact

The Centre for Social Impact (CSI) is a national research and education centre dedicated to catalysing social change for a better world. CSI is built on the foundation of four of Australia's leading universities: UNSW Sydney, The University of Western Australia, Flinders University and Swinburne University of Technology. Our **research** develops and brings together knowledge to understand current social challenges and opportunities; our postgraduate and undergraduate **education** develops social impact leaders; and we aim to **catalyse change** by drawing on these foundations and translating knowledge, creating leaders, developing usable resources, and reaching across traditional divides to facilitate collaborations.

Acknowledgements

The authors acknowledge the sharing and wisdom of the representatives of diverse community organisations in preparing this framework. We also acknowledge the City of Adelaide's Community Wellbeing Strategy team and in-house community wellbeing experts who undertook the focus groups as part of the targeted consultations and were table facilitators and note takers at the workshops held with key organisations.

Disclaimer

The opinions in this report reflect the views of the authors and do not necessarily reflect those of the Centre for Social Impact or the City of Adelaide.

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Executive Summary

This report presents recommended actions aligned to key strategy areas to inform the City of Adelaide's (CoA's) *Community Wellbeing Strategy*. The recommended actions flow from analysis of data collected during targeted consultations with stakeholders and organisations at the end of 2025. The recommended actions align to six key goals areas within the *Strategy*:

- Goal One: People feel welcome and connected
- Goal Two: People are active and healthy
- Goal Three: People can shape their community
- Goal Four: People can adapt and recover
- Goal Five: People keep learning throughout their lives
- Goal Six: People feel safe where they live, work and spend time

The rich data collected via the targeted consultations has helped to inform 10 key strategy areas that align with the goals:

- Cultural equity centred on Kaurna Country
- Everyday inclusion and social connection
- Safety and night-time comfort
- Accessible nature and informal recreation
- Supporting vertical communities (including housing affordability)
- Wayfinding and community amenities
- Multilingual discovery and welcoming
- Volunteering and lived experience leadership
- Equity-led preparedness and resilience
- Affordability and hidden cost reduction

Most of the key strategy areas has at least one recommended action associated with it – for council to consider and facilitate. A summary of the key strategy areas and recommended actions across all areas is provided below. This summary combines actions that might fall under one or more area, therefore identifying nine key strategy areas.

Summary of key strategy areas and recommended actions

	Cultural equity centred on Kaurna Country
	<i>Embed Kaurna-centred design commitments.</i> <ul style="list-style-type: none">• Require Kaurna language, histories and practices across signage, programs and precincts.• Commission local artists and cultural educators.
	Everyday inclusion and social connection
	<i>Adopt an inclusion-by-design policy across capital works and placemaking.</i> <ul style="list-style-type: none">• Require no-purchase third places and visible convivial cues in precincts.• Include Gender Impact Assessments and universal design in project approvals and delivery. <i>Establish a hubs network charter (libraries and community centres)</i> <ul style="list-style-type: none">• Formalise libraries and community centres as connection anchors with micro-grant pools, extended hours and connector roles.• Integrate non-digital information boards for equitable access.

	<p><i>Design inclusive shared spaces and programs for vertical communities.</i></p> <ul style="list-style-type: none"> • Create communal areas (gardens, lounges, multipurpose rooms) and organise activities that encourage interaction among residents of diverse backgrounds.
	<p>Safety and night-time comfort</p> <p><i>Implement a night-time safety and wayfinding plan.</i></p> <ul style="list-style-type: none"> • Conduct corridor lighting audits and vegetation management. • Publish safe night routes with QR codes on wayfinding. • Coordinate volunteer ambassadors and supervised taxi nodes.
	<p>Accessible nature and informal recreation</p> <p><i>Deliver a riverbank comfort and access program.</i></p> <ul style="list-style-type: none"> • Ensure step-free connections, shade, toilets and intuitive signage. • Co-program informal recreation through hubs (community centres and libraries).
	<p>Multilingual discovery and welcoming</p> <p><i>Establish an International Student Wellbeing Hub.</i></p> <ul style="list-style-type: none"> • Provide multilingual onboarding, advice, study space and cultural connectors. • Integrate conversational grant support for student-led initiatives.
	<p>Volunteering and lived experience leadership</p> <p><i>Develop a Lived Experience Workforce Framework.</i></p> <ul style="list-style-type: none"> • Standardise remuneration, trauma-informed practice and participation in co-design. • Pair with governance support for volunteer-involving organisations.
	<p>Equity-led preparedness and resilience</p> <p><i>Build equity-led preparedness into core operations.</i></p> <ul style="list-style-type: none"> • Conduct strengths-based vulnerability mapping. • Formalise rapid coordination with partners. • Enable hubs as resilience nodes and expand multilingual non-digital alerts.
	<p>Affordability and hidden cost reduction</p> <p><i>Create a Citywide Affordability Framework.</i></p> <ul style="list-style-type: none"> • Introduce a low-cost participation policy and Third Places Grant stream. • Allow token fees to manage attrition while maintaining accessibility. • Review club and facilitator charges for equity.

	Monitoring and learning framework <i>Implement a Monitoring and Learning Framework.</i> <ul style="list-style-type: none">• Track participation diversity, perceived safety, discovery timeliness, volunteer capacity, resilience indicators, and lived experience involvement.• Publish annual progress and learning briefs.• Integrate with CoA's existing monitoring commitments.
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Introduction

The City of Adelaide (CoA) is currently developing a *Community Wellbeing Strategy* as the guiding framework for the alignment of community services and partnerships, responding to changing capital city needs and demographics, and for enabling effective service delivery geared to wellbeing at a *population* level (including for identified priority groups) and at a *place* (neighbourhood) level.

In late 2025, the City of Adelaide (CoA) commissioned the Centre for Social Impact at Flinders University (CSI) to support the development of the City of Adelaide's *Community Wellbeing Strategy*. CSI is supporting the development of the Strategy in several ways:

- undertaking a series of workshops with key organisations and stakeholders to inform the development of the *Community Wellbeing Strategy*;
- providing advice on the structure and content of the draft *Community Wellbeing Strategy*; and,
- providing guidance on the development of the outcomes/reporting framework underpinning the *Community Wellbeing Strategy*.

This report is the key output of the first partnership activity.

Report purpose

This report presents key strategy areas and recommended actions to inform the City of Adelaide's (CoA's) *Community Wellbeing Strategy*. The key strategy areas and recommended actions are the result of analysis of the voices and ideas of key stakeholders engaged in targeted consultations for the development of the *Community Wellbeing Strategy* held between 15 October 2025 and 3 December 2025.

Ten separate engagement sessions were held during the stage one consultation period:

- Four focus groups with some of the identified priority population groups¹ (refugees and asylum seekers, Latin American women studying VET courses, LGBTQIA+ communities, volunteers) – all facilitated by CoA staff.
- Two engagement sessions with existing CoA Advisory Panels (Access and Inclusion, Reconciliation Committee) – CoA facilitated.
- A workshop with council's frontline staff – CoA facilitated.
- Three key stakeholder/organisation workshops, co-facilitated by CSI and CoA.

Workshops and focus groups employed creative engagement methods to foster inclusive participation and rich discussion. Through three key questions (see Appendix A), participants explored what wellbeing meant to them, what a thriving Adelaide looks like, enablers/opportunities for, and barriers to, wellbeing. External and internal (council) experts co-presented at each of the three stakeholder workshops to spark thinking and conversation, and photo voice cards were used as further prompts for thinking.

The CSI team analysed all data from the consultations using recognised thematic analysis methods (Braun & Clarke 2006): (1) familiarisation with data, (2) generating initial thematic codes, (3) searching session notes for themes, (4) reviewing themes, (5) defining and naming

¹ Identified population priority groups include Aboriginal and Torres Strait Islander peoples, culturally and linguistically diverse communities including people from refugee backgrounds and asylum seekers, international students across the tertiary sector, people living with disability, younger people and older people. Priority groups reflect the changing demographic profile of the City of Adelaide, as well as *City of Adelaide: A Place to Thrive, Discussion Paper to inform the Community Wellbeing Strategy for the City of Adelaide* (City of Adelaide 2025a).

themes, and (6) reporting. The thematic analysis arrived at 10 key themes or key strategy areas as described in the remainder of this report:

- Cultural equity centred on Kaurna Country
- Everyday inclusion and social connection
- Safety and night-time comfort
- Accessible nature and informal recreation
- Supporting vertical communities (including housing affordability)
- Wayfinding and community amenities
- Multilingual discovery and welcoming
- Volunteering and lived experience leadership
- Equity-led preparedness and resilience
- Affordability and hidden cost reduction

Underpinning the key strategy areas are a series of recommended actions council can take to support the wellbeing of people who live, work, study and visit the City of Adelaide (see next section of this report). The recommended actions align to the six goals² of the *Community Wellbeing Strategy*. The goals, which reflect local government's role in wellbeing and health, include:

Welcome and connection

Goal One: People feel welcome and connected – by creating opportunities for everyone to participate in community life, build strong connections, and reduce isolation.

Active and healthy

Goal Two: People are active and healthy – by providing accessible spaces, places, programs, and events that encourage movement, play, and recreation for people of all ages, abilities and means.

Shaping community

Goal Three: People can shape their community – by supporting people to contribute their lived experience, get involved and influence decisions that affect them.

Adaptation and recovery

Goal Four: People can adapt and recover – by strengthening people's ability to respond to challenges, support each other during difficult times, and build long-term resilience.

Lifelong learning

Goal Five: People keep learning throughout their lives – by providing accessible learning opportunities, programs, and resources that enable people to develop skills, knowledge, and confidence at any age.

Safety

Goal Six: People feel safe where they live, work and spend time – by creating and maintaining safe, welcoming, and accessible places and spaces, while promoting community awareness and safety initiatives.

² The six goals are an evolution of the six domains originally identified in the Discussion Paper written by the CoA Community Wellbeing Strategy team as background to the consultations (City of Adelaide 2025a). The six goals were shaped by the CoA and CSI Flinders teams following consideration of the findings from the targeted consultations about people's visions for the City of Adelaide and what wellbeing means and looks like to them.

The remainder of this document wraps more detail around the key strategy areas and recommended actions.

Notes:

A second stage to the targeted consultation is planned for 2026.

A companion document to this report provides comprehensive summaries of each session held as part of the stage one targeted consultations: *Community Wellbeing Strategy, Targeted Community Consultation Engagement Report* (CoA and CSI Flinders 2025b).

Appendix A provides the guiding document for the Workshops held.

Key Strategy Areas and Recommended Actions

This section of the report describes the key strategy areas and recommended actions underpinning each key strategy area for the *Community Wellbeing Strategy*. As noted, these have been derived from thematic analysis of data collected during the targeted consultations. Quick wins and bold moves are included within the recommended actions.

The recommended actions **operationalise wellbeing across programs, partnerships, precincts and planning**. They provide practical, scalable solutions for a *welcoming, safe and thriving city*.

Cultural equity centred on Kaurna Country

What we heard

The City of Adelaide's Reconciliation Committee asked that Kaurna culture be centred in Adelaide's wellbeing narrative and environmental stewardship (not decorative). Historical acceptance and everyday visibility – knowledges, language, stories, practitioners – should feature across places, spaces, programs, activities and events.

Why is it important?

Centring Kaurna ways of knowing, seeing and being, strengthens belonging and guides sustainable place-making that benefits all people and communities, creates welcoming and safe places, and shapes community.

Strategic alignment: aligns with Goal One (welcome and connection), Goal Three (shape community), and Goal Six (safety) and supports council's priorities for reconciliation and cultural recognition.

Recommended actions

- Partner with Kaurna leaders to embed language, histories and practices in signage, programs, and precinct design; commission local artists.
- Partner with Kaurna leaders to embed Kaurna-centred design and governance in programs, precinct and capital works plans.
- Expand cultural learning opportunities that are accessible and non-tokenistic.

Quick wins

- Partner with Kaurna leaders to integrate culture (language, histories and practices) in signage, wayfinding and safety features across the city.
- Support Kaurna-led walks and micro-installations.
- Showcase local artists in community-accessible spaces.

Bold moves

- Establish a Kaurna-led design and cultural connection hub(s).

Everyday inclusion and social connection

What we heard

People want everyday spaces that invite incidental or spontaneous social contact without the expectation to spend money on social events. Opportunities for incidental social connection include important spaces like libraries, community centres, hubs and public open spaces (parks, the riverbank, and walking trails).

People consistently asked for council to facilitate community connection and welcoming through casual engagement opportunities (coffee sessions, spaces where they can play board games, repair stations, art corners and community gardens). People identified the need for “social dolphins” or ambassadors who extend invitations to others to join in with social events, especially people who might be feeling or known to be marginalised such as people from CALD and refugee backgrounds, international students, LGBTQIA+ people, and volunteers. Participants in the engagement sessions also felt more needs to be done to support the growing number of people living in vertical communities in the city, where access to safe and welcoming public space becomes important to counter potential for social isolation. Some participants also felt significant opportunities exist for council to do more to facilitate people who study and work in the city staying longer after their formal commitments that involve city spaces finish.

Why is it important?

Positive social contact in well-designed and welcoming spaces reduces isolation, strengthens trust and builds community connection and belonging.

Strategic alignment: aligns with Goal One (welcome and connect) and Goal Six (safety), and delivers on Council’s mandate around inclusive spaces and priority of supporting social participation.

Recommended actions

- Establish a network of hubs across libraries and community centres with micro-grants made available to community groups to seed low-cost engagement activities and informal learning opportunities (for people from CALD backgrounds, for example).
- Create a “Connection Calendar” that brings together what’s happening across hubs.
- Recruit and train neighbour connectors in vertical communities.
- Fund community connector roles.
- Extend library and community centre opening hours to support after-work and night-time connection.
- Pair libraries and community centres with physical (non-digital) noticeboards.
- Require no-purchase third places (public or semi-public places where people can gather informally) in precinct agreements and design briefs for major projects. Examples of such spaces could include: public seating areas, drop-in centres and community spaces within developments/precincts, and social corners in cafes.

Quick wins

- Install drop-in convivial tables in community centres, hubs and libraries.
- Pilot “offline club” sessions in community centres, hubs and libraries.
- Host fortnightly “meet your neighbours” mornings.

Bold moves

- Welcoming City accreditation.
- Activation of community hubs.

Safety and night-time comfort

What we heard

Residents, visitors and students strongly desire a friendlier city after dark. People noted the need for upgrades to lighting to support pedestrian movement and safety; clearer sightlines across public spaces; and supervised taxi pick-up points to help them feel safer in the city generally, as well as in particular precincts within the city. LGBTQIA+ people stressed the importance of safe and accessible dance and non-alcohol spaces. Older residents and students emphasised the need for safe routes through the Park Lands, noting that visible foot traffic supports feelings of safety.

Why is it important?

Night-time comfort dictates whether people stay in the city to participate in the range of events and activities city life offers. Making people feel safe (Goal Six) and encouraging evening vibrancy means that people feel welcomed within and connected to city across time and space (Goal One).

Strategic alignment: this key strategy area aligns with Goal Six (safety) and Goal One (welcome and connection), and supports council's priorities for safe public spaces and gender impact assessments.

Recommended actions

- Conduct a lighting and sightlines audit of vegetation.
- Add seating at lit nodes.
- Deploy volunteer city ambassadors during festivals, busy events, and evening times.
- Publish a safe night routes map with QR-linked “what’s on” signage linking information about local events and activities and nearby services (e.g., gigs, exhibitions, late night cafes and venues, community programs).
- Coordinate visible evening activations in squares, Park Lands, riverbank.
- Publish safe night routes map on a city information portal.
- Embed Gender Impact Assessments and safety-by-design in capital works to mainstream safety considerations.

Quick wins

- Upgrade lighting at identified pain points.
- Identify places for supervised taxi areas.
- Provide easy to locate/identify ambassadors during major events and busy periods.

Bold moves

- Night-time economy and safe routes initiative.

Accessible nature and informal recreation

What we heard

Recreation and sport are key drawcards for the city for many people – whether as participants in formal or less formal sport or recreation pursuits or as spectators in sporting events. Some stakeholders felt that too much emphasis is placed on formal sport as the focus of recreation within the city, to the detriment of a range of other types of recreation and the spaces and facilities to support them. Desire was expressed for less formal and non-competitive activities to be supported by council, such as walking groups (through investment in good quality, accessible walking trails), social table tennis (through the provision of indoor and outdoor table tennis tables and equipment), and 3x3 basketball (through the provision of outdoor smaller courts) as examples. Stakeholders were clear about wanting better access to the River Torrens, noting that they did not know whether people could use the river for recreational pursuits such as kayaking. Shade, places to sit, hydration stations and toilets were repeatedly requested to support everyday comfort and broader participation in recreation and sport.

Why is it important?

Like formal sport and recreation, informal recreation welcomes diverse users, increases physical activity and supports mental health. Increasing visibility of recreation spaces for families, CALD communities and people who do not participate in formal/club sport, helps keep people active and healthy (Goal Two).

Strategic alignment: Aligns with Goal Two (active and healthy) and supports priorities for green space activation and informal recreation.

Recommended actions

- Install free public recreation spaces (including access to free/low-cost equipment hire), hydration points and shade.
- Publicise River Torrens boat ramps and permissible activities.
- Design flexible spaces that serve multiple community purposes, such as parks that accommodate play, exercise and community events, while integrating natural elements that support biodiversity. Incorporating plants, trees, and habitats that support local wildlife and ecological health, i.e. native plant gardens, green walls, rain gardens.
- Cluster amenities as activity hubs with toilets, hydration points, seating, and shade.
- Deliver a riverbank comfort and access plan (continuous ramps, toilets, signage).
- Program “walk and talk” clubs with organisations who provide these types of community engagements activities such as Walk SA, the Heart Foundation, or ParkRun, and make accessible through libraries and community centres.
- Renew community buildings to fit-for-purpose standards across the Park Lands, with attention to accessibility, safety and sustainability.

Quick wins

- Provide accessible table tennis and 3x3 basketball courts around the city for informal recreation options. Pop-up (movable) table tennis tables could be provided in the first instance (managed by the CoA’s activation team or relevant sporting club or education provider) to test how well they are used and received, with a view to resourcing permanent installations.
- Provide shaded seating, lighting and hydration points along high-use paths.

Bold moves

- Riverbank activation.
- Park Lands spaces and facilities renewal.

Supporting vertical communities (including housing affordability)

What we heard

Residents and international students in high-rise living reported isolation, suggesting that common spaces are needed to enable better social interaction and neighbourly connection. A range of thoughts were provided about the form of such spaces, which included common rooms within high rise apartment buildings, rooftop gardens and neighbourhood spaces external to the high-rise buildings. People offering thoughts on vertical community life and enabling a sense of community noted the need for spaces and programs to support connection, such as low-key, visible/attractive, no-cost activities to invite participation.

Conversations about vertical community life linked strongly with conversations about the affordability of housing in the city, and the need for affordable housing to support a diverse resident population, including international students.

Why is it important?

The City of Adelaide's ambitions for population growth demand expansion in vertical living. Successful vertical living is about creating vertical communities, communities which are inclusive and safe, and anchored in their neighbourhood and place. Good social infrastructure creates and supports communities, and councils are a significant provider or enabler of such infrastructure (community spaces, wayfinding etc).

Strategic alignment: Aligns with Goal One (welcoming and connection) and Goal Three (shape community) and supports council's strategies to support housing affordability in the city and to provide the infrastructure needed for vertical living.

Recommended actions

- Mapping of towers to create an evidence base for planning community life in high-rise environments and assess community infrastructure gaps (such as green spaces, community rooms), ensuring these spaces are socially connected and inclusive.
- Negotiate minimum social space standards and rooftop greening in development approvals.
- Support inclusive zoning across the City of Adelaide.
- Pilot/support piloting of an inclusive rooftop garden with social programming.
- Develop vertical community design guidelines that incorporate accessible routes, shared community spaces, and expectations for social programming, drawing on best-practice models.

Quick wins

- Co-create building-specific “welcome packs” connecting residents to nearby spaces and services that support community connection.
- Recruit resident connectors in key high-rise developments.
- Seed small budgets for monthly neighbour activities/meet-ups.

Bold moves

- Set a City of Adelaide benchmark for inclusive zoning.

Wayfinding and community amenities

What we heard

A significant proportion of conversations at all engagement sessions centred on wayfinding challenges and opportunities within the City of Adelaide, along with commentary about the accessibility and inclusive design of city amenities – council and non-council owned. The riverbank and Festival Plaza were identified as significantly underutilised areas, hidden from sight and confusing in terms of function, with clear opportunities for their better activation.

People involved in engagements noted wayfinding challenges specific to bike/e-bike access, and the need for step-free paths around the city. Additionally, toilets, seating and shade are inconsistently available (and often poorly accessible) making it hard for some people to engage with spaces within the city. A case in point raised were the shared paths around the River Torrens, which are inaccessible to many. Lack of shade/green canopy within the city generally created heat traps, limiting people's engagement with particular spaces and activities.

People asked for intuitive signage at key places within the city, including clear wayfinding markers to community centres and other places of community connection, with QR codes to scan to access information on nearby services/amenities and "what's on" guides.

Why is it important?

Dignified movement and comfort underpin participation, particularly for people with disability, older residents and families. Accessible amenities, clear wayfinding and easy access information support active and healthy lifestyles within the city.

Strategic alignment: aligns with Goal Six (safety) and Goal Two (active and healthy), supporting council priorities around an accessible city and universally designed infrastructure and amenities.

Recommended actions

- Refresh wayfinding with "you are here" maps and other visual markers of pathways to key amenities.
- Add QR code links to wayfinding and social connection information at key gateways across the city.
- Publish maps of toilets, seating, hydration points and shade locations.
- Integrate wayfinding with calendars of events and activation and with safety routes.
- Complete step-free shared paths to/along the riverbank.
- Add shade where tall buildings create heat traps.
- Require amenity standards in building renewals and precinct plans.

Quick wins

- Refresh signage, including pathway signage.
- Publish guide to key amenities and their accessibility.
- Remove barrier stairs on core shared path/bike routes.

Bold moves

- Application of inclusive design standards to all council amenities.

Multilingual discovery and welcoming (international students and CALD communities)

What we heard

For the international students and people from CALD and refugee backgrounds involved in the targeted engagements, welcoming to the city was of utmost importance. International students described arriving in the city without support or access to materials explaining Adelaide in their language, leading to confusion about where to seek help or find community connection. Communities asked for in-person help, multilingual resources, translated FAQs and culturally matched ambassadors who can guide discovery in familiar languages and platforms.

Why is it important?

Being welcomed within place is a critical foundation of community belonging. Supporting discovery in culturally responsive ways embeds belonging, removing language barriers, promoting feels of safety and inclusion and, ultimately, for students promotes a successful learning experience.

Strategic alignment: aligns with Goal One (welcome and connect), Goal Five (lifelong learning), and Goal Six (safety) and supports priorities for multilingual access and digital inclusion.

Recommended actions

- Co-host events with student and community groups and key organisations (education providers).
- Design more accessible grant processes and programs to enable CALD and student-led initiatives, i.e. embed simplified or conversational grant applications (i.e., no complex forms and process as these are a barrier to particular groups seeking seed and other funding for initiatives to support their community wellbeing needs and aspirations).
- Engage ambassadors via partnerships with VET and language schools and community organisations.
- Formalise cultural liaison roles and peer connectors.

Quick wins

- Translated welcome and discovery related guides and FAQs, covering such things as banking, communications technologies, housing, support services.
- Host welcome and discovery sessions at libraries/community centres.
- Support platform-specific outreach in key languages (WeChat, WhatsApp).

Bold moves

- Support the establishment of an International Student Wellbeing Hub modelled on Study Melbourne, with advice, space to study, networking and events.
- Support digital literacy programs for people from CALD backgrounds.

Volunteering and lived experience leadership

What we heard

Volunteers face out-of-pocket costs and seasonality yet report high wellbeing from participation. Communities asked for flexible roles, recognition and lived experience connectors who make public spaces approachable. Frontline staff emphasised co-design and rapid partnership coordination.

Why is it important?

A supported volunteer network multiplies capacity and strengthens community resilience, aligning with Goal Three: people can shape their community and Goal Four: people can adapt and recover.

Strategic Alignment: Aligns with Goal Three (shape community) and Goal Four (adapt and recover); supports priorities for volunteer sustainability and co-design.

Recommended actions

- Publish and maintain a volunteer listings portal accessible through the City of Adelaide website, libraries, and community centres, and integrated with existing volunteer networks.
- Refresh the City of Adelaide's Volunteer Strategy, identifying key ways the City of Adelaide supports and values volunteers (including via training opportunities, intergenerational volunteer roles).
- Subsidise costs for volunteers supporting the efforts of the City of Adelaide to build wellbeing and community resilience.
- Provide governance support and micro-grants to volunteer-involving organisations.
- Track volunteer retention and wellbeing.

Quick wins

- Support a network of city ambassadors who can provide guidance to people about city amenities, welcoming and discovery and opportunities for social participation.
- Create a single, easy-to-access centralised listings platform that consolidates all volunteer opportunities across the city, reducing confusion and making it simpler for people to find ways to get involved in the life of the city/community.
- Provide modest financial support (e.g., transport costs, uniforms, or refreshments) to remove barriers for volunteers, ensuring participation is inclusive and accessible for people from diverse backgrounds.

Bold moves

- Develop a Lived Experience Workforce Framework to support, embed and remunerate participation in the design, delivery and evaluation/review of council programs, strategies, policies and commissioning processes.

Equity-led preparedness and resilience

What we heard

Frontline staff highlighted anticipated challenges and pressures that communities and frontline services expect to face in the next decade, such as extreme heat, misinformation, and social isolation, alongside gaps in vulnerability mapping, scalable services, non-digital inclusion, and cross-system coordination. In response, communities called for adaptive resilience hubs located in libraries, sport facilities, and council-owned car parks (UParks) to serve as cool refuges and safe spaces during times of need. These hubs are critical for equity-led preparedness, ensuring vulnerable groups have accessible, safe environments during climate and social disruptions.

Why is it important?

Preparedness reduces harm to isolated and at-risk cohorts (equity considerations), ensuring people can adapt and recover when challenging situations present (for example extreme weather events). Community resilience is a necessary condition of the 21st century city and community, which has learnt the far-reaching impacts of such things as climate change, global pandemic and economic shocks.

Strategic alignment: aligns with Goal Four (adapt and recover) and supports priorities for resilience hubs and food security initiatives.

Recommended actions

- Run strengths-based vulnerability mapping and extreme event scenario planning for council staff, community and people with lived experience.
- Formalise rapid community resilience coordination structures and processes with partners (for extreme weather events, other community shocks).
- Enable UParks and resilience hubs (future) as refuges for extreme weather events, providing water and shade for vulnerable communities.
- Embed resilience and equity metrics across programs and capital works.

Quick wins

- Provide signage and other wayfinding to extreme weather refuge points.
- Develop multilingual non-digital alert channels/options to ensure all community members have access to key information about extreme events, and support to build their resilience.

Bold moves

- Pilot resilience hubs in two precincts.

Affordability and hidden cost reduction

What we heard

Cost of living considerations were top of mind for many people and groups engaged in the target consultations. People reported that social participation and wellbeing activities have real and hidden costs and these are a barrier for many. The cost of food, transport and parking were raised as concerns even at free events, pointing to the real impact of the cost-of-living crisis. Desire was expressed for support for genuinely no-cost activities to ensure equity in access to wellbeing opportunities.

Why is it important?

Lowering cost barriers increases participation, while improving fairness for low-income residents and newcomers.

Strategic alignment: aligns with Goal One (welcome and connect) and Goal Two (active and healthy) and supports priorities for low-cost participation and equitable access.

Recommended actions

- Provide flexibility for clubs and facilitators to offer wellbeing-related events at no cost or for a nominal fee (e.g., gold coin donation) and encourage no-cost elements in scheduled activities at events, so people who cannot afford standard event costs can still participate while maintaining a sense of value and commitment.
- Establish a dedicated grant program to support venues that host free, no-purchase social programming, ensuring inclusive spaces for connection and wellbeing remain viable and accessible.

Quick wins

- Subsidised food at council-supported events.
- Targeted transport vouchers.
- Accessible parking pilots (East/West loop bus).

Bold moves

- Adopt a low-cost participation policy for wellbeing related events and activities (transparent pricing, pay-it-forward options, low-cost food, transport vouchers).
- Integrate affordability criteria (including delivery of no-cost elements) into grants and event commissioning.

Where to next?

While this research captured diverse voices across Adelaide's communities, further engagement is required to deepen representation – particularly Aboriginal voices and perspectives. Stage two consultations on the Community Wellbeing Strategy must focus on meaningful engagement with Kaurna Elders and leaders of Aboriginal and Torres Strait Islander communities and organisations to ensure cultural equity is fully embedded in the Strategy. More comprehensive engagement with CALD community leaders and organisations is also needed to ensure the views and needs of communities are captured and reflected in the Strategy.

The recommended actions presented provide a robust, evidence-informed pathway to operationalise wellbeing in everyday city life. They foreground equity, inclusion and preparedness, align with CoA's six goals and priorities, and convert community insights into pragmatic actions. The recommended actions outlined provide a balance of quick wins with actions to support longer-term change. They are structured to represent many voices and facets of everyday life in the city – part of an ongoing journey to realising CoA's vision of Adelaide as a *welcoming, safe and thriving city* for its diverse population of residents, visitors, students and workers.

References

Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77–101. <https://doi.org/10.1191/1478088706qp063oa>.

City of Adelaide (2025a). *City of Adelaide: a place to thrive, Discussion paper to inform a community wellbeing strategy for the City of Adelaide* [Discussion paper].

City of Adelaide and Centre for Social Impact Flinders (2025b). *Community Wellbeing Strategy: Targeted Consultation Engagement Report* [Report].

APPENDIX A – WORKSHOP QUESTIONS

City of Adelaide – Community Wellbeing Strategy Co-Design Workshop

Workshop data collection template

Vision for Community Wellbeing in Adelaide *(In a few words or phrases)*

What does a thriving City of Adelaide look like for residents, visitors, students and workers?

What are the barriers to connection and wellbeing in the City of Adelaide?

(Please record as much detail as possible. Use dot points if you prefer.)

What are the opportunities for the City of Adelaide to strengthen connection and wellbeing across our city?

(Please record as much detail as possible. Use dot points if you prefer.)

Group process instructions *(These instructions help ensure consistent, usable data)*

Before you begin

- Choose a Scribe – someone who will write all ideas clearly on this sheet.
- Choose a Spokesperson – someone who will share key points with the whole room.

During discussion

- Consider each question from your viewpoint and the viewpoints of the priority groups listed below where you can.
- Capture ideas in clear dot points.
- Include specific examples where possible.
- Focus on practical actions, experiences and conditions that support or limit connection and wellbeing.
- Record consensus as well as differences of opinion.
- If a point relates strongly to a particular priority group, please note this beside it (e.g., “CALD communities”, “Young people”).

What to record

- Key barriers people experience.
- Opportunities and ideas for improvement.
- Innovative or practical solutions.
- Descriptions or “signs” of a thriving city.
- Anything important the group wants us to hear or know.

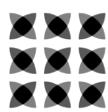
When you finish

- Review your sheet together to ensure it reflects the group’s ideas accurately.
- Make sure the scribe has written clearly and legibly.
- We will come back together to share some of the thoughts.

Priority groups to consider

When answering the three questions, please reflect on how your ideas relate to or impact:

Aboriginal and Torres Strait Islander people	Children and families	Culturally and linguistically diverse (CALD) people	International students
LGBTIQA+ people	Older people (50+)	People experiencing socioeconomic disadvantage	People who are refugees or asylum seekers
People with disability	Women	Young people (12–25)	Other groups identified through discussion



**CENTRE
for SOCIAL
IMPACT**



Flinders
University

Agenda Item 9

Exclusion of the Public

Tuesday, 3 February 2026

City Community Services
and Culture Committee

Program Contact:
Anthony Spartalis, Chief
Operating Officer

Public

Approving Officer:
Michael Sedgman, Chief
Executive Officer

EXECUTIVE SUMMARY

Section 90(2) of the *Local Government Act 1999* (SA) (the Act), states that a Council may order that the public be excluded from attendance at a meeting if the Council considers it to be necessary and appropriate to act in a meeting closed to the public to receive, discuss or consider in confidence any information or matter listed in section 90(3) of the Act.

It is the recommendation of the Chief Executive Officer that the public be excluded from this City Community Services and Culture Committee Special meeting for the consideration of information and matters contained in the Agenda.

For the following Workshop seeking consideration in confidence

10.1 Park Lands Community Buildings – Priority Needs Analysis [section 90(3) (b) of the Act]

For the following Reports for Recommendation to Council seeking consideration in confidence

11.1 Park Lands Community Buildings – Priority Needs Analysis [section 90(3) (b) of the Act]

11.2 City of Music Laneway Naming [section 90(3) (a) & (b) of the Act]

The Order to Exclude for Items 10.1, 11.1 and 11.2:

1. Identifies the information and matters (grounds) from section 90(3) of the Act utilised to request consideration in confidence.
2. Identifies the basis – how the information falls within the grounds identified and why it is necessary and appropriate to act in a meeting closed to the public.
3. In addition, identifies for the following grounds – section 90(3) (b), (d) or (j) of the Act - how information open to the public would be contrary to the public interest.

ORDER TO EXCLUDE FOR ITEM 10.1

THAT THE CITY COMMUNITY SERVICES AND CULTURE COMMITTEE:

1. Having taken into account the relevant consideration contained in section 90(3) (b) and section 90(2) & (7) of the *Local Government Act 1999* (SA), this meeting of the City Community Services and Culture Committee dated 3 February 2026 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 10.1 [Park Lands Community Buildings – Priority Needs Analysis] listed on the Agenda in a meeting open to the public would on balance be contrary to the public interest.

Grounds and Basis

The disclosure of information in this workshop may adversely impact project viability, prejudice the ability to undertake/participate in future negotiations on the proposal and prejudice the Council's commercial position and opportunity for Council to participate in future like considerations or discussions.

Public Interest

The City Community Services and Culture Committee is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of

this information may severely prejudice Council's ability to discuss/participate or influence a proposal for the benefit of the Council and the community in this matter and in relation to other contract negotiations.

2. Pursuant to section 90(2) of the *Local Government Act 1999* (SA) (the Act), this meeting of the City Community Services and Culture Committee dated 3 February 2026 orders that the public (with the exception of members of Corporation staff and any person permitted to remain) be excluded from this meeting to enable this meeting to receive, discuss or consider in confidence Item 10.1 [Park Lands Community Buildings – Priority Needs Analysis] listed in the Agenda, on the grounds that such item of business, contains information and matters of a kind referred to in section 90(3) (b) of the Act.

ORDER TO EXCLUDE FOR ITEM 11.1

THAT THE CITY COMMUNITY SERVICES AND CULTURE COMMITTEE:

1. Having taken into account the relevant consideration contained in section 90(3) (b) and section 90(2) & (7) of the *Local Government Act 1999* (SA), this meeting of the City Community Services and Culture Committee dated 3 February 2026 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 11.1 [Park Lands Community Buildings – Priority Needs Analysis] listed on the Agenda in a meeting open to the public would on balance be contrary to the public interest.

Grounds and Basis

The disclosure of information in this report may adversely impact project viability, prejudice the ability to undertake/participate in future negotiations on the proposal and prejudice the Council's commercial position and opportunity for Council to participate in future like considerations or discussions.

Public Interest

The City Community Services and Culture Committee is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of this information may severely prejudice Council's ability to discuss/participate or influence a proposal for the benefit of the Council and the community in this matter and in relation to other contract negotiations

2. Pursuant to section 90(2) of the *Local Government Act 1999* (SA) (the Act), this meeting of the City Community Services and Culture Committee dated 3 February 2026 orders that the public (with the exception of members of Corporation staff and any person permitted to remain) be excluded from this meeting to enable this meeting to receive, discuss or consider in confidence Item 11.1 [Park Lands Community Buildings – Priority Needs Analysis] listed in the Agenda, on the grounds that such item of business, contains information and matters of a kind referred to in section 90(3) (b) of the Act.

ORDER TO EXCLUDE FOR ITEM 11.2

THAT THE CITY COMMUNITY SERVICES AND CULTURE COMMITTEE:

1. Having taken into account the relevant consideration contained in section 90(3) (a) & (b) and section 90(2) & (7) of the *Local Government Act 1999* (SA), this meeting of the City Community Services and Culture Committee dated 3 February 2026 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 11.2 [City of Music Laneway Naming] listed on the Agenda in a meeting open to the public would on balance be contrary to the public interest.

Grounds and Basis

This item is confidential as the disclosure of information contained in this report could reasonably pose reputational risk to the selected musical artist and create unnecessary fallout within their professional peer community.

The musical artist identified in this report remains subject to confidentiality arising from the 12 March 2019 Council decision and the proposed laneway has not yet been endorsed by Council as a City of Music Laneway.

Maintaining consideration in confidence is justified on the basis that public release of the information would involve unreasonable disclosure. In addition, the matter in relation is already subject to an existing confidential order from 2019.

The grounds for consideration in confidence also relate to potential commercial and reputational impacts. Any Council decision to name a city laneway after an artist may reasonably be expected to confer commercial benefits through heightened public profile, media attention, and future professional opportunities.

Given the likely interest in both the selected musical artist and the laneway landlords, withholding this information at this time will help to avoid unintended adverse impacts arising from premature disclosure.

Public Interest

The Committee is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of this information which could prejudice the commercial position and identity of the artist/s named through the receipt of a level of commercial advantage from the decision or disadvantage the personal and professional brand and reputation of artist/s and landlords named and selected in the decision-making process by Council.

2. Pursuant to section 90(2) of the *Local Government Act 1999* (SA) (the Act), this meeting of the City Community Services and Culture Committee dated 3 February 2026 orders that the public (with the exception of members of Corporation staff and any person permitted to remain) be excluded from this meeting to enable this meeting to receive, discuss or consider in confidence Item 11.2 [City of Music Laneway Naming] listed in the Agenda, on the grounds that such item of business, contains information and matters of a kind referred to in section 90(3) (a) & (b) of the Act.

DISCUSSION

1. Section 90(1) of the *Local Government Act 1999* (SA) (the Act) directs that a meeting of Council must be conducted in a place open to the public.
2. Section 90(2) of the Act, states that a Council may order that the public be excluded from attendance at a meeting if Council considers it to be necessary and appropriate to act in a meeting closed to the public to receive, discuss or consider in confidence any information or matter listed in section 90(3) of the Act.
3. Section 90(3) of the Act prescribes the information and matters that a Council may order that the public be excluded from.
4. Section 90(4) of the Act, advises that in considering whether an order should be made to exclude the public under section 90(2) of the Act, it is irrelevant that discussion of a matter in public may -
 - '(a) *cause embarrassment to the council or council committee concerned, or to members or employees of the council; or*
 - (b) cause a loss of confidence in the council or council committee; or*
 - (c) involve discussion of a matter that is controversial within the council area; or*
 - (d) make the council susceptible to adverse criticism.'*
5. Section 90(7) of the Act requires that an order to exclude the public:
 - 5.1 Identify the information and matters (grounds) from section 90(3) of the Act utilised to request consideration in confidence.
 - 5.2 Identify the basis – how the information falls within the grounds identified and why it is necessary and appropriate to act in a meeting closed to the public.
 - 5.3 In addition identify for the following grounds – section 90(3) (b), (d) or (j) of the Act - how information open to the public would be contrary to the public interest.
6. Section 83(5) of the Act has been utilised to identify in the Agenda and on the Report for the meeting, that the following reports are submitted seeking consideration in confidence.
 - 6.1 Information contained in Item 10.1 – Park Lands Community Buildings – Priority Needs Analysis
 - 6.1.1 Is not subject to an existing Confidentiality Order.
 - 6.1.2 The grounds utilised to request consideration in confidence is section 90(3) (b) of the Act
 - (b) information the disclosure of which –
 - (i) could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or prejudice the commercial position of the council; and
 - (ii) would, on balance, be contrary to the public interest.

6.2 Information contained in Item 11.1 – Park Lands Community Buildings – Priority Needs Analysis

6.2.1 Is not subject to an existing Confidentiality Order.

6.2.2 The grounds utilised to request consideration in confidence is section 90(3) (b) of the Act

(b) information the disclosure of which –

(i) could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or prejudice the commercial position of the council; and

(ii) would, on balance, be contrary to the public interest.

6.3 Information contained in Item 11.2 – City of Music Laneway Naming

6.3.1 Is subject to an existing Confidentiality Order dated 12/3/2019.

6.1.2 The grounds utilised to request consideration in confidence is section 90(3) (a) & (b) of the Act

(a) Information the disclosure of which would involve the unreasonable disclosure of information concerning the affairs of any person (living or dead).

(b) information the disclosure of which –

(i) could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or prejudice the commercial position of the council; and

(ii) would, on balance, be contrary to the public interest.

ATTACHMENTS

Nil

- END OF REPORT -

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