

Strategic Plan 2024-2028

Year 1 update

Strategic Alignment - Our Corporation

Public

Tuesday, 19 August 2025

**City Finance and Governance
Committee**

Program Contact:

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Approving Officer:

Anthony Spartalis, Chief Operating
Officer

EXECUTIVE SUMMARY

The City of Adelaide Strategic Plan 2024-2028 (the Strategic Plan) drives the organisation to deliver against five aspirations: Our Community, Our Environment, Our Economy, Our Places and Our Corporation.

The Strategic Plan Year 1 Update (covering January 2024 – June 2025) highlights achievements against all 70 of the Strategic Plan Key Actions and provides progress updates against all 102 of the Strategic Plan Indicators of Success/ Measures/ Targets, grouped by Aspiration and the relevant Outcome.

Of the 102 Indicators of Success/Measures/Targets, as at 30 June 2025 37 were achieved, 52 were on track, 9 at risk and 4 had no updates as data is not currently available.

Highlights of achievements against Key Actions include:

- City-shaping developments at Eighty-Eight O'Connell Street and Market Square
- Record levels of committed infrastructure projects – including foundational asset maintenance on roads, footpaths and other assets and investment in new and upgraded infrastructure
- A commitment to revitalising Hindley, Hutt, Gouger, Melbourne and O'Connell Streets as key mainstreets and creating active neighbourhoods which support business growth, visitation and residential amenity
- Completed the final connections in Pitt Street and Bentham Street as part of the Market to Riverbank project with support from the State Government
- Greening city streets through a city greening fund, with 273 new street trees planted to June 30 2025 across Adelaide and North Adelaide
- Delivering the City Plan 2036 - a spatial plan that will guide sustainable growth and development
- Adopted a new Economic Development Strategy so we can plan with a vision and ambition the economic future of our city
- Investing in our Housing Future by adopting a Housing Strategy and delivering the Adaptive Reuse City Housing Initiative (ARCHI).
- The adoption of the Integrated Transport Strategy (ITS) providing a clear direction for our transport network and streets within the City of Adelaide.
- Celebrating our status as Australia's only UNESCO City of Music by continuing the City of Music Laneways initiative and co-locating the UNESCO City of Music offices within Council offices
- The creation of a Place of Reflection in Rymill Park/ Murlawirrapurka

This update recommends minor updates to the Strategic Plan to better align to more recently adopted Council strategies and decisions.

RECOMMENDATION

The following presentation will be presented to Council on the 26 August 2025 for consideration

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL THAT COUNCIL

1. Notes the Year 1 Update on the Strategic Plan 2024 – 2028 as contained in Attachment A to Item 7.3 on the Agenda for the meeting of the City Finance and Governance Committee held on 19 August 2025.
 2. Adopts amendments to the Strategic Plan 2024 – 2028 as per Table 1 of the 'Strategic Plan 2024-2028 Year 1 update' report as Item 7.3 on the Agenda for the meeting of the City Finance and Governance Committee held on 19 August 2025.
 3. Approves the CEO to make adjustments in line with the approved amendments, to the Strategic Plan 2024-2028 and relevant subordinate Strategies, and amend these on Council's public website.
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IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Corporation Providing an update on the Strategic Plan supports the Key Action of “Use community feedback, data and research to monitor, maintain and adapt our range of quality services to continuously improve the value and efficiency”
Policy	Not as a result of this report
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	The status of the Indicators of Success/Measures/Targets within the Strategic Plan provides Council an opportunity to consider priorities for the next Business Plan and Budget and further decision making in relation to projects and service delivery.
25/26 Budget Allocation	Not as a result of this report
Proposed 26/27 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
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. Council adopted the City of Adelaide Strategic Plan 2024 – 2028 (Strategic Plan) on 12 December 2023 to guide Council's work over the next four years in delivering the vision of "Our Adelaide. Bold. Aspirational. Innovative".
2. Within the Strategic Plan, there are five Aspirations that help articulate the vision:
 - 2.1. Our Community: Vibrant, connected and inclusive
 - 2.2. Our Environment: Resilient, protected and sustainable
 - 2.3. Our Economy: Growing, innovative and responsive
 - 2.4. Our Places: Interesting, purposeful and safe
 - 2.5. Our Corporation: High performing, customer-centric and bold
3. The development of the Strategic Plan is guided by the *Local Government Act 1999* (SA), which requires councils to develop and adopt plans for the management of its area and is informed by the provisions of the *City of Adelaide Act 1998*.
4. The development of the Strategic Plan was built on feedback from Council Members and research with key stakeholders. Over 100 pieces of feedback were received when the draft Strategic Plan went out for public consultation in September/October 2023.

Strategic Plan 2024-2028 – Year 1 Update (January 2024 – June 2025)

5. The Strategic Plan contains 70 Key Actions across the five aspirations. Highlights of the key achievements against the Key Actions, grouped by Outcome, have been provided.
6. The Strategic Plan also has 102 Indicators of Success/Measures/Targets (measures) across the five aspirations to indicate what success looks like.
 - 6.1. For some measures, 'baseline' data has been articulated to benchmark success for future years. For other measures, a summary of the work undertaken to progress the measure has been provided.
 - 6.2. Progress or achievement of the measures have been classified as follows:
 - 6.2.1. Achieved - we have completed this item and no further work is required.
 - 6.2.2. On track - we have undertaken work on this item and believe we will be able to successfully deliver this item in future years.
 - 6.2.3. At risk - We have undertaken work on this item but requires attention to deliver this item in future years.
 - 6.2.4. No update - there is no data currently available to provide an update.
 - 6.3. A snapshot of the achievement of the measures by aspirations are provided below:
 - 6.3.1. Our Community: 7 achieved, 11 on track, 3 at risk, 1 no update
 - 6.3.2. Our Environment: 5 achieved, 11 on track, 1 at risk, 1 no update
 - 6.3.3. Our Economy: 4 achieved, 9 on track, 1 at risk, 1 no update
 - 6.3.4. Our Places: 11 achieved, 6 on track, 1 at risk, 1 no update
 - 6.3.5. Our Corporation: 10 achieved, 15 on track, 3 at risk, 0 no update

Amendments

7. To ensure alignment with Council strategies and decisions adopted since the approval of Strategic Plan in December 2023, and the use of the most up-to-date data, Administration reviewed baseline information and developed proposals for refinement of some measures.

8. As a result, Administration recommends the following minor amendments to the Strategic Plan:

Aspiration	Outcome	Original	Amendment	Notes
Our Community	Drive affordable, safe and quality housing outcomes that attract and retain residents in our city	Measure Support 29 State Government housing outcomes per month in the City of Adelaide for people experiencing homelessness to 2026 in line with Council's Homelessness Strategy	Measure Advocate for 29 State Government housing outcomes per month in the City of Adelaide for people experiencing homelessness to 2026 in line with Council's Homelessness Strategy	Updated to reflect Council's role in relation to housing outcomes for people experiencing homelessness
	An interesting and engaging place to live, learn and visit	Measure Develop a Community Wellbeing Plan by 2026	Measure Develop a Community Development and Wellbeing Plan by 2026	Updated to reflect the priorities of Council on having a community development plan but still retains the need for a plan for residents' wellbeing.
Our Environment	A sustainable city where climate resilience is embedded in all that we do	Measure Increase diversion from landfill for residential kerbside waste from 50% (2020) to 80% by 2030	Measure Increase diversion from landfill for residential kerbside waste from 50% (2022) to 80% by 2030	Administration rectifying a minor error in the measure baseline year from 2020 to 2022.
Our Economy	Adelaide's unique experiences and opportunities attract visitors to our city	Measure Increase in foot traffic in key and emerging precincts annually in line with the Council's Economic Development Strategy	Measure Increase in foot traffic across the City and North Adelaide annually in line with the Council's Economic Development Strategy	Updated to capture a more holistic view of foot traffic/pedestrian activity across the city, and not just in specific areas.
		Measure Increase spending across the city	Measure Increase in spending across the City and North Adelaide	Updated to articulate that the reported spend is across Adelaide (5000) and North Adelaide (5006). There is no change to the actual measure.
		Measure Increase the number of people who visit the city from 2.1 million to 2.5 million by 2028 through local, interstate and international visitation	Measure Increase in tourism nights across the City and North Adelaide through local, interstate and international visitation	New measure to ensure that the wording reflects data captured. There is also a shift to measuring visitor nights rather than the number of visitors, in line with Council's/ AEDA's focus on growing tourism.
	N/A	Objectives - Continue to grow our economy in alignment with the community - Create strong skilled workforces	Objectives - Continue to grow our economy for all - Be a centre for education, collaboration and skilled workforce	Updated to provide improved alignment to the Economic Development Strategy and AEDA Strategic Plan.

Table 1 – amendments to the Strategic Plan

ATTACHMENTS

Attachment A – Strategic Plan 2024 – 2028 Year 1 update

- END OF REPORT -