



CITY PLAN 2030 REVISION ENGAGEMENT OUTCOMES REPORT

PREPARED FOR
THE CITY OF SALISBURY
DRAFT
VERSION 2

16 DECEMBER 2019

CONTENTS

BACKGROUND	1
Context.....	1
About this engagement.....	2
Engagement participation numbers.....	3
EXTERNAL POP-UP SESSIONS	5
Approach.....	5
Respondents	6
Feedback to questions	7
Results of the money jar voting activity	22
STAKEHOLDER AND COUNCIL STAFF WORKSHOPS..	25
City Plan 2030 structure and approach.....	26
Approach to the four City Plan themes	30
The Prosperous City.....	31
The Sustainable City	34
The Liveable City.....	37
Enabling Excellence	42
Critical actions.....	45

Client project team: Amanda Berry and Greg Ratsch

Consultant team: Natalya Boujenko, Paul Vivian and Tanya Basic

This report has been prepared by Intermethod. The written content and design of this report are protected by copyright, design right and intellectual property rights owned by Intermethod.



BACKGROUND

CONTEXT

The City Plan 2030 was adopted by the City of Salisbury in 2016. The Plan was built through the collective input of a range of internal and external stakeholders undertaken as part of an extensive consultation in mid to late 2015. The consultation process was multi-faceted touching across social media, print media, face-to-face interviews and workshops. Bespoke questions, trend analysis and policy alignment research all contributed to a deep well of comments and knowledge of community/stakeholder needs and aspirations.

The diversity of input from over 1,000 people (and more than 3,000 comments) helped Council prepare the City Plan 2030, which brought together key directions, enabled clear vision setting and formulation of desired outcomes.

Engagement feedback helped shape the four Plan directions.

The four directions in the City Plan 2030



The Prosperous City

Driving economic growth in South Australia, creating more jobs, providing people with skills and knowledge to connect to those jobs and sustainably increasing our population.



The Sustainable City

A place where people actively experience and care for their natural environment, where green industries thrive and our urban and natural spaces are adaptive to future changes in climate.



The Liveable City

A welcoming community that celebrates its diversity, embraces change and where people are able to participate in community life. It is a City with interesting places and experiences.



Enabling Excellence

A Council where people work because they can make a difference, an organisation that anticipates, understands and meets community needs, a Council with a positive attitude.

Following the 2018 Local Government election and after sufficient time elapsing for the Plan to be embedded in Council processes, the City of Salisbury has commenced a revision of the Plan, which will be completed in 2020.

The revision of the City Plan 2030 is not intended to be a comprehensive rewrite of the Plan rather more of a check, reconfirmation and sensitive update of the document. This may include checking the status and applicability of the strategic directions, objectives and associated statements. The focus of the revision will also be on actions, directions and measures, to ensure relevance and maximum impact.

ABOUT THIS ENGAGEMENT

Given the very detailed level of feedback received through the consultation for the City Plan 2030 and regular perception surveys

conducted by Council since that time, the Council has commenced a targeted internal and external stakeholder engagement to complement the comprehensive and still relevant body of engagement feedback. The complete body of engagement feedback will help inform preparation of the draft City Plan.

Engagement therefore focused on positioning revisions for the City Plan and ensuring that the new City Plan is aligned with changing community expectations, emerging new operational needs and societal changes while remaining relevant to its community and Elected Members. It is very important that Elected Members, staff and other partners develop an affinity for the Plan and engender a strong level of ownership.

An Engagement Plan was prepared in collaboration with the City of Salisbury at the commencement of the project. The approach to engagement reflected processes set out in the International Association of Public Participation (IAP2) commencing at the 'inform' stage with an end point of 'collaboration' for the content of the City Plan. The spectrum process is shown below.

Community participation spectrum for City Plan 2030 Review

Increasing impact on the decision

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
<ul style="list-style-type: none"> At the beginning of the project inform community of the upcoming City Plan 2030 review and opportunities to engage (FB, Council's on-line engagement hub, on-street discussions and survey). At the end of the project, inform of completion. 	<ul style="list-style-type: none"> Consult with the community on the draft City Plan 2035. 	<ul style="list-style-type: none"> Involve community through on-street pop-up discussions and stakeholder interviews to provide views and suggestions regarding the content of the City Plan 2035. 	<ul style="list-style-type: none"> Work with the stakeholders to determine the most appropriate approach to the new City Plan 2035. 	

To ensure continuity between the current and future version of the City Plan documents, the same four directions have been maintained in workshop and other discussions and for collating data.

It is recognised that some of the feedback in this report may lie outside the scope of the City Plan document. However, it can prove to be useful in shaping Council's projects and operational considerations.

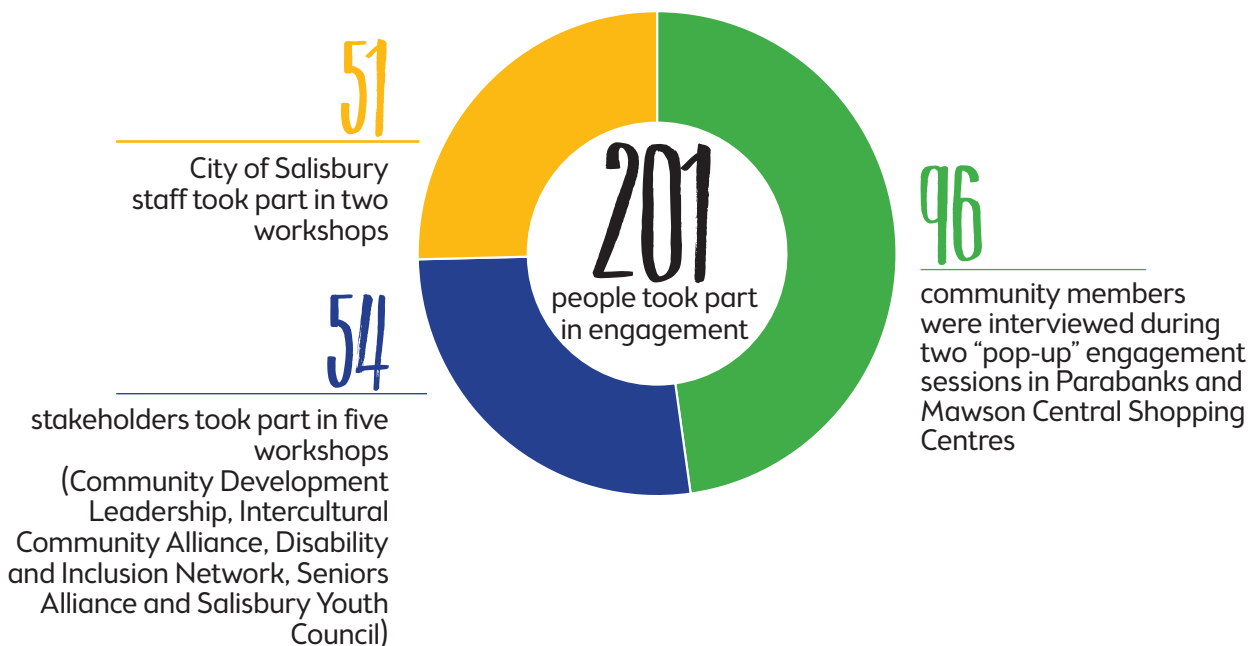
Engagement activities included:

- Two community consultation sessions ("pop-up" format, conducted in two shopping centres)
- Five stakeholder workshops
- Two internal staff workshops.

This report provides a detailed record of feedback from all of the above engagement activities.

ENGAGEMENT PARTICIPATION NUMBERS

Engagement for this project was conducted in November and December 2019. During these two months, 201 people provided their input into the study, as shown in the figure below.





EXTERNAL POP-UP SESSIONS

APPROACH

Community suggestions for the City Plan priorities were captured during two “pop-up” consultation sessions:

- At Parabanks Shopping Centre on Thursday 21 November 2019
- At Mawson Central Shopping Centre on Friday 22 November 2019.

During these two sessions, two facilitators posed three questions to visitors of the shopping centres:

- What ideas do you have to make your community more successful and a better place to live, work and play?
- What does our next generation need? (three top considerations)
- How should we improve Council services to you?

These questions were displayed on poster boards and facilitators captured brief feedback provided by passer buys.

In addition, a ‘voting money jar’ activity was set up. Eleven jars were set up, each representing

an add on service (in addition to core services delivered by the Council) and participants were asked to allocate budget to these eleven services, based on their priorities. Six City of Salisbury play money notes were given to each person of the following denomination: 2 x \$200, 2 x \$100 and 2x\$50, total spending budget of \$700 per participant.



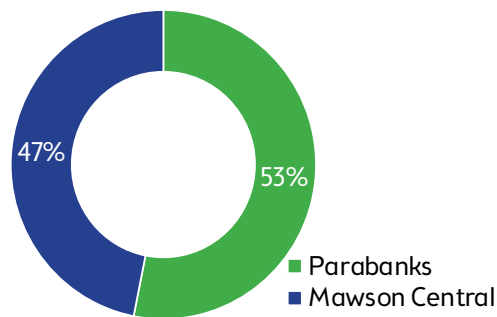
A total of 96 shopping centre visitors participated in this engagement.

This report section provides feedback from these engagement sessions.

RESPONDENTS

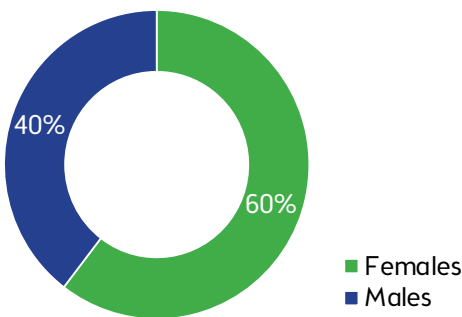
INTERVIEW LOCATION

Gender	Number of respondents	Percentage of respondents
Parabanks Shopping Centre	58	60%
Mawson Central Shopping Centre	38	40%
Total	96	



GENDER PROFILE

Gender	Number of respondents	Percentage of respondents
Female	58	60%
Male	38	40%
Total	96	

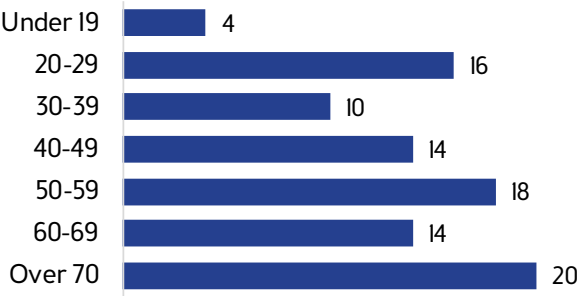


WHERE RESPONDENTS LIVE

Place of residence	Number of respondents	Percentage of respondents
5066	1	1%
5072	1	1%
5082	1	1%
5086	1	1%
5087	2	2%
5091	3	3%
5095	25	26%
5096	1	1%
5098	9	9%
5104	1	1%
5107	5	5%
5108	17	18%
5109	16	17%
5112	7	7%
5114	2	2%
5115	1	1%
5196	1	1%
5372	1	1%
5501	1	1%
Total	96	

AGE PROFILE

Age group	Number of respondents	Percentage of respondents
Under 19	4	4%
20-29	16	17%
30-39	10	10%
40-49	14	15%
50-59	18	19%
60-69	14	15%
Over 70	20	21%
Total	96	

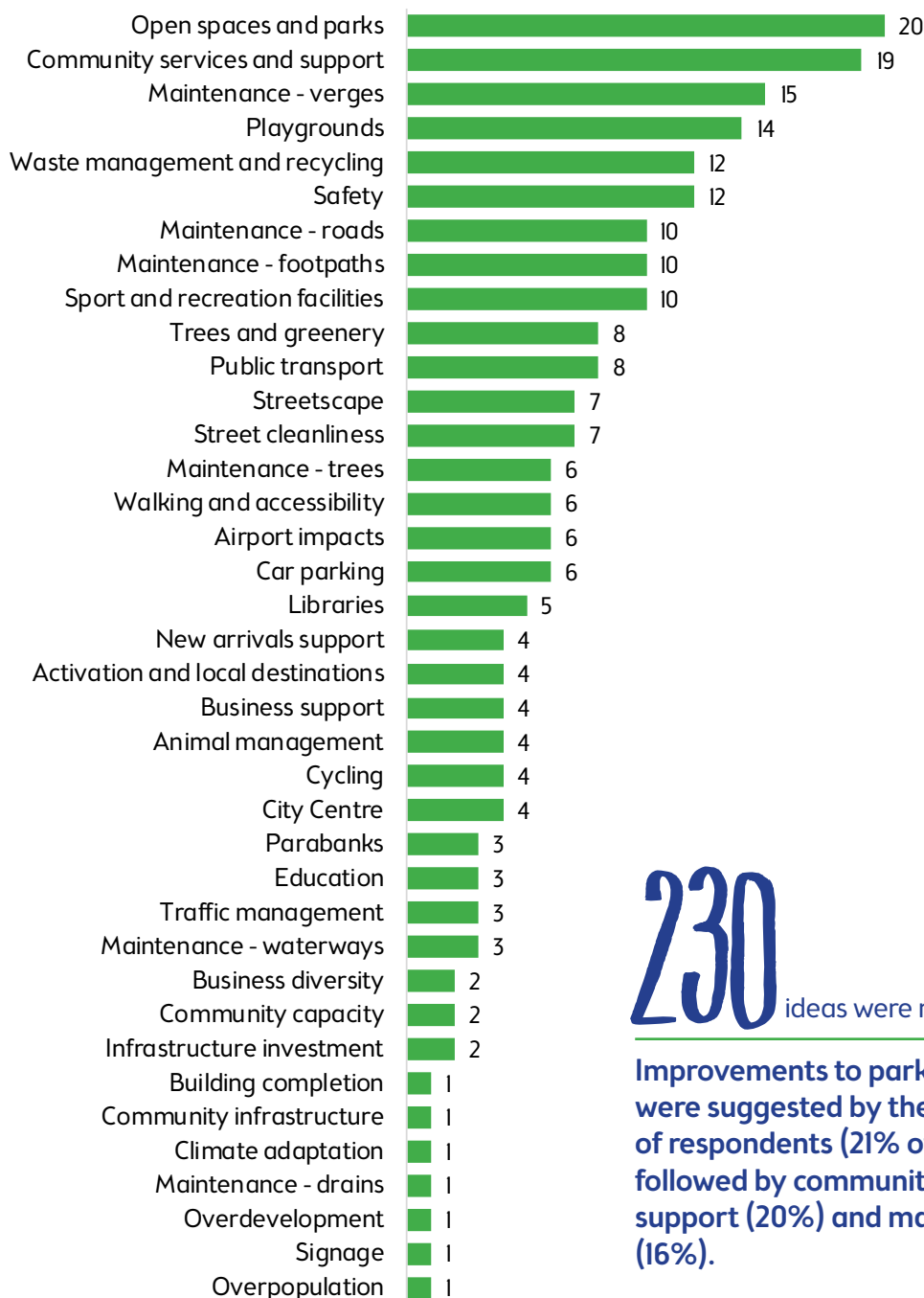


FEEDBACK TO QUESTIONS

QUESTION 1

What ideas do you have to make your community more successful and a better place to live, work and play?

Feedback from both sessions (Parabanks and Mawson Central locations) was collated and analysed with regard to response themes. The chart below shows the number of ideas received for each of the themes. All responses in full are included from the next page onwards.



230 ideas were received

Improvements to parks and open spaces were suggested by the largest number of respondents (21% of all respondents), followed by community services and support (20%) and maintenance of verges (16%).

OPEN SPACES AND PARKS

- Improve walking conditions in parks (i.e. better footpaths and clean from dog poo).
- Increased outdoor facilities and activities for children and youth.
- Install more outdoor fitness equipment in all of the parks. Many people who would like to exercise cannot afford gym membership.
- Invest into open space facilities to encourage young families to move into Salisbury.
- Invest more into open space facilities and paths.
- Invest more into open space facilities, like BBQs and exercise equipment.
- Keep improving open space facilities.
- Keep investing into parks and open spaces.
- More open space areas.
- More open spaces.
- More places with shade and places to go in summer heat.
- More regular cutting grass in parks.
- More running tracks, continuous walking/ cycling paths and more investment into parks and open spaces.
- More watering of parks and reserves.
- Please don't proceed with the proposed building on Salisbury Oval.
- Provide better parks and playgrounds. Consider providing more dog parks.
- Provide more green parks with playgrounds and walking trails.
- Provide more parks, playgrounds and public open spaces. Improve enforcement on dog droppings that are not picked up by owners.
- Supportive of investment into public spaces.
- Water parks better and keep more spaces green during Summer.

COMMUNITY SERVICES AND SUPPORT

- Continue to support community groups.
- Deliver programs that assist young adults in life skills and management.
- Expand the range of children activities and support to young parents.

- In home support for residents, for services like roof and gutter cleaning.
- Invest more money and resources into providing home support to those in need.
- It is important to provide support to community groups, which will help with creating greater community cohesion.
- More help for young people to become entrepreneurs.
- More investment into youth centres and youth activities, to keep youth off the streets.
- Provide more activities, events and programs for kids to participate in.
- Provide more community programs for seniors.
- Provide more diverse services for young adults and seniors.
- Provide more services to help the elderly/ seniors.
- Provide more support to the elderly.
- Provide more youth programs and support.
- Support for community programs including Men's Shed.
- Support people who are disengaged and disadvantaged. Address the cycle of disadvantage in Salisbury.
- Support programs such as Men's Shed to help improve mental wellbeing for all.
- Support volunteers and provide more local support to those in need.
- Provide more assistance to the seniors.

MAINTENANCE - VERGES

- Along Wright Rd in Ingle Farm the trees are overgrown and Council is not assisting with tree removal. The tree is getting into the water/stormwater pipes.
- At the intersection of the Strand and Park Tce, traffic visibility is very poor due to the overgrown hedge, which needs to be trimmed back.
- Better maintenance of verges.
- Cutting grass in street verges.
- Improve maintenance of verges.
- Improve street verges.

- Improve verge maintenance and beautify the streets.
- Improved maintenance of street verges.
- Improved road verge maintenance.
- Increase verge maintenance regime.
- Maintain verges better.
- Maintain verges better. Focus on maintenance and upkeep of roads, verges and footpaths, to improve perception of Salisbury.
- Mow street verges more often and better maintenance.
- Road hedge maintenance needs to be improved.
- Maintenance verges better.

PLAYGROUNDS

- Better maintenance of playgrounds.
- Create more fenced off playground spaces for smaller children, so that parents can rest instead of continuously chasing kids and keeping them away from the roads.
- Improve the quality of playground facilities.
- Improved playground quality and access.
- Improved playground quality.
- Install more facilities at playgrounds and update playgrounds more regularly.
- Install shade in all playgrounds.
- More playgrounds and activities for young people.
- More playgrounds in Salisbury will be great.
- More playgrounds like South Terrace playground.
- More playgrounds.
- Provide more interactive playgrounds.
- Provide more parks and playgrounds for the kids.
- More playgrounds in the council area.

SAFETY

- Community safety and perception of safety is very poor. People fear crime in Salisbury.
- Continue to improve safety at night in particular walking to public transport.

- Help make streets safer for pedestrians.
- Improve safety and security in the area, in particular in parks and wetlands where often undesirables would be observed.
- Improve street safety during day and night.
- Improved street safety.
- Make public spaces safe and secure, free from drugs and risk of abusive behaviour.
- More banking facilities in safer locations, with lesser risk of crime.
- Safety from crime.
- There are frequent instances of abusive behaviour in public spaces, causing fear and negative perceptions. Salisbury has a very poor safety record and history of common abusive behaviour. More can be done to understand and address the reasons for poor behaviour.
- We have unsafe suburbs - make them safer.
- Work on making the area safer from crime, thefts and vandalism. My bicycle was recently stolen.

WASTE MANAGEMENT AND RECYCLING

- Address illegal dumping of rubbish and collect abandoned trolleys in Salisbury. All of this creates a poor image.
- Encourage recycling in households and make it as easy as possible.
- Improve hard rubbish collection and recycling.
- Improve rubbish collection and recycling.
- Improve waste management to ensure recycling locally.
- Instances of illegal rubbish dumping on nature strips are all too frequent.
- More hard refuse days per year.
- Provide more rubbish bins close the bus stops.
- Recycling is very important.
- We are leaving a huge footprint on the environment with the amount of waste we are generating. More thought and investment into waste management and recycling is needed.
- We need more recycling options, so that

more of our waste is recycled.

- Work to minimise waste and invest in recycling.

SPORT AND RECREATION FACILITIES

- Additional sports and recreational facilities.
- Build a swimming and recreational complex.
- Keep the area around the velodrome undeveloped as feels like the country and great for walking.
- Maintain and improve skate park at Pooraka (Holden Hill is a good example).
- Provide a water sports complex in the Council. This is lacking after facility closed down in Waterloo Corner.
- Provide more sporting and recreation facilities to encourage young adults to be more active.
- Upgrade Salisbury Oval to be used for a range of sports and different age groups.
- Upgrade the swimming pool, and open the pool for longer periods throughout the year.
- Upgrade the swimming pool.
- The swimming pool needs to be upgraded and improved.

MAINTENANCE - FOOTPATHS

- Better footpath maintenance.
- Better maintenance of footpaths and conditions for pedestrians.
- Improve footpath maintenance.
- Improve upkeep of our streets.
- Invest more into the maintenance of footpaths.
- Maintain footpaths better; pressure hose them regularly.
- Maintain footpaths to a better standard. Ensure accessibility and connectivity along pedestrian desire lines.
- Resolve flooding issues in footpaths near Hungry Jacks.
- There are many instances of uneven footpaths, which need to be fixed more regularly.
- Upgrade footpaths. Increase footpath maintenance regime.

MAINTENANCE - ROADS

- Better maintenance of roads.
- Continued maintenance of Montague Road and Bridge Road including service roads.
- Ensuring the street sweeper gets down the end of all streets.
- Improve road maintenance across the council area.
- Maintain road line marking better. Some are so worn out it is dangerous, as people do not stay in their lanes.
- Maintain roads better.
- Maintain roads to a better standard.
- Road line marking is worn out in many areas. Better marking and road maintenance are needed.
- Road maintenance is poor and needs to be improved.
- There is room for improvement in road maintenance.

PUBLIC TRANSPORT

- Improve public transport - more routes, better connectivity, better coverage, especially in Salisbury. There are no buses into Salisbury CBD until 11am on the weekends.
 - Improve public transport access across the Council.
 - Improve safety and pedestrian connection to the railway station.
 - Improve the railway station and interchange with buses.
 - Increase public transport options, make buses and trains cleaner and safer.
 - Install shelters and seating at all bus stops.
 - Provide more public transport options to reduce car dependency.
 - We need community transport for local trips, especially for disabled or elderly residents.
-

TREES AND GREENERY

- Better maintenance of existing trees and plant more trees. Look to replace gum trees and replant with more appropriate trees.
- Careful selection of trees - drought tolerant and do not drop nuts.
- Develop a program to progressively replace gum trees and replant with more shade trees (e.g. Jacaranda's).
- Improve the appearance of streets - more trees and make more pleasant.
- Look to remove gum trees and replace with lower maintenance trees.
- More plantings, landscaping and trees.
- Plant more fruit trees in the area.
- The Council should ensure that a new tree is planted with every new building constructed, immediately in the same area. Progressive tree removal in the City of Salisbury is of major concern.

STREET CLEANLINESS

- Clean footpaths better.
- Clean streets.
- Ensure street cleanliness and maintenance.
- Improve removal and cleaning of graffiti. To try and mitigate random graffiti, provide designated walls for people to create street art and graffiti.
- Keep streets clean as improves perception of area and pride.
- Remove rubbish more regularly, carry out regular pressure hose cleaning. The footpaths are very dirty.
- Trolleys are being taken out of the car park and left on streets impacting on street amenity. Explore options with the shopping centre to improve management of trolleys.

STREETSCAPE

- Add more public art on the streets that is community focussed.
- Beautify the area and improve the amenity, similar to Golden Grove and Elizabeth.
- Create streets with more character.

- Improve street appearance and plant more trees.
- Make streetscape improvements.
- Provide a gateway/entrance feature to show that you are now in Salisbury either through public art, landscaping etc.
- Provide more public drinking fountains and seating areas with shade.

CAR PARKING

- In Mawson Lakes roads are too narrow and when cars park on both sides, it is impossible to pass a car travelling in opposite directions.
- Increased provision of off street parking in new development to prevent lack of parking on the street.
- More car parking at Mawson Lakes interchange. It is too small for the number of commuters.
- More parking in shopping centres, especially parking for local workers.
- Remove 2 hour time limit in Mawson Lakes - more encouragement to shop.
- There is not sufficient space for safe on-street parking in Mawson Lakes. Cars parked on both sides of the road do not leave enough room for vehicles passing through.

AIRPORT IMPACTS

- Advocate for controlled number of flights out of Parafield Airport. It is noisy but have got used to it.
- Improve quality of life by relocating Parafield Airport.
- Parafield Airport noise - advocate for airport move.
- Parafield Airport noise - help advocate for airport move.
- Plane noise is getting worse and planes are allowed to fly over Mawson Lakes, which is a problem. Choose plane routes that avoid residential areas.
- Safety risk from learner pilots at Parafield Airport.

WALKING AND ACCESSIBILITY

- Better accessibility throughout so that disabled and the elderly can move around freely.
- Ensure accessibility of all footpaths.
- Focus on making the City more accessible.
- Improve footpath connectivity: there are many footpath sections that are missing.
- Make the council area accessible and walkable for all people, especially disabled.
- Upgrade footpaths to encourage walking.

MAINTENANCE - TREES

- Better tree maintenance.
- Ensure safety from falling tree limbs.
- Improve tree maintenance in the City of Salisbury.
- Improved street tree maintenance.
- Maintain trees better, prune them more often around powerlines.
- Maintenance of street trees and cleaning of tree litter (to prevent clogging of drains).

LIBRARIES

- Continue programs and quality of books at Ingle Farm library.
- Expand the range of books and movies at libraries.
- Keeping the library well stocked with new online books.
- Libraries are very important to the community. Upkeep and improve libraries and library spaces.
- Maintain good library services.

CITY CENTRE

- Focus investment on the City centre. Invest in redevelopment of John St, pedestrianise it. Volumes of traffic are low and traffic inconveniences local activities in John St. Allow businesses to grow and expand.
- Improve the amenity on John Street and support business diversity and growth.

- Upgrade John Street. Improve its amenity and beautify.
- Upgrade John Street. Improve its amenity and beautify. Support more diverse shops along the street.

CYCLING

- Additional bicycle lanes along roads.
- Address cycling safety issues and install more protective cycling lanes.
- More on-road cycling lanes.
- We need more cycling tracks around Salisbury.

ANIMAL MANAGEMENT

- Better Council control of stray dogs and poo.
- Ibises strip vegetation and need to be controlled.
- More animal control: stop baiting and killing cats.
- Provide services to collect /pick-up snakes.

BUSINESS SUPPORT

- Build a proper hub for small business with land zoned for mixed use.
- Start a buy local campaign to support local businesses.
- Support for small business.
- There are many empty local shops and businesses are struggling in Salisbury. Provide better support to local businesses.

ACTIVATION AND LOCAL DESTINATIONS

- Make the area more vibrant. Deliver events, provide facilities and support businesses that will attract more people to the area.
- More activation and life in Salisbury.
- More festivals and events.
- Support the elderly/seniors with more services.

NEW ARRIVALS SUPPORT

- Easier access to help new arrivals

(particularly young children and also foreign students).

- Language help for new arrivals.
- Programs to encourage foreign students to feel part of the City.
- Provide more support to new arrivals.

MAINTENANCE - WATERWAYS

- Clean up the lakes in Mawson Lakes. The water quality and appearance is very poor.
- Ensuring wetland condition and preventing algae blooms.
- Maintenance of wetlands and algae prevention.

TRAFFIC MANAGEMENT

- Improve traffic management to reduce congestion and improve safety.
- Resolve traffic congestion at Park Terrace, build an overpass.
- Salisbury Highway is getting too busy and congested at times.

EDUCATION

- Education is lacking in Salisbury and Australia as a whole. We need to invest more in education.
- Invest more in education - both for young children and adults.
- Invest more in education.

PARABANKS

- More investment into Parabanks is needed to modernise it.
- Parabanks needs to be upgraded.
- Provide shade structures for car parks in Parabanks Shopping Centre.

INFRASTRUCTURE INVESTMENT

- Investing in infrastructure is needed: more shops, better roads.
- Provide more buildings and facilities to support homeless.

COMMUNITY CAPACITY

- Help reduce the feeling of isolation for older people.
- Pay close attention to community cohesion, encouraging good neighbour relations and support of those in need.

BUSINESS DIVERSITY

- Advocate a post office for Mawson Lakes.
- We need a Post Office at Mawson Lakes.

OVERPOPULATION

- Prevent further overpopulation in Mawson Lakes. There are too many apartments in the suburb.

SIGNAGE

- Add a sign on new Dry Creek bridge warning of conflict between pedestrians and cyclists.

OVERDEVELOPMENT

- Prevent overdevelopment of our suburbs.

MAINTENANCE - DRAINS

- Improved maintenance of drains.

CLIMATE ADAPTATION

- Have more Council-owned buildings that are powered by solar and have battery systems.

COMMUNITY INFRASTRUCTURE

- Jack Young Centre is very good. Provide more services and activities to support seniors.

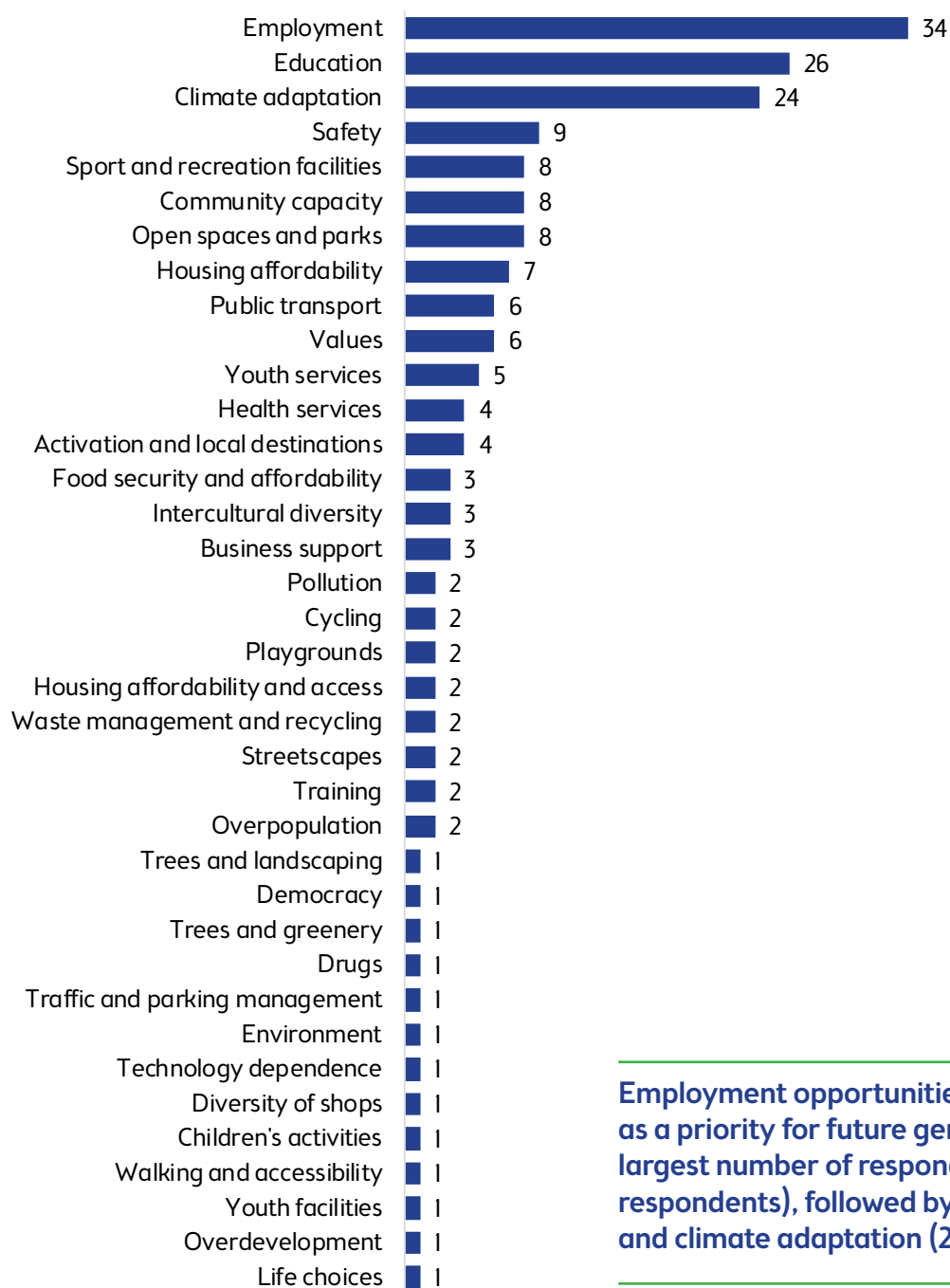
BUILDING COMPLETION

- There are many unfinished buildings in the City of Salisbury. In Mawson Lakes there are many construction sites, with unfinished buildings and no construction activity. This needs to be addressed.

QUESTION 2

What does our next generation need? (three top considerations)

Up to three top priority considerations were recorded. Feedback from both sessions (Parabanks and Mawson Central locations) was collated and analysed with regard to response themes. The chart below shows the number of people raising considerations for each of the themes. All responses in full are included from the next page onwards.



Employment opportunities was named as a priority for future generations by the largest number of respondents (35% of all respondents), followed by education (27%) and climate adaptation (25%).

EMPLOYMENT

- Employment. (x 10 respondents).
- Ability to gain employment.
- Access to local employment including full time work (not just Uber).
- Access to local jobs.
- Create more local employment opportunities.
- Employment and local jobs.
- Employment locally.
- Employment opportunities for kids who are disabled.
- Employment options especially for people with disabilities and people who were out of work due to illness. Assist people in finding way back into the workforce.
- Future access to well paid and rewarding employments - science and technology.
- Generate employment opportunities.
- Having employment options, preferably locally.
- It is getting more difficult to find jobs locally; create more local job opportunities.
- Local employment and good jobs.
- Local employment.
- More employment options and easier to find employment.
- People need employment options, better access to jobs.
- Support and encourage more employment opportunities in the area.
- Support employment opportunities and apprenticeships.
- Support employment opportunities, and encourage more businesses / trade in the area.
- Support growth and diversity in employment opportunities.
- Support growth and types of jobs in Salisbury.
- Support growth in jobs for the young.
- Support growth in jobs including apprenticeships.
- More employment options locally.

EDUCATION

- Ability to access high quality local options for learning.
- Access to education and future training (in particular for trades).
- Access to education.
- Access to free but high quality education.
- Access to good local and secondary schools
- Access to good quality schools in the Council.
- Access to university education.
- Better education and keeping kids in school.
- Better quality of education and teaching.
- Education and schools.
- Encourage more schools in the City of Salisbury area, with a focus on secondary and tertiary school options.
- Ensure that education is low cost and affordable.
- Good local schools with focus on secondary school improvements.
- Good schools.
- Higher emphasis on better education and better outcomes.
- Invest more into education system, to improve quality of education.
- Invest more into education.
- Invest more into schools and improve education opportunities.
- Invest more into schools to offer extra support and counselling to students.
- Investment and support to primary and secondary schools.
- Maintain funding to programs that complement basic school activities.
- Provide better education options for special need kids (primary school).
- Skills training and education.
- Support better education in the area through the provision of more schools and more out of school programmes.
- The value of education and training.
- Better schools in the council area.

CLIMATE ADAPTATION

- Addressing the issues of climate change.
- Climate adaptation.
- Climate adaptation.
- Climate change
- Climate change adaptation.
- Climate change and adaptation.
- Climate change and adverse affects.
- Climate change is a priority.
- Climate change.
- Dealing with future affects of climate change.
- Future environment changes due to climate change.
- Future impacts of climate change and environmental damage.
- Future impacts of climate change and what will happen in hot cities such as Adelaide.
- Future issues dealing with increased summer temperatures.
- Future proofing against climate change.
- Global warming is an imperative to consider and mitigate.
- Invest in improving the environment and preparing for climate change.
- Invest more in climate adaption measures to reduce the impacts of climate change.
- Invest more into climate adaption measures.
- Mitigating climate change.
- Respond to climate change.
- We need to do more to responde to the climate change, so that we can live comfortably in the future.
- Invest in climate change adaptation measures.
- Climate adaptation measures.

SAFETY

- A safe environment for play and physical activity.
- Address community safety issues and fear for personal security in the area.
- Community safety and security.
- Dealing with physical and cyber bullying.

- Ensure local safety.
- Having a safe environment to meet and interact.
- Safer streets.
- Safety from crime, drugs and abusive behaviour.
- Safety from crime.

SPORT AND RECREATION FACILITIES

- A better skate park.
- Access to sport and recreation.
- Access to sport facilities.
- Accessible and high quality sport facilities including skate ramps.
- Continued provision of playgrounds and recreation facilities.
- Provide better sport and recreation facilities for kids and teenagers to interact/participate in.
- Provide better sport and recreation facilities to encourage young adults to be fit and active.
- Provide more teenage focussed parks, such as BMX and skate parks.

COMMUNITY CAPACITY

- Addressing disadvantage from early stages of life to build a stronger community.
- Being kinder to each other, promote understanding and tolerance.
- Better community cohesion and respect, more human understanding.
- Better community cohesion and respect.
- Create a sense of pride within the community, and encourage the young generation to treat the area better with more respect.
- Dealing with life and helping maintain a good mental wellbeing.
- Maintaining good mental wellbeing and dealing with life pressures.
- Supporting community groups to improve community togetherness.

OPEN SPACES AND PARKS

- Invest into open spaces, so that we do not overdevelop.
- Invest more into open spaces and parks.
- Make playgrounds more interesting and interactive to encourage more outdoor play.
- More greenery and outdoor recreation opportunities.
- Open air recreation - more options and facilities.
- Open spaces will be even more important in the future.
- Provide more open space, walking trails and places for kids to play.
- Provide more teenage focussed parks, that are interactive and fun.

HOUSING AFFORDABILITY

- Access to housing.
- Affordable housing for the young.
- Affordable housing.
- Housing affordability.
- Provide for more affordable housing options.
- We need affordable housing options.

PUBLIC TRANSPORT

- Improve public transport services.
- Invest in rapid public transport options.
- Moving around Adelaide with better public transport and linkages.
- Provide better public transport options to reduce car dependency.
- Provide better public transport options.
- Public transport availability in Salisbury.

VALUES

- Encourage discipline and respect.
- Encourage values and discipline in youth.
- Help young children learn civic behaviour and responsibility.
- Instill more discipline in younger generations.
- Lifting our moral values: they lack.

- More discipline and parental control to develop good values and morals.

YOUTH SERVICES

- Community programs and support to youth to help develop self respect and understanding of boundaries.
- Invest in education and support programs that provides life skills for young adults.
- Invest in young adult education and support programs that provides skills in life, handling emotions and financial management.
- Provide more activities and programs for youth / young adults to participate in.
- Provide more programs to better equip young adults with life skills and manage mental health issues.

HEALTH SERVICES

- Access to health services, ensuring / promoting healthy outcomes and safety all those serving in the health sector (safety from violent patients).
- Access to health services.
- Invest in young adult education and support programs that provides skills in food health and nutrition.
- Invest into local hospitals.

ACTIVATION AND LOCAL DESTINATIONS

- Entertainment facilities at night.
- More local entertainment is needed, create more activation and life in Salisbury.
- Safe local activities and destinations.
- Things to do for young people with a focus on music.

BUSINESS SUPPORT

- Investment attraction to get big business to Salisbury.
- Support to businesses.
- Local businesses.

INTERCULTURAL DIVERSITY

- Ensure help for language skills to non-English speaking people.
- Help to people who do not speak English and encourage integration.
- Integration assistance for young new arrivals.

FOOD SECURITY AND AFFORDABILITY

- Access to clean food and water, and long term sustainability of food production.
- Access to high quality of food.
- We need access to affordable food, which will be even a bigger problem in the future.

POLLUTION

- Address the sources of pollution.
- Making less pollution.
- Housing affordability and access
- Housing affordability.
- Population growth and affordable housing (but make sure growth is delivered in high quality environments).

TRAINING

- Improved computing skills.
- Safe, easy access to training and encouragement to those who struggle.

OVERPOPULATION

- Prevent further overpopulation in Council areas.
- With more and more people moving into areas, overpopulation will become a problem.

WASTE MANAGEMENT AND RECYCLING

- Minimise waste, making communities more eco-friendly.
- Recycle more waste. Minimise waste at sources.

CYCLING

- Fix dirt paths around Dry Creek so children can ride and be active.
- Investing into cycling and active travel.

STREETSCAPES

- Good roads and footpaths.
- Invest into improving streetscapes.

PLAYGROUNDS

- Increased provision of playgrounds to help development and social skills.
- Safe and interesting playspaces to learn and develop.

TREES AND GREENERY

- Plant more trees and invest into greening.
- Plant more trees.

YOUTH FACILITIES

- Continue to provide a diverse mix of activities and programs to help kids develop.

WALKING AND ACCESSIBILITY

- Ensure accessibility of streets and buildings, so that disabled people can feel equal.

DEMOCRACY

- Knowing and exercising your rights.

ENVIRONMENT

- Maintain the environment.

OVERDEVELOPMENT

- Do not overdevelop suburbs. People need space and access to outdoors.

DIVERSITY OF SHOPS

- Good local shops and diverse retail offer.

TECHNOLOGY DEPENDENCE

- We are becoming too dependent on the use of devices and mobile technology.

CHILDREN'S ACTIVITIES

- Expand the playgroup programs to activities for 5-8 years olds (that are free or cheap).

TRAFFIC AND PARKING MANAGEMENT

- Provide better parking and traffic management to support the increase in infill development.

LIFE CHOICES

- Have choices in life.

DRUGS

- Dealing with drugs and crime.

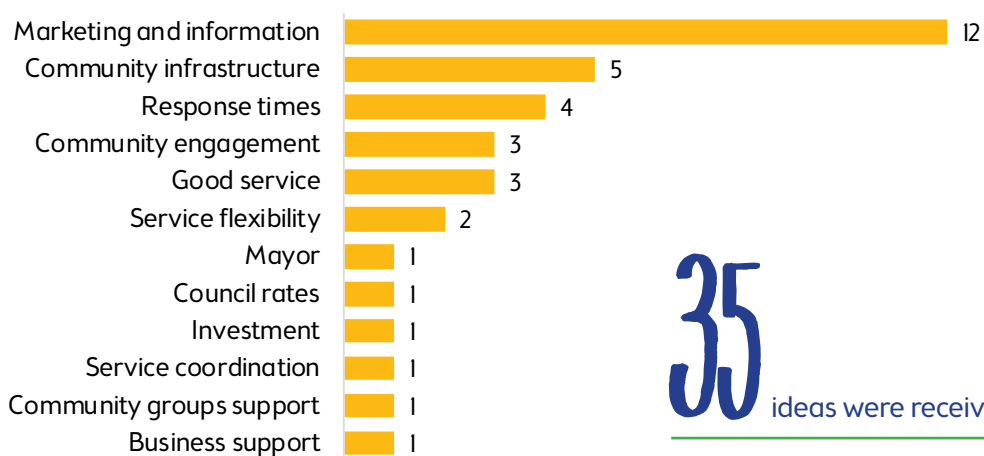


QUESTION 3

How should we improve Council services to you?

The least number of responses were received for this question. Most respondents found it easy to identify the types of services that would make Salisbury a better place (Question 1), but not necessarily suggest improvements for Council's way of working.

Feedback from both sessions (Parabanks and Mawson Central locations) was collated and analysed with regard to response themes. The chart below shows the number of ideas received for each of the themes. All responses in full are included from the next page onwards.



35 ideas were received

Improving information provision was the top suggestion for improving Council services (13% of all respondents), followed by community infrastructure recommendations (5%) and suggestions to improve service response times (4%).



MARKETING AND INFORMATION

- Better access to information on what Council can offer.
- Better promote or start programs for schools about local government.
- Better ways to get information out to the community. Council's work is not that known.
- Council's glossy newsletter is not environmentally responsible. It looks expensive to rate payers. It is time to go digital.
- Educate community on what services and support are available.
- More information on services offered.
- Provide better and easy to access information on council events and community programs that are on offer (e.g. event calendar).
- Provide better education on recycling at home.
- Provide better information on what council is up to and what services it offers.
- Tell people more how the Council is responding to global issues of climate and waste.
- Work on better marketing City of Salisbury and changing people's perceptions. Community Hub is great.
- Work on better marketing City of Salisbury and changing people's perceptions. I think it's a great place.

COMMUNITY INFRASTRUCTURE

- Community and youth centres are great.
- Continue with projects like the Community Hub, it is money well spent for the future and it is built for the people.
- Make the most of the new hub in Salisbury for all residents.
- Supportive of the Community Hub.
- The Hub is great and has a lot of potential.

RESPONSE TIMES

- Generally services are good but some improvement to response times needed.
- Improve process (especially response times) for footpath defects.
- Respond to queries in a prompt manner.

GOOD SERVICE

- Council is very good at maintaining Pooraka and is very responsive if there are any issues.
- Generally pleased with Council services.
- Salisbury is a great place to live. Streets are well presented and maintained in Mawson Lakes.

COMMUNITY ENGAGEMENT

- Appreciate Council conducting community consultation, such as this one.
- Listen more to the community.
- Listen more to the people.

SERVICE FLEXIBILITY

- Be allowed to change Council owned trees in front of properties.
- Council should be more flexible and replace old rubbish bins if residents request it.

COMMUNITY GROUPS SUPPORT

- Work better with community groups, provide them with more support.

MAYOR

- Our Mayor is wonderful and is committed to the community.

BUSINESS SUPPORT

- Council needs to work more with businesses, to communicate more with them.

COUNCIL RATES

- Reduce Council rates for pensioners.

SERVICE COORDINATION

- Ensure coordination of bin days and verge cleaning /street sweepers.

INVESTMENT

- Ensure investment across whole of Council just not focus areas.

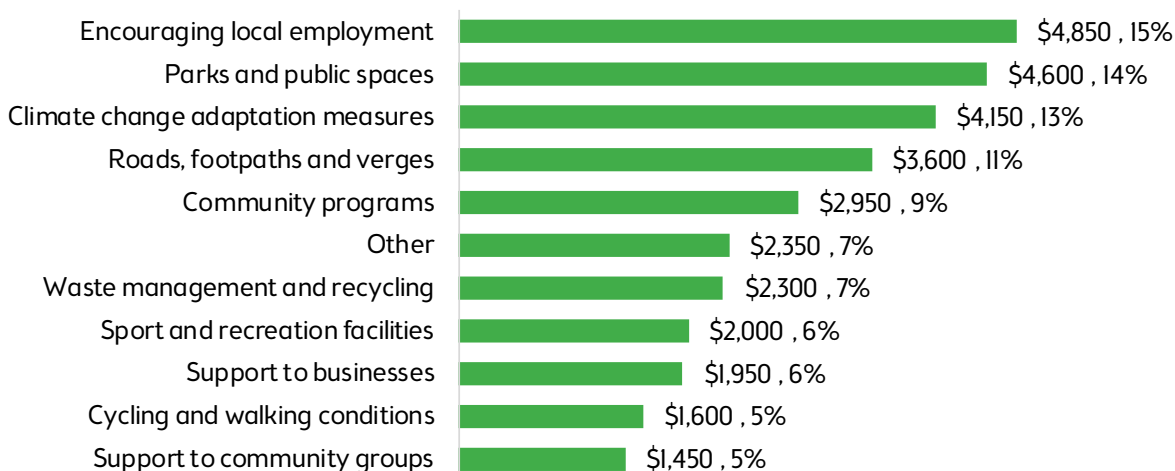
RESULTS OF THE MONEY JAR VOTING ACTIVITY

TOTAL BUDGET ALLOCATED TO EACH JAR

The chart below shows how 85 participants allocated \$700 each (given in 6 notes of the following denominations: 2 x \$200, 2 x \$100 and 2x\$50).

PARABANKS SHOPPING CENTRE

Total spend distribution by 46 participants.

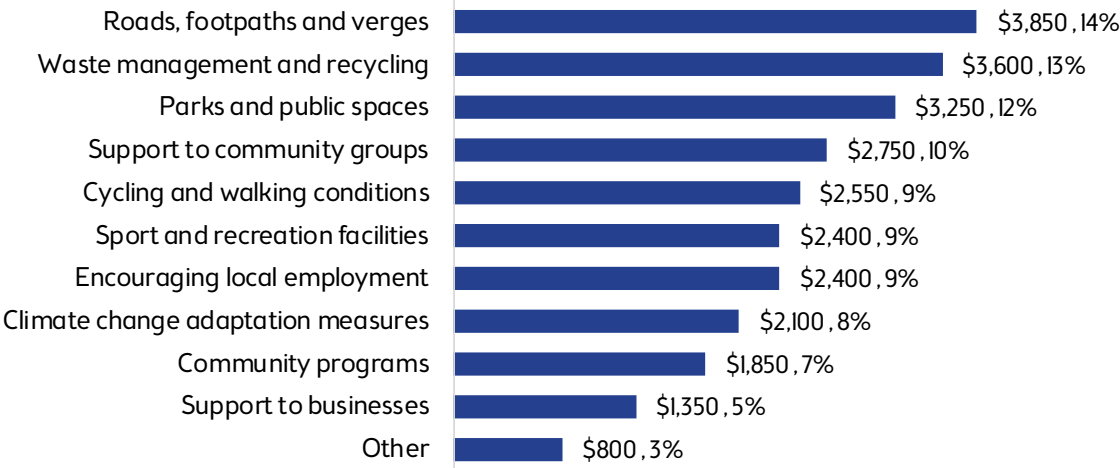


Additional services nominated and budget allocations

Additional priority service nominate by participants	Total budget allocated
Salisbury assist home support	\$900
Better education for young adults	\$650
Removal of gum trees	\$200
Better support through the school system for special needs children	\$150
Outdoor fitness equipment in parks	\$100
Increase security presence	\$100
Improve street maintenance regime and rubbish removal	\$100
Parabanks Shopping Centre upgrade	\$100
Create better book selection at the libraries	\$50
Total	\$2,350

MAWSON CENTRAL SHOPPING CENTRE

Total spend distribution by 39 participants.



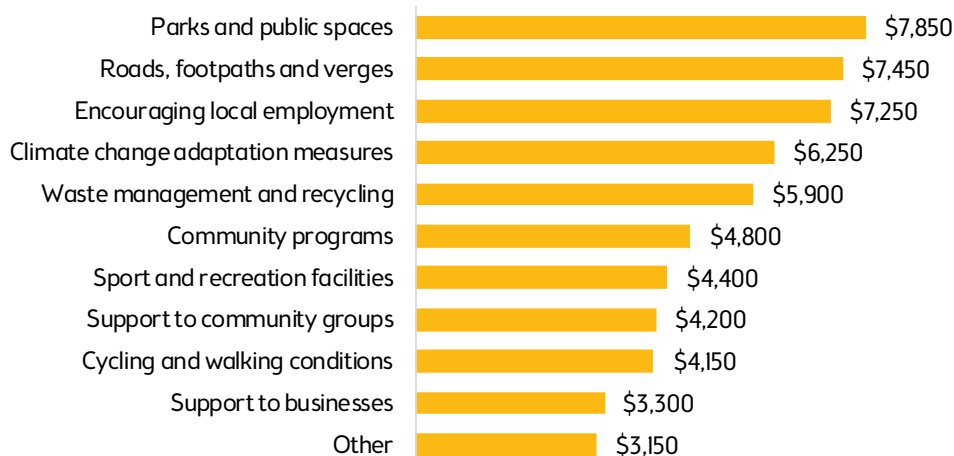
Additional services nominated and budget allocations

Additional priority service nominate by participants	Total budget allocated
Remove Parafield Airport	\$500
Enhance interchange car park at Mawson Lakes	\$100
Total	\$600

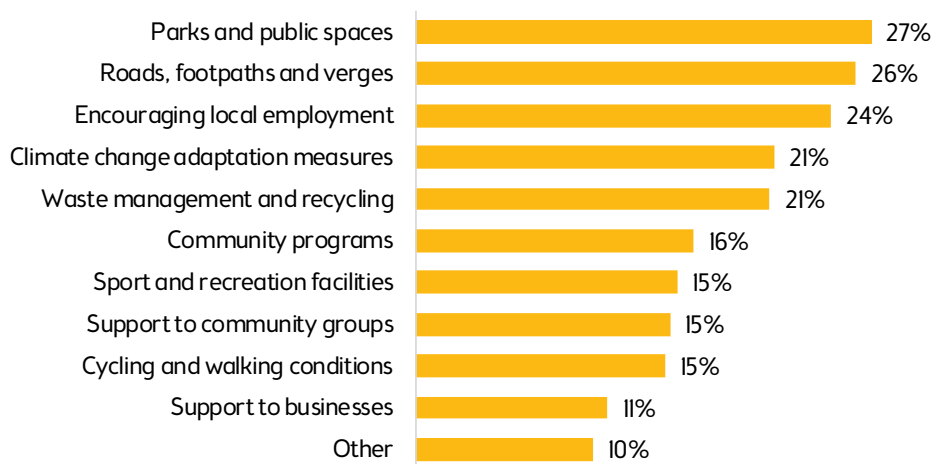


COMBINED RESULTS FOR TWO LOCATIONS

Investment allocation combined for two locations



Proportions of overall spend combined for two locations



85

people participated
in spend prioritisation activity

'Parks and open spaces' was the highest priority, attracting the biggest spend allocation. It was closely followed by 'roads, footpaths and verges' and 'encouraging local employment'. Differences in prioritisation in Parabanks and Mawson Central Shopping Centres reflect different demographic profiles of the two communities, as well as difference in infrastructure in the two areas.



STAKEHOLDER AND COUNCIL STAFF WORKSHOPS

This section includes notes from seven workshops conducted for the City Plan 2030 revision. Feedback from the workshops was grouped into the four City Plan themes.

The table below lists the workshops, dates and the number of participants.

Date	Workshop	Number of participants
10 October 2019 and 18 October 2019	Internal staff workshops (21 and 30 participants)	51
10 October 2019	Community Development Leadership meeting	18
28 October 2019	Intercultural Community Alliance	8
26 November 2019	Disability and Inclusion Network	10
3 December 2019	Seniors Alliance	9
3 December 2019	Youth Council	9
Total participation	7 workshops	105 participants

CITY PLAN 2030 STRUCTURE AND APPROACH

INTERNAL STAFF

WHAT WORKS WELL

Role

- Easy to align business plans to.
- The broad scope of the Plan.
- Have a focus on specifics but articulate general level of services.
- Need to balance prioritisation with staff having a line of sight.

Structure

- The critical actions go across multiple objectives. This was considered a good change from the prior plan and should be maintained.
- The size / length of the City Plan is good. If the Plan is too big or too busy, less people are likely to engage with the document.
- Well-structured document and easy to read.
- Plan is currently pretty clear (for staff).
- There is a lot of repetition.

Infographics

- Punchy infographics help to make it more readable.
- The two page City Snapshot is good.
- City snapshot section – needs more explanatory/commentary about what the stats mean.
- The infographics, pictures and flow charts should be maintained.
- Infographics and statistics – visual representation works well.
- Like the images, colour and level of diversity represented.
- Too many pictures without relevance.
- How We Engaged section – process component is good, but thought bubbles are not helpful.

WHAT NEEDS TO BE AMENDED AND REMOVED

Role

- The purpose of the Plan should be more clearly articulated and understood internally.
- The link between the objectives, strategies and measures is not clear. This makes it difficult for staff to state which objectives, strategies and measures they are supporting when delivering on a project. There should be better structure/flow between the three.
- Need greater awareness and recognition of the strategic framework that underpins the Plan and how it relates to subordinate strategic action plans, business plans and day-to-day activities that are not captured by the Plan.
- Be clear about Council's role i.e. what we can deliver vs what we can advocate / partner for e.g. Community Safety – what is Council's role?
- Not all Council's work is picked up in the Plan – which often makes it difficult for staff who deliver on day to day core operational tasks to understand how they fit within the City Plan and its future vision.
- The Plan is not considered to be relevant by some staff, they don't refer to it often. Need to capture ideas of ground-level staff who are in close contact with the community and stakeholders.
- Change of perspective – look at it from a positive positioning, don't focus on negative issues.
- The key direction structure reinforces an organisational silo structure which works against inter-relationships and collaboration.

Structure

- The Plan is too big. Consider producing a Community Plan and a Corporate Plan.
- Needs a different structure that is more integrated.

- An index may be helpful.
- Need to grab attention on the first page – it should be less wordy.
- More comparison with neighbouring Councils (using infographics and/or visual representations), so that the reader can easily see how we stack up compared to others.
- Where we are in the local league table on key issues.
- Preference for shorter document.
- Start at a broad level and move towards a more detailed level.
- Have an introduction that enables easier navigation through the document.
- The Plan is possibly too broad, requires prioritising.
- Looks and reads like too much of a corporate document.

Infographics

- Infographics should be upfront before the Introduction.
- Include maps and infographics relating to each suburb.
- Consider a simple map to geographically identify what we are doing.
- Represent what we are trying to achieve

more visually (e.g. balanced score card, dashboard, interactive maps).

Audience/reader

- Acknowledge that the community is the primary audience but the document also needs to provide strategic context.
- The structure needs to be more community focused and engaging for the community.
- Use everyday language.
- Identify how the community can be strategically involved with the priorities / actions e.g. Youth Council, Disability and Inclusion Network, Seniors Alliance, Intercultural Alliance.
- Use plain English.
- Make the structure and vision more relatable to the reader.
- The Plan should be made available in different languages, reflecting the demographics of the City.
- Regular reporting.
- A more interactive digital version of the Plan should be available with improved search function/more interactive.

Vision

- Define what a 'flourishing city' is and align the key directions to the definition.

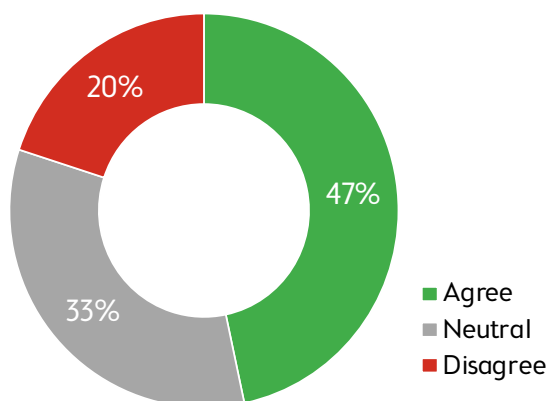


GENERAL FEEDBACK ON CITY PLAN 2030 APPROACH

During the second internal staff workshop, six statements were framed about the current City Plan's approach and structure. Participants were asked to vote in response, by positioning themselves in different areas of the room, marked with signs 'Agree', 'Neutral' or 'Disagree'.

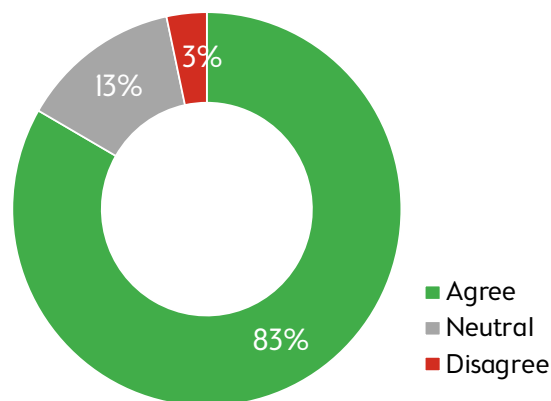
30 people in total took part in this activity and results are presented below showing percentages of all respondents for each response type.

The language of the new City Plan needs to be plain English: simpler and less technical



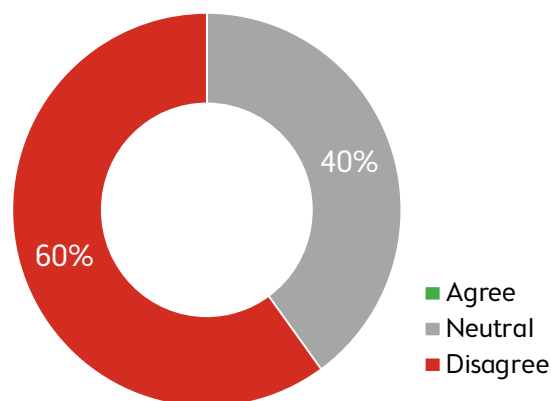
People who agreed thought that the current wording was hard to understand and could make a reader alienated. It was felt that people would not read the document if it appeared complicated and the Plan is intended to be for the community. Others thought it could be easily read but a clearer explanation of some terms was needed. The 'disagree' group thought the language was not complicated and was readable.

Existing four themes (prosperous, sustainable, liveable and enabling excellence)



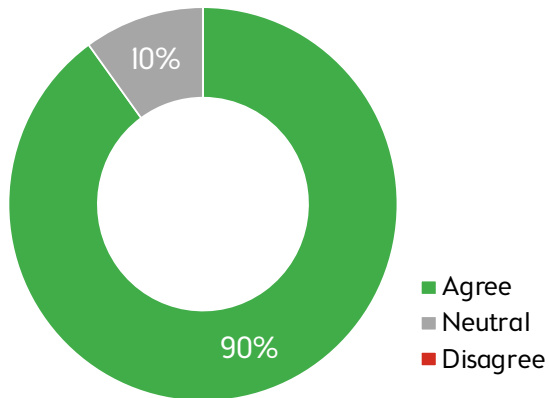
One person who did not agree thought that community resilience was very important and needed to be covered directly, potentially as a theme.

There should be a greater number of strategic directions, covering more projects and initiatives

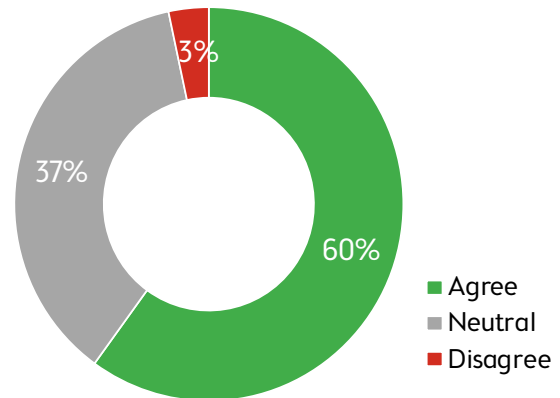


The 'disagree' group thought there should be no more actions, in fact there should be less.

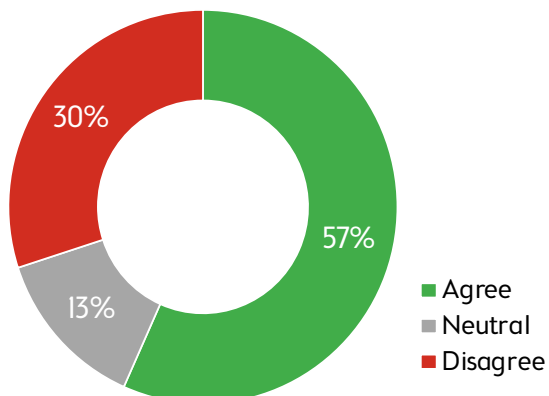
Linkages between the City Plan and Strategic Action Plans need to be clearer



The list of critical actions at the end of City Plan 2030 was useful in guiding Council's work in the last 4 years



Quantified progress measures and targets should be included



The 'disagree' respondents thought that targets / measures were not best placed in the City Plan.

The one person who did not agree considered that the actions did not clearly align with the Divisional Plans.

DISABILITY AND INCLUSION NETWORK

- Get Elected Member buy-in of Universal Design and inclusive practices so it flows through the entire City Plan and responsibility is distributed throughout the organisation (and not a few individuals).



APPROACH TO THE FOUR CITY PLAN THEMES

INTERNAL STAFF

GENERAL

- Change name of Prosperous City to Growth City?
- In general, the Objectives need to be simplified, remove the jargon and make them more measurable.
- Does Enabling Excellence add value to the document?
- Don't like the theme title 'Enabling Excellence'.

PRIORITIES / ACTIONS / STRATEGIES

- Strategies listed under the Objectives don't work well (i.e. not well aligned, too much jargon, too wordy, unclear if they are actions or strategies).
- Current strategies / actions are not reportable / specific enough, unless they are assigned and filter into divisional business plans.
- Goals / strategies should be simpler / more tangible.
- Too many strategies. Recommend for less and more succinct strategies.

MEASURES/INDICATORS - GENERAL

- Need real measures / indicators that can be measured, not just words. Currently they

are not measurable and it's not clear what they are meant to measure e.g. community wellbeing.

- Would be good if the measures were regularly reported and updated via dashboards.
- It's also not clear if the strategies are being measured or the objectives.
- Only measures where data can be collected and its quantifiable should be included.
- Indicators need to be more aligned with what we want to achieve and how we are travelling towards priorities.
- Indicators need to be strengthened so that they reflect priorities and can show how we're tracking.
- Have measures that describe our community but also our contribution.
- Consider inclusion of targets in the measures.
- Some graphical presentation of measures.

INTERCULTURAL ALLIANCE

- The current vision statement suggests there is level plain field for everyone in the City of Salisbury and that there are many opportunities for all.
- No issues with the vision statement.
- The four themes cover all community considerations.





INTERNAL STAFF

OBJECTIVES

- Objectives need to be more direct. For example; 1) have well planned urban growth 2) have a thriving business sector.
- Amend objective 1 to reference people understanding changes in the local economy and what the opportunities are.

EXISTING PRIORITIES / ACTIONS / STRATEGIES

- Remove or update priorities for automotive sector worker support and capitalising on the rollout of the NBN.

COMMENTS ON NEW PRIORITIES / ACTIONS / STRATEGIES

Skills/Education/Workforce

- Foster education/learning to enable people to connect with jobs. Address the mismatch between local employment opportunities and population skills.
- Create stronger relationships with Universities to support the defence sector.
- Need more explicit focus on the 'skills' statements with "access to jobs" (i.e. what are new industries).
- Identify skill pathways and encourage local jobs for local people or people being able to attach to jobs anywhere.
- Clarify role of Council in directly supporting people in obtaining employment.
- Help to close the digital divide.
- Provide assistance to members of the community undergoing financial hardship.

Investment attraction

- Replace the range of statements with

amended text such as "support private sector to invest and grow".

- Advocate for technology that attracts / supports business investment.
- Improve investment and funding for attraction marketing.
- Cluster job opportunities around transport infrastructure.
- Better understand the economic role / opportunities of migrants, what services do they require?
- Build on NDIS to increase entrepreneurship and market opportunities for people with disabilities to get jobs.
- Build on defence opportunities (including providing infrastructure / roads in Edinburgh and Bolivar).
- Leverage off big business to create flow on benefits.

Business support

- Facilitate business networking
- Support new business owners to have / establish more effective businesses.
- Develop a free entrepreneurial / co-working space.
- Support small medium enterprises.
- Better encourage self-employment and entrepreneurship.

Urban Development

- Rezone / facilitate change of land use to achieve the highest and best use.
- Improve planning for infill development.
- Improve urban design.
- Have a broader focus to regeneration than just the Salisbury City Centre.
- Undertake a holistic approach to streetscape upgrades.

- Respond to the implementation of Planning Development and Infrastructure Act and consider how we need to add or adapt local variation to the Planning and Design code to capture opportunities.

Infrastructure

- Identify where asset management planning fits? Non-discretionary vs wishlist.
- Define better infrastructure requirements for new development.
- Provide appropriate telecommunication infrastructure, targeting parts of the community who need it.
- Demonstrate leadership in universal design in infrastructure and urban development to maximise viability.
- Identify infrastructure that can support new industry growth.
- Upgrade and future proof our road network. Resolve gaps in road condition and designation to support / attract business.
- Accommodate changing vehicles (autonomous, electric vehicles).
- Ensure adequate car parking is provided in centres and also improve public transport connectivity, access and regularity.

Priority actions from internal staff workshop I (21 participants)

At the first internal staff workshop, once existing and new actions were discussed and changes documented, participants were invited to select two priority actions from each theme. The table here (and in other report sections for other themes) lists actions which received priority dots.

Existing or new action	Number of votes
Assist with skills and education to enable people to connect to employment options.	7
Encourage well designed infill development and unlock new urban development opportunities.	6
Regenerate the Salisbury City Centre into a vibrant, diverse and successful destination recognised as the business heart of northern Adelaide.	6
Improve pathways to employment by providing programs for people whether they are unemployed, seeking to enter the workforce or looking to change careers.	4
Build on regional strengths in food processing, defence, logistics and education to attract new investment and support existing firms to grow	4
Better define infrastructure requirements for new developments.	2
Build new industries around our region's research strengths.	2
Partner and advocate to maximise the economic and social benefits of major infrastructure projects.	2
Have technology that attracts/supports business investment.	1
Create stronger relationships with universities to support the defence sector.	1
Support new business owners to have/establish more effective businesses.	1
Conduct structure planning for the area west of Port Wakefield Road, to ensure appropriate zoning and infrastructure.	1
Support workers and families affected by the closure of the automotive sector	1
Capitalise on the rollout of the NBN, expertise within the University of SA and the establishment of data centres to accelerate the growth of information-rich industries.	1
Develop a creative entrepreneurial community.	1
Encourage new business start-ups and improve the growth aspirations, management capability and leadership of existing business owners.	1

MEASURES/INDICATORS TO CONSIDER

- Residents capturing increased proportion of higher skilled jobs
- Business satisfaction
- Level of employment
- Affordability
- Location of choice indicator.

DISABILITY AND INCLUSION NETWORK

- Incorporate Universal Design into all development (private development and Council projects).
- Acknowledge diverse levels of abilities and recognise that people with a disability can be actively engaged in the workforce, spend money and participate in inclusive programs
- Targets would make us more accountable.

SENIOR'S ALLIANCE

- Help improve job security.
- How to keep money in local economy? Increase the number of residents employed locally.
- Promotion of good news stories and increase awareness of the varied and successful business that are established or establishing in the City.
- Raise community awareness about the employment opportunities that exist in the City and the education pathways to getting into these jobs.

INTERCULTURAL ALLIANCE

- The language of this section is too complex.
- Job creation is by far the most important consideration of all within this or other themes. Without employment opportunities and job prospects, livelihood is significantly impacted and all other considerations are less significant.
- Need to reflect that there are more migrants in the City of Salisbury than in other councils. This presents both challenges and opportunities for making the City prosper. Greater levels of support for

migrant population are needed to help them integrate and thrive.

- Focus on upskilling migrants and translating skills to the local context.
- Create local programs for bridging skill gaps for migrants.

YOUTH COUNCIL

Job opportunities

- Work with industries to create more job opportunities and reduce unemployment.
- Create specific opportunities to address job shortages after withdrawal of automotive industry.
- Create opportunities in renewable energy markets and high skilled jobs, to attract highly skilled residents.
- Focus on local job creation. Due to geographic distances and travel costs, many residents cannot look for job opportunities further afield. Local jobs also result in earnings spent locally, helping the economy.
- Create job opportunities for disabled and disadvantaged youth.
- Create jobs which offer enough hours to stop reliance on unemployment benefits.
- Create local traineeship opportunities for youth that will open access to employment markets. For example, a barista training offered by one of the centres is great at opening employment pathways for youths in hospitality industry.

Local economy

- Support local businesses as much as possible. Business turnover is very high. Many local businesses do not survive, which is evident in John Street.
- Many businesses are outdated and not attractive to youths.



INTERNAL STAFF

COMMENTS ON NEW PRIORITIES / ACTIONS / STRATEGIES

Carbon mitigation/management

- Explore what Council's role is /could be in the energy sector. Or is it just about providing information and increasing awareness about options for our community?
- Council should be a leader in using renewable energy with our facilities acting as demonstration projects of what's possible.

Greening

- Enhance greening throughout the City.
- Increase the amount of irrigated open space to make these areas more attractive and user friendly.
- Recognise the increased importance of trees and greening in the public realm given increasing pressure of infill development and subsequent loss of canopy cover and private open space.
- Harness and reuse captured stormwater for irrigation.
- Think differently about how we approach verge use and management, expand our thinking to enable and encourage community use e.g. community gardens and productive vegetation.
- Enhance our strategic pedestrian/cyclist linkages along our creek lines and rail corridor.

Climate change adaptation

- Trial cooler infrastructure opportunities e.g. cool roads.
- Undertake showcase / demonstration projects (potentially through Council development projects such as water sensitive design).

Technology

- Utilise technology to manage our assets more smartly / sustainably e.g. environmental sensors, smart bins.

Community focus/awareness

- Increase community awareness and education regarding waste management, verge maintenance and climate change implications.
- Communicate the learning from Council's demonstration projects.

MEASURES/INDICATORS TO CONSIDER

- Tree canopy / distribution of tree canopy
- % of Council projects that use recycled / waste materials
- % of waste diverted from landfill
- % of area affected by urban heat islands
- Amount of irrigated open space / proximity to dwellings
- Biodiversity / loss of species
- Data from environmental sensors e.g. air pollution
- Council's energy use.

Priority actions from internal staff workshop 1 (21 participants)

Existing or new action	Number of votes
Work with our community to reduce waste.	9
Ensure Council is a leader in renewable energy in Council facilities.	8
Enhance greening throughout the City.	5
Utilise technology to manage our assets more smartly and sustainably (e.g. sensors and smart bins).	4
Explore what the Council's role is in energy markets. Strive to be a pioneer in energy awareness and sustainability.	3
Increase community awareness regarding environmental imperatives.	2
Trial cooler infrastructure, e.g. cool roads.	2
Encourage shared use of verges, allowing community to use them.	2
Assist the community to reduce cost of living pressures through the adaptation of energy efficient technologies.	2
Proactively manage stormwater to reduce its impact on communities and their natural environment.	2
Increase irrigated spaces. Make them more attractive and user friendly.	1
Support businesses to minimise resource usage and waste production.	1
Manage our natural spaces and landscapes to secure and improve the health of local habitats.	1
Recognise the importance of open space for community wellbeing and its importance to our community.	1
Ensure long term flexibility in the management of our urban spaces (assets and infrastructure) to adapt to a changing environment.	1
Moderate the impact of extreme heat events through Council's approach to urban place management.	1

DISABILITY AND INCLUSION NETWORK

- Inclusive design of open / public spaces to cater for diverse community – e.g. wetland boardwalk (and maintain appropriately).

properties and maintain their verges – provide information about what can be done/planted in the verge. Make native trees/plants available to residents to grow (promote the local provenance nursery).

SENIOR'S ALLIANCE

- Increased promotion of what we have e.g. open spaces, recreation areas, sustainability projects.
- Improve maintenance of streetscapes and make it consistent throughout the City.
- Empower residents to take pride in their

INTERCULTURAL ALLIANCE

Waste management and recycling

- Provide more information on recycling, for example, through social media. In other countries, greater proportions of waste are recycled by residents. For example, there are 6 boxes for sorting rubbish in Germany.

- Work on attracting Federal Government subsidies for recycling within the council. Create more recycling opportunities.
- Create smart marketing / information campaigns for environmental considerations. For example, stay home mothers vs new migrants have different levels of knowledge, time and confidence with recycling. Encourage intergenerational information transfer. Create new proposition to demonstrate how to recycle waste. Sensitise people to waste management.
- Introduce bins / boxes for clothes recycling. With cheap internet clothing, unwanted clothes are becoming a big problem.
- Encourage neighbours to help one another with understanding how to recycle. There are instances of complaints against CALD community members by neighbours, instead of helping them understand the system.

Climate

- Youth in the City of Salisbury want to declare climate change an emergency.
- Council needs to show serious response to prevention of climate change.
- Raise awareness in the City of Salisbury regarding what the Council is doing to address and mitigate climate change.

Rainwater harvesting

- Provide greater emphasis on rainwater harvesting, both from public spaces and from homes. Provide greater advice to the community how they can increase harvesting rates.

Energy

- Encourage installation of solar panels.

YOUTH COUNCIL

- Council should not stop at what they are doing. Awareness of environmental and sustainability considerations is progressing at a rapid pace. The Council needs to respond by enhancing and expanding its work in these areas.
- Look at cleaner ways of producing energy, especially locally.
- Are we exceeding what the other Councils are doing? We should be, considering our size. Why not learn and improve on what other Councils are doing?





THE LIVEABLE CITY

INTERNAL STAFF WORKSHOPS

OBJECTIVES

- Need to simplify the Objectives.
- Objective number 4 should be number 1 - Be a proud, accessible and welcoming community.
- Need to reflect in the Objectives the shift in delivery of disability services (NDIS) and target ways to improve community attitudes to disabilities
- Need to be clear on what is meant by 'our' – is it Council, community or both?
- Recognise in the Objectives about Salisbury's diversity and the different needs people have in their experience of a liveable city.

EXISTING PRIORITIES / ACTIONS / STRATEGIES

- In the text of existing action 'Provide well maintained, clean and attractive places, and facilities add the word 'street' after 'places'.

Workshop 1 attendees voted on the importance of existing priority / actions in the City Plan. The votes for each priority / action (in descending order is provided below).

COMMENTS ON NEW PRIORITIES / ACTIONS / STRATEGIES

Resilience and wellbeing

- Need a clearer focus on resilience and importance of helping community in the context of climate change, challenging economic times and with greater focus on mental wellbeing.
- Resilience of our community, environment and infrastructure needs to be enhanced throughout the City Plan (suggested that it

could be a stand alone Direction).

Appearance and design

- Recognise the importance of the appearance/look and feel of spaces in people's perception and enjoyment of Salisbury.
- Promote the City Pride Agenda.
- Create a sense of place / entry statement to the Council that attracts people to stop and visit.

Community Safety

- Being liveable means being safe and there is a need for clearer focus and more action in this area.
- Improve community safety needed by activation of areas both day and night. Acknowledge the link between safety and a 24-hour city with a vibrant night life. There is a need for more night time activities in the Council.

Basic infrastructure /services

- Work to ensure all residents have access to basic services and infrastructure. This means gas, water, electricity and also good parks, play spaces and footpaths. There is no liveability without these assets in place.
- Consider Council's possible role as a water or energy provider and in processing and disposing waste.
- Deliver a greater diversity of housing choice for local community and provide support for affordable living / housing.
- Broaden services and activities to be equitable across the City of Salisbury.
- Increase amenity and usability of open spaces, parks and play spaces.
- Help address housing Issues including homelessness /rough sleeping in the Council.

Inclusiveness and social cohesion

- The word 'inclusive' should be used in the Plan – meaning that we should be providing facilities that cater for the young to the old, and that the community should be culturally connected.
- Celebrate and accentuate the multi-cultural demographic of the City, plus adapt services to meet changing multi-cultural needs.
- Consider options and targeted actions to assist new arrivals in integrating, finding employment and housing.
- Encourage greater levels of community participation and engagement.
- Increase marketing / advertising across the City of available services / activities.

- Provide more support for a range of wellbeing issues including:
 - » Mental health
 - » Social isolation
 - » Domestic violence
 - » Increasing drug use.

MEASURES/INDICATORS TO CONSIDER

General

- Measures need to better align with objectives.

Existing measures:

- Current quality of life survey is only 600 residents which is considered too low to be useful and not a useful indicator.

Priority actions from workshop 1 (21 participants)

Existing or new action	Number of votes
Develop a community where people feel safe	8
Ensure services are adequate and upgraded across the City.	5
Provide experiences that make our places livelier and more interesting	5
Create affordable living and housing options.	3
Provide opportunities for the community to engage in learning	3
Foster a community that is adaptive to social and economic change	3
Provide well maintained, clean and attractive places, and facilities	3
Ensure the City of inclusive and accessible (e.g. signage).	2
Encourage greater level of community participation.	2
Adapt the services to the needs of CALD community.	2
Build structures that are responsive to a changing climate.	1
Create a sense of place with entry statements, encouraging people to stop and visit.	1
Celebrate the multicultural demographic of the City.	1
Build on our community's strong sense of spirit and purpose	1
Develop a community where peoples culture, ideas and their capacity to achieve is supported and valued	1
Encourage wellbeing through healthy lifestyles, sport, social and recreational opportunities	1
Provide volunteering programs that harness the strength of our community's diversity and enable learning opportunities	1
Work with key partners to ensure transport options efficiently link people to jobs, services, recreation and social activities	1

- Explain what SEIFA means.
- Make sure measures are definable and measurable e.g. wellbeing - what does this mean and how do you measure it?

New measures to consider

- Align targets with the Liveability index.
- Align measure with the Customer Service annual survey e.g. ask questions such as:
 - » How safe do you feel?
 - » Ask questions re happiness and contentment?
 - » Ask travel questions about how they get to City and set targets for modes and ease of travel mode?
- Better to utilise the decile range for SEIFA measures.
- Include a measure for community safety.
- Measure diversity of participation (i.e. from what ethnic groups).

DISABILITY AND INCLUSION NETWORK

- Recognise there is a need for programs, services and spaces to be inclusive of all abilities.
- Public transport:
 - » If further privatisation occurs, need to make sure appropriate consultation with

all user groups is conducted and is on-going. Generally consider that dealing with one State entity for public transport is more efficient / effective.

- » Provide a community bus to connect residents with activity centres and other facilities.
- Remove bollards on John Street that are a hazard to visually impaired (due to height).

SENIORS ALLIANCE

- Need to elevate Council's Age Friendly City Strategy and commit to implementation.
- Greater recognition required of the increasing aged population and the impact this will have, and the need for increased / improved services. There needs to be more specific references to how the City is going to respond.
- There should be more facilities for seniors' activities (e.g. pool, exercise classes, fitness equipment around the lake at Mawson Lakes).
- Create a directory of services and programs available to seniors in Northern Adelaide.
- Recognise that accessibility is an issue throughout the City.
- Advocate for improved public transport that is lacking - services are not frequent enough,



don't take you to the places you want to go (or not without several changes of bus/train).

- Do not support privatisation of train services.
- Improve Salisbury City Centre especially John Street which is looking tired and run-down.
- Encourage business owners to take responsibility for cleanliness and up-keep of their premises.
- Wayfinding in some areas is difficult, street signs are inadequate and /or poorly located.
- Footpaths are poorly maintained, and it takes too long for requests to repair footpaths to be actioned.

INTERCULTURAL ALLIANCE

- Ensure that the City of Salisbury remains migrant friendly and welcoming.

Parks and open spaces

- There are many parks in the City of Salisbury, but not enough opportunities for social gatherings indoors, when the weather is too hot to be outside. This will become more relevant with progressing climate change.
- Council often turns down applications for the use of indoor facilities for private birthday parties and for many families there are no places to go when the weather is too hot or cold / wet.
- Carisbrooke Park offers fantastic facilities for children and spaces with shade.
- Maintenance of landscaping needs more attention. Many bushes require trimming.
- Focus on keeping the parks and open space clean, there is litter and rubbish in many places. Encourage community members to role model in cleaning up and clearing rubbish in parks and open spaces.

Safety

- Many public spaces, such as parks and train stations, are perceived to be unsafe. They need better lighting and design improvements.
- Safety issues in the City of Salisbury need to be addressed.

Community facilities

- Eagerly awaiting opening of the Hub, which should become a great centre of learning for Salisbury.
- Very proud of Morella Centre, which caters for everyone.
- More community centres like Morella are wanted, with a variety of programs and classes. Places like Morella become the source of integration. Upgrade other centres to the same standard, offering similar services and inclusive approach. Encourage all centres to have a statement / documents encouraging cultural awareness and inclusiveness.
- Community centre staff from CALD backgrounds have a deeper understanding of needs and issues, due to their own personal experiences. Engage more CALD members in providing services to migrants.

Community services and programs

- Co-design with people the types of services and programs that they need. Morella and Jack Young Centres are good at that.
- Create more apps to provide local information, for example, on local events, road closures and local services.
- Promote more events held at Mawson Lakes.

Housing

- There is a need for affordable housing.

YOUTH COUNCIL

Regeneration and vibrancy

- Regenerate the streets in CBD with more greenery. In summer the streets are very hot and uninviting, with no shade and nowhere to rest. Rejuvenate old streets with new street furniture and landscaping.
- Encourage foot traffic from the Hub elsewhere in the CBD to help local businesses.
- Create monthly street party events in John Street with fairy lights, outdoor seating, live music and stalls set up by local traders. This will help rebuild the image of the street and create night vibrancy. It will also strengthen

the sense of destination and local pride.

- Encourage activities and events outside of business hours, to make the City safer and more vibrant at night time.
- Create programs/projects to activate laneways.
- The CBD does not look like a place for young people; it is not that modern or inviting (with the Hub being the only exception). Youth travel to other areas to find entertainment.

Parks and open spaces

- Improve accessibility of open spaces and nature reserves, streets and public transport waiting areas. Install swings for disabled users.
- Regularly clean parks and open spaces of rubbish. Encourage cleanliness and ownership among users of the parks.
- Playford has many luxurious playgrounds, why don't we? There are not enough updated modern playgrounds in the Council area. Playgrounds can really become popular attractive destinations.
- There are many open spaces with overgrown grass. Are snakes an issue in Salisbury?
- There is not enough shade in the parks, which becomes a big problem in summer.

- Walking and cycling paths need to be maintained to a higher standard.

Safety

- The City of Salisbury has a bad reputation for safety and security.
- Youth cannot avoid using public transport and many cycle, as they do not have access to cars. Salisbury Train Station is one of the least safe areas in the area and needs urgent attention.
- Better lighting and night time events would be a good start to addressing safety issues.





ENABLING EXCELLENCE

INTERNAL STAFF WORKSHOPS

OBJECTIVES

- Objectives are motherhood statements which cannot be measured.
- Objectives are too process focussed.
- Objectives need to link and add value to how we deliver on community.

EXISTING PRIORITIES / ACTIONS / STRATEGIES

- In the text of existing strategy 'Develop a flexible, capable and engaged workforce that can meet the changing needs of Council and our community' add the word 'diverse' before workforce.

Workshop 1 attendees voted on the importance of existing priority / actions in the City Plan. The votes for each priority / action (in descending order is provided in the table below).

COMMENTS ON NEW PRIORITIES / ACTIONS / STRATEGIES

(Note: some comments are not expressed in 'action / strategy comment terms' rather questions or statements regarding Council operations or systems).

Organisational value

- Where should we reference the organisational values? Should they be overarching and front and centre in the Plan, or incorporated into Enabling Excellence section?

Community engagement

- Need to consult and engage with community better (across all forms of diversity) and strive to achieve better participation in community engagement.
- Do we hear / understand what community expectations are? Enabling Excellence needs to be based on Council listening to community.

Priority actions from workshop 1 (21 participants)

Existing or new action	Number of votes
Need to consult and engage with community better	7
Strive to achieve better participation in community engagement	6
Build a culture of continuous improvement	5
Need to include a range of collaborations and partnerships which includes more diverse organisations, non-government and community organisations and groups	3
Do we hear/understand what community expectations are?	1
Idea generation – how do we involve community to reflect community expectations?	1
No accountability for each of the strategies	1
Transparency in decision making through open data and putting it out there	1
Align services with community needs.	1
Don't like the key direction title "Enabling Excellence"	1
Put quality systems in place.	1
Enabling excellence needs to be based on Council listening to the community.	1

- » We will listen
- » Who do we listen to?
- Need to enhance promotion of what we do well, both strategic and operational.
- Idea generation – how do we involve community to reflect community expectations?
- Need to identify disengaged people and communities.
- More focus on staff awareness and skills to be responsive to a diverse community.

Partnership and collaboration

- Need to include a range of collaborations and partnerships which includes more diverse organisations, non-government and community organisations and groups.

Community focus

- Align services with community need.
- Enabling Excellence needs to be based on supporting the community to achieve its aspirations and take advantage of opportunities.
- The strategies are ok if we want Enabling Excellence to have an internal focus but they are not understandable from a community perspective.
- Ensure a range of customer service channels.
- Need to think through how Exceptional Community Experience is captured.
- How does / can digital improve the way we provide exceptional customer experience?

Transparency and accountability

- No accountability for each of the priorities / action / strategies.
- Transparency in decision making through open data and putting it out there.
- How are we implementing the strategies? Unclear to staff or community priorities / expectations.
- Define, measure and report on service levels.
- Increase community transparency of Strategic Management Plans.

Continuous Improvement and quality

- Build a culture of continuous improvement.
- Have quality systems.

- Build a better understanding of our processes and deliverables.
- Computer systems and information tools are not integrated or easy / efficient to use.

Workplace

- Better promote inclusivity.

MEASURES/INDICATORS TO CONSIDER

General

- Report on Plan revisions – and report on City Plan itself rather than doing this through the Annual Plan. Make our reporting more overt.
- Commission targeted surveys of our specific population groups and their experience / interactions with Council. Repeat activity for better insight into trends.
- How do we know if we are being excellent? Need genuine, achievable indicators.

Existing measures

- Clearly specify what financial sustainability means.
- Need to be more specific about what we are trying to get out of the Community Satisfaction Survey.

Measures to consider

- Customer satisfaction
- Services delivered
- Service levels
- Customer response times
- Council targeted leadership development for more marginal or disconnected groups
- Number of divisional business plans developed and completed / delivered.

DISABILITY AND INCLUSION NETWORK

- Improve community engagement, and do it in a way that recognises that different people have different communication preferences.
- Ensure diverse communication to meet community needs, and recognise that not everyone has easy access to online formats.
- Train Council staff in Universal Design.
- Reinforce importance of Council reference groups to secure ongoing support and funding assistance.

- Civic leadership – Council has a role in ensuring there is broad community acceptance and recognition that people with a disability play an active role in the community.
- Consider diversity in employment within Council.
- Improve communication with residents.
- Promote / increase awareness about all the great things that are happening within the City.
- Make it easier to speak with the right person at Council, make customers feel welcome.

SENIOR'S ALLIANCE

- Improve communication with residents.
- Promote / increase awareness about all the great things that are happening in Salisbury.
- Make it easier to speak with the right person at Council, make customers feel welcome.

INTERCULTURAL ALLIANCE

- Ensure that services are available to all.
- Encourage more CALD members to work for the City of Salisbury, especially at the community centres.

- Create more traineeship opportunities at the Council. Create these new opportunities for a diversity of skillsets: accounting, finance, projects, etc.
- Make existing work experience or traineeship opportunities at Council and local businesses more visible and easier to find.
- Provide more communications and information on social media, about all areas of Council's work.
- Use marketing on Facebook to direct local users to Council's Facebook posts.
- Hard copy newsletter is still useful.

YOUTH COUNCIL

- Create more opportunities for communication and consultation with youth. Connect broader than via the Hub, as it is a big Council. Go out to schools, local TAFE and University campuses for genuine engagement.
- Council does not present itself well to the community. Most people are unaware of Council's work in many areas, other than rubbish collection.
- Better promote what you are already doing.



CRITICAL ACTIONS

The comments below relate to the final section of the City Plan 2030, Critical actions, which identified priority actions for the Council.

INTERNAL STAFF WORKSHOPS

GENERAL

- The critical action tick boxes do not add much value.
- The overall concept of identifying critical actions as priorities is good – but some of the identified actions are not good (and they don't intuitively align with Plan's objectives).
- Enabling Excellence key direction should be incorporated in all critical actions, not separated from the critical actions

THEMES

The Prosperous City

Actions to keep:

- Planning for the development of the Dry Creek Salt Pans.
- Measures to 'unlock opportunities' arising from the Northern Connector.

Actions to add:

- Need to separate road and rail corridors.

The Sustainable City

- No comments from the workshops.

Liveable City

Actions to keep:

- Salisbury Hub (redrafted to consider next phases).
- Northern Connector (need to optimise benefit from completed project).
- Planning for the development of the Dry Creek Salt Pans.
- Enhancing the Polaris Centre.
- Adaptation for climate change (raise in importance in list).
- Place management.

- Image promotion.
- Water business (possible expansion to energy and waste).

Actions to add:

- Set up a taskforce to identify groups that miss out and target actions and measures to specifically benefit them.
- Safety in the City (day and night) and incorporating Universal Design.
- Better support for new arrivals.
- Improving access to good data – not wait for census but establish a real time database.
- Enabling excellence – set up program to improve staff awareness/skills for working with different groups including overseas arrivals, disabled persons and aboriginal groups.

Enabling Excellence

Actions to add:

- Implement business Transformation for Customer Excellence (systems, processes and capability).
- Undertake work that will identify emerging trends for the City.



Intermethod thanks the City of Salisbury community and stakeholders who contributed their time and ideas during the engagement process. We sincerely hope that review of the City Plan in response to this report will result in securing the best future for our community.