



Draft Four Year Business Plan 2025-29



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Mayor's Message

To be added following consultation.

Claire Boan
Mayor, City of PAE

A handwritten signature of Claire Boan in black ink, written in a cursive style.



Kaurna Acknowledgment

We would like to acknowledge and pay respect to the Traditional Owners of the land on which we stand, the Kaurna People of the Adelaide Plains. It is upon their ancestral lands that the Port Adelaide Enfield Council meets. It is also The Place of the Kardi, the Emu, whose story travels from the coast inland. We pay respect to Elders past and present. We respect their spiritual beliefs and connections to land which are of continuing importance to the living Kaurna people of today. We further acknowledge the contributions and important role that Aboriginal people continue to play within our shared community.

A welcoming, liveable City: *made by people.*

Vision

Guiding Principles

- Equity and belonging** • Building a better future for all
- Participation** • Listening to the community and involving them in our decision making
- Sustainability** • Managing our environment responsibly and sustainably
- Integrity** • Making informed decisions honestly, transparently and accountably
- Transformative** • Showing courage, foresight and innovation

Goals

Thriving Community

A city where people have the opportunity to connect and flourish

Prosperous Economy

A city with a thriving economy that enriches its local community

Clean And Green City

A city that values its natural environment

Places For People

An accessible city where people love to be

Objectives

We promote community capacity, connection and participation in civic life

We encourage cultural expression and recognise people's history, stories and connection to place

We support and encourage people to live healthy and active lives

We participate in the economy with the community in mind

We support local businesses, big and small, to grow, innovate and succeed

We invest in our local economy to benefit current and future generations

We reduce the city's adverse environmental impact and participate in a circular economy

We shape the city to tackle the challenges of a changing climate

We protect and enhance the city's natural environment

We walk together on Koorina country

We shape the city to be attractive and liveable and care for our cultural and built heritage

We bring places to life through community events, culture, design and the arts

Enablers

Organisational Capability

- Our diverse workforce is resourced to deliver meaningful outcomes
- Our systems, processes and tools are contemporary and reflect leading practice
- Our assets and finances are managed with good stewardship

Principles and Enablers

Our decisions will be underpinned by a set of guiding principles, which ensure that we remain focused on:

- **Equity and Belonging** Building a better future for all
- **Participation** Listening to the community and involving them in our decision making
- **Sustainability** Managing our environment responsibly and sustainably
- **Integrity** Making informed decisions honestly, transparently and accountably
- **Transformative** Showing courage, foresight and innovation

In delivering on our ambitions, the City Vision also recognises the role of our enablers – those elements

of organisational capability that will be essential to our success:

- Our diverse workforce is resourced to deliver meaningful outcomes
- Our systems, processes and tools are contemporary and reflect leading practice
- Our assets and finances are managed with good stewardship

These are both reflected in and supported by our corporate organisational values of:

- **Make a Difference** We serve our community well
- **Grow and Improve** We improve our work everyday
- **Better Together** We collaborate and create to deliver meaningful outcomes



*Make a
Difference*

*Grow &
Improve*

*Better
Together*



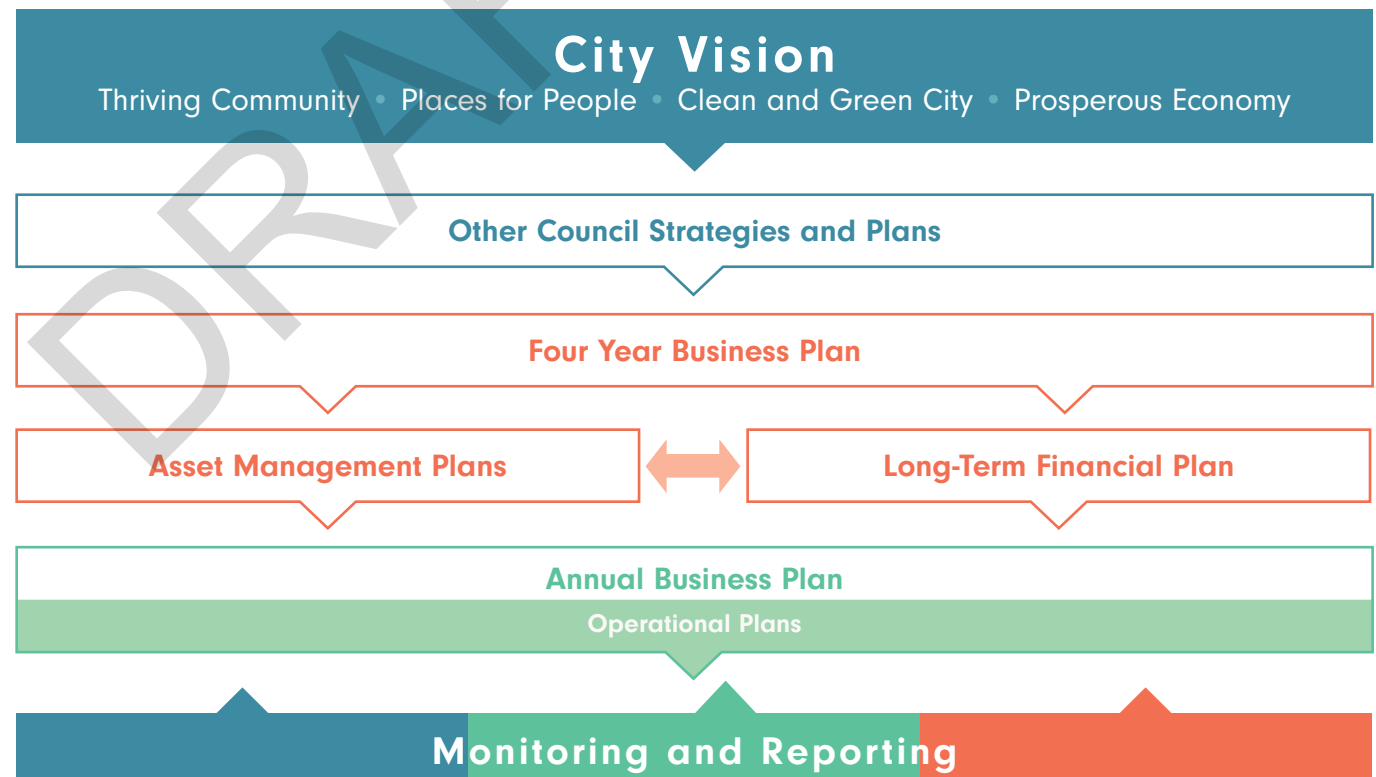
Strategic Management Framework

Our Strategic Management Framework

Our Strategic Management Framework shows how our strategies and plans support our long-term City Vision.

The City Vision outlines our strategic direction for the next 10 years, identifying key goals and objectives. It guides our detailed strategies and plans. Our Four Year Business Plan explains how we aim to achieve these goals in the medium term.

We detail how we will fund our strategies and plans through our financial planning. Each year, we set priorities, activities and budgets to show how your rates fund community services and programs. Regular monitoring and reporting ensure that we meet our commitments and stay accountable to you.



Our Strategies and Plans

In 2024 we committed to establishing a new suite of overarching strategies aligned to the Goals of the City Vision. These strategies contain a suite of strategic statements that outline what we'll do to achieve the objectives of the City Vision.

The Four Year Business Plan collates the strategic statements from all our strategies and presents them under their respective Goal, highlighting key projects and activities.

Our strategies will be accompanied by a suite of plans that will collectively demonstrate how we will deliver on the City Vision objectives. These will be developed over the next four years as we review current plans and identify the need for new plans.



Thriving Community Strategy



Prosperous Economy Strategy



Clean and Green City Strategy



Places for People Strategy

Find a copy of our Strategies and Plans here cityofpae.sa.gov.au/council/plans-reports

Thriving Community

⋮ A city where people have the opportunity to connect and flourish.

Objective	What We'll Do	Strategy	Performance Measures
We promote community capacity, connection and participation in civic life.	Provide opportunities and remove barriers for people to participate in community and cultural life.		Measures will be determined following consultation and feedback from the community.
	Equip communities with tools and resources for community-led initiatives.		
	Support people to be and feel safer in their community.		
	Provide access to resources, information, services and programs that support literacy, learning, connection and cultural experiences.		
We encourage cultural expression and recognise people's history, stories and connection to place.	Recognise, respect and champion the contributions, histories, stories and celebrations of diverse cultures and communities.		Measures will be determined following consultation and feedback from the community.
	Design our places and spaces to reflect and respect the stories of our diverse communities.		
We support and encourage people to live healthy and active lives.	Deliver services, programs and opportunities that support health, wellbeing and connection.		Measures will be determined following consultation and feedback from the community.
	Support community resilience in the face of social, economic and environmental change.		
	Facilitate opportunities for people of different backgrounds, ages and abilities to build social wellbeing and resilience.		
	Provide green spaces and corridors that enable recreation and wellbeing opportunities.		
	Create and provide spaces, places and infrastructure to be accessible and support safe, healthy and active lives.		



Highlights: Thriving Community

Yr 1 24-25

Yr 2 25-26

Yr 3 26-27

Yr 4 27-28

We promote community capacity, connection and participation in civic life

Develop a social infrastructure plan, including Eastern Facilities Business Case, that will assess site options for potential social infrastructure investment in the eastern precinct of the city



Partner to support access to community wellbeing and social connection programs (e.g. Social Prescribing Project for older people)



Support early years literacy through the delivery of library-based programs (e.g. Story Time, Baby Bounce, Words Grow Minds campaign)



Deliver the Housing and Homelessness Program Plan by responding to the needs of those experiencing homelessness



We encourage cultural expression and recognise people's history, stories and connection to place

Enable Yitpi Yartapuultiku to be activated with a range of innovative programs and services



Deliver the Arts Organisation Fund to attract and support professional arts organisations to the region



Participate in the Welcoming City Program, improving outcomes for culturally and linguistically diverse communities



Host events that celebrate our diverse communities, foster connection and deepen cultural understanding (e.g. Refugee Week, Harmony Week, NAIDOC week, Reconciliation Week, Nunga Week and the History Festival)



We support and encourage people to live healthy and active lives

Renew selected sporting facilities to improve accessibility and inclusivity (Largs Reserve, Duncan Fraser Reserve, Port Adelaide Reserve, Rushworth Reserve, Blair Athol Reserve and Largs North Reserve)



Plan and deliver upgrades at Jack Watkins/Carroll Ave, Joyce Snadden/Port Canal, Thomas Turner and E P Nazer/John Hart reserves



Provide a network of fit-for-purpose sporting facilities, recreation reserves, playgrounds and open spaces



Undertake inspections and deliver programs and responsive services that assist in keeping the community safe and healthy



○ = Planning Phase ● = Delivery Phase.

Prosperous Economy

⋮ A city with a thriving economy that enriches its local community

Objective	What We'll Do	Strategy	Performance Measures
We participate in the economy with the community in mind.	Facilitate a more inclusive and equitable local economy.		Measures will be determined following consultation and feedback from the community.
	Encourage community benefits from major businesses and investments.		
	Facilitate opportunities that help build a skilled local workforce and meet the skill needs of local employers.		
We support local businesses, big and small, to grow, innovate and succeed.	Support small business capability and growth.		Measures will be determined following consultation and feedback from the community.
	Support innovation to boost productivity and a diverse local economy.		
We invest in our local economy to benefit current and future generations.	Collaborate to enhance the strategic growth of North-Western Adelaide.		Measures will be determined following consultation and feedback from the community.
	Facilitate the growth of investment in the city and its community.		
	Engage with and support key industry sectors to ensure sustained benefits to the community.		
	Position and promote the city as an attractive location for environmentally innovative businesses.		



Highlights: Prosperous Economy

Yr 1 24-25

Yr 2 25-26

Yr 3 26-27

Yr 4 27-28

We participate in the economy with the community in mind

Deliver capacity-building programs for social enterprise business models



Explore our role and opportunities in Community Wealth Building for PAE



Advocate for benefits to the PAE community from business and investment at the Osborne Naval Shipyard



Facilitate and advocate for a skilled workforce aligned to current and future needs of local businesses



We support local businesses, big and small, to grow, innovate and succeed

Deliver a targeted small business grant program



Deliver improved information, communications and engagement with local businesses



Develop a preferred model for the delivery of our business support and advisory and/or mentor program to support local business



Partner to deliver an annual program of business events to build local business capability and capacity



We invest in our local economy to benefit current and future generations

Deliver an Investment Attraction Plan for the city



Advocate and partner with stakeholders on the Lefevre Peninsula Master Plan



Partner to increase the capability and support for tourism providers to start and grow their own business



Partner in the Building Western Adelaide Alliance to maintain a co-ordinated approach to regional economic development activities



○ = Planning Phase ● = Delivery Phase.

Clean and Green City

A city that values its natural environment

Objective	What We'll Do	Strategy	Performance Measures
We reduce the city's adverse environmental impact and participate in a circular economy.	Manage the city's waste, energy and water resources to enhance environmental sustainability.		Measures will be determined following consultation and feedback from the community.
	Pursue opportunities to maximise environmental benefit and performance.		
	Foster a clean city, safeguarding air, land and water quality.		
	Support our industries and businesses to be more sustainable and embrace a circular economy.		
We shape the city to tackle the challenges of a changing climate.	Foster resilience of our natural environments and systems.		Measures will be determined following consultation and feedback from the community.
	Encourage climate-resilient infrastructure that supports the local economy.		
	Design and plan our places and spaces in a way that respects the natural environment.		
	Plan and design climate-resilient places and spaces.		
We protect and enhance the city's natural environment.	Shape our spaces, places and infrastructure to enhance the natural environment and biodiversity.		Measures will be determined following consultation and feedback from the community.
	Promote and protect the value of the region's unique natural and urban environments.		
	Support and encourage community participation in environmental initiatives.		



Highlights: Clean and Green City

Yr 1 24-25

Yr 2 25-26

Yr 3 26-27

Yr 4 27-28

We reduce the city's adverse environmental impact and participate in a circular economy

Lead community, business and government partnership opportunities that grow the local circular economy



Partner to deliver a Regional Waste Strategy



Grow the circular economy through our Materials Recovery Facility and infrastructure programs



Deliver innovative waste reduction, reuse and recycling solutions



We shape the city to tackle the challenges of a changing climate

Deliver a Net Zero Emissions Program across council



Contribute to the success of the Adapt West Regional Climate Partnership



Maintain and grow a healthy tree canopy, improving cooling, biodiversity, shade, habitat and amenity



Develop and implement an integrated approach to sustainable water management



Partner in the delivering of the Climate Resilient Infrastructure Program to mitigate the risks and impacts of climate change



We protect and enhance the city's natural environment

Provide Environmental Grants to encourage local initiatives that protect and enhance sustainability and the environment



Partner to green our city by encouraging tree planting on private property



Deliver corporate and community programs that improve environmental knowledge, practice and conditions



Deliver the Living Environment Program



○ = Planning Phase ● = Delivery Phase.

Places for People

An accessible city where people love to be

Objective	What We'll Do	Strategy	Performance Measures
We walk together on Kurna country.	Affirm and respect the connection of First Nations peoples to Country in relevant decisions.		Measures will be determined following consultation and feedback from the community.
	Equip communities with knowledge and understanding of the sovereignty, culture and living heritage of First Nations peoples.		
	Facilitate opportunities for social and workforce participation for First Nations peoples.		
	Care for Country in partnership with First Nations stakeholders.		
We shape the city to be attractive and liveable and care for our cultural and built heritage.	Plan and shape our urban environment to protect and enhance the amenity and accessibility of our city.		Measures will be determined following consultation and feedback from the community.
	Respect and protect PAE's unique built and cultural heritage.		
	Create and revitalise city places and spaces that support business, investment, creativity and visitation.		
	Enhance the liveability of our city to enable people to live and work locally.		
We bring places to life through community events, culture, design and the arts.	Position the city and region as a tourism destination and attract greater visitation.		Measures will be determined following consultation and feedback from the community.
	Create and activate public spaces and places to be distinctive and vibrant.		
	Deliver services, programs and spaces that support creative opportunities.		
	Facilitate and contribute to a thriving arts, heritage and cultural ecosystem.		



Highlights: Places for People

Yr 1 24-25

Yr 2 25-26

Yr 3 26-27

Yr 4 27-28

We walk together on Kaurna country

Complete construction phase of Yitpi Yartapuultiku – a new Aboriginal cultural destination where people can meet, learn, experience, grow and develop strong cultural connections



Deliver Nunga and NAIDOC Week celebrations and partner in the National Apology Day – Walk of Awareness



Support the Aboriginal Advisory Panel to exchange information, seek cultural guidance and consult on matters relating to First Nations peoples



Deliver the Aboriginal and Torres Strait Islander awards and tertiary education scholarships



We shape the city to be attractive and liveable and care for our cultural and built heritage

Develop and partner with others in the delivery of the Port Adelaide Centre Civic Area Precinct Plan



Prepare and deliver a Growth Management Plan to guide the sustainable growth of the city, including housing and transport networks



Deliver the priorities for the Built Heritage Strategy to promote and protect local built heritage



Promote active transport through the delivery of the Walking and Cycling and Integrated Transport Plans



We bring places to life through community events, culture, design and the arts

Design and deliver the Semaphore Foreshore Master Plan



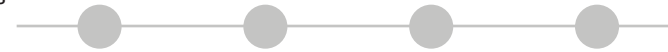
Deliver an annual series of flagship celebration events



Deliver arts and cultural activities, including public art, professional development and grants for artists



Foster community-led placemaking through advice, activities and a suite of grant programs (e.g. Neighbourhood gatherings and Paint Ya Pole)



○ = Planning Phase ● = Delivery Phase.



Four Year Business Plan

Developing and Updating the Four Year Business Plan

Development of the Four Year Business Plan considered the following inputs:

- The aspirations, concerns and ideas of our residents and business community, via market research conducted in 2023
- Existing council decisions and endorsed plans and strategies (see also Appendix 1)
- Alignment with regional, state and national objectives (see also Appendix 2)
- Priorities identified during the development of the Long-Term Financial Plan and other project planning activities
- The measures, both financial and non-financial, that should be used to monitor and assess performance against the objectives
- Identified organisational strategic risks including: Risk of serious injury, illness or fatality; Information and data security; Digital Transformation; Effective asset stewardship; Organisational Optimisation; Environmental Sustainability; Governance Risk; and Civic Participation

As a lens over our strategic commitments, this Four Year Business Plan will be updated as our suite of preferred strategies and plans is developed. Further, we operate in a constantly changing environment, and therefore these contents may be subject to alteration.

Appendix 1: Strategic Coverage

This table demonstrates how, collectively, PAE's suite of strategies provide coverage across all objectives of the City Vision.

	Thriving Community Objectives			Prosperous Economy Objectives			Clean and Green City Objectives			Places for People Objectives		
	We promote community capacity, connection and participation in civic life	We encourage cultural expression and recognise people's history, stories and connection to place	We support and encourage people to live healthy and active lives	We participate in the economy with our community in mind	We support local businesses, big and small, to grow, innovate and succeed	We invest in our local economy to benefit current and future generations	We reduce the city's adverse environmental impact and participate in a circular economy	We shape the city to tackle the challenges of a changing climate	We protect and enhance the city's natural environment	We walk together on Kaurna country	We shape the city to be attractive and liveable and care for our cultural and built heritage	We bring places to life through community events, culture, design and the arts
Thriving Community Strategy	✓	✓	✓							✓	✓	
Prosperous Economy Strategy				✓	✓	✓	✓	✓			✓	
Clean and Green City Strategy			✓			✓	✓	✓	✓	✓		
Places for People Strategy		✓	✓					✓		✓	✓	✓

Appendix 2: Strategic Alignment

This table summarises how City Vision goals and objectives relate to national and State government objectives.

	Thriving Community	Prosperous Economy	Clean and Green City	Places for People
Commonwealth Aged Care Taskforce – Final Report Recommendations				
Overall (i.e., across all recommendations)	✓			✓
Commonwealth Impact Investing Taskforce Expert Panel – Final Report				
Foundation for Impact Investment		✓		
Impact Investing Wholesaler		✓		
Roles and Responsibilities for Climate Change Adaption in Australia (COAG)				
Role of Local Government			✓	✓
South Australian Economic Statement				
Mission 1: Capitalise on the global green transition		✓	✓	
Mission 2: Partner of choice in an insecure world		✓	✓	
Mission 3: Build South Australia's talent	✓	✓		✓
State Planning Policies				
Overall (i.e., not every policy aligns to every Goal)	✓	✓	✓	✓
20-Year State Infrastructure Strategy				
Objectives	✓	✓	✓	✓
Greater Adelaide Regional Plan (draft)				
Outcomes for Greater Adelaide	✓	✓	✓	✓

Appendix 3: Performance Indicators and Sources (TBD)

DRAFT
TBD Following internal consultation

DRAFT

