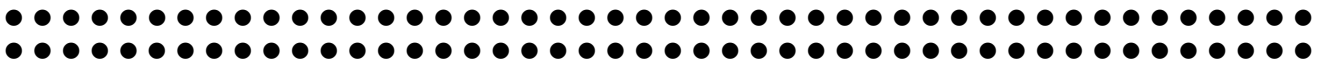


City of Unley Four Year Delivery Plan 2021 - 2025



Kaurna Acknowledgement

Ngadlurlu tampinhi, ngadlu Kaurna yartangka inparrinhi. Ngadlurlu parnuku tuwila yartangka tampinhi.

*Ngadlurlu Kaurna Miyurna yaitya yarta-mathanya Wama Tarntanyaku tampinhi. Parnuku yaitya, parnuku tapa purruna yalarra puru purruna.**

We would like to acknowledge this land that we meet on today is the traditional lands for the Kaurna people and that we respect their spiritual relationship with their country.

We also acknowledge the Kaurna people as the traditional custodians of the Adelaide region and that their cultural and heritage beliefs are still as important to the living Kaurna people today.

*Kaurna Translation provided by Kaurna Warra Karrpanthi

CITY OF UNLEY

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Contents



Community Profile.....	2
Message from the CEO.....	4
Elected Members.....	5
Organisational Structure	6
Four Year Delivery Plan.....	7
Our Vision.....	8
Our Values	8
Strategic Planning Framework.....	9
Four Year Delivery Plan Structure.....	9
Community Living.....	10
Environmental Stewardship	16
Economic Prosperity	22
Civic Leadership.....	25

City of Unley Community Profile



TOTAL POPULATION



WORKPLACE

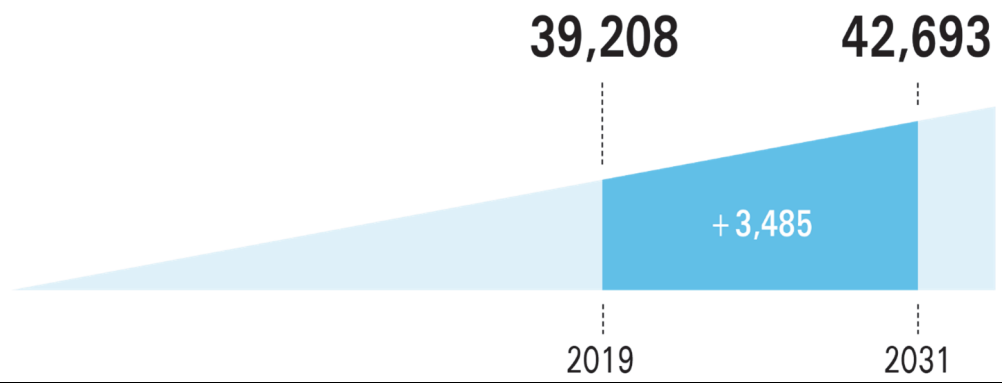


PROSPERITY

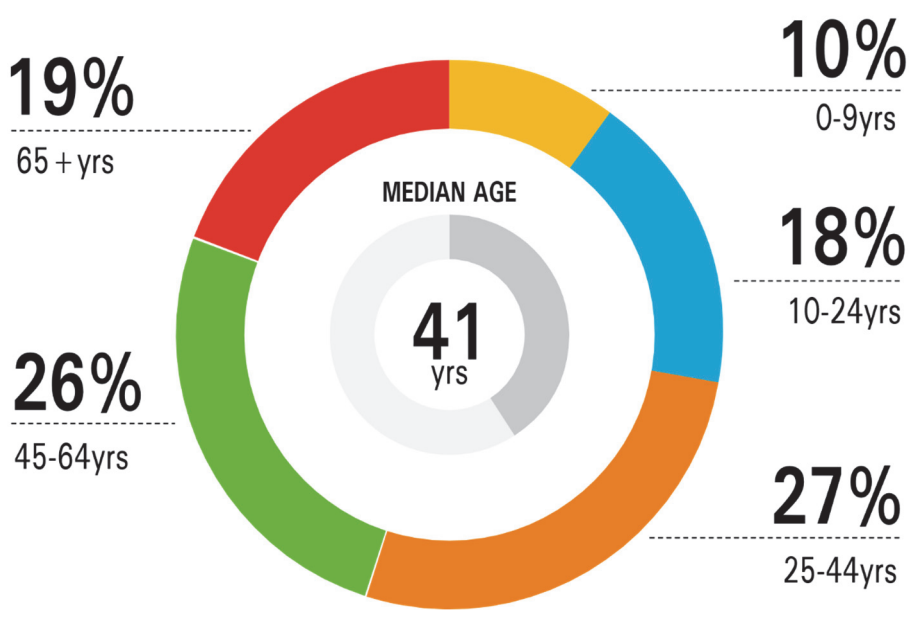


33.3% of residents own their own home without a mortgage

INCREASING POPULATION ESTIMATED GROWTH TO 2031

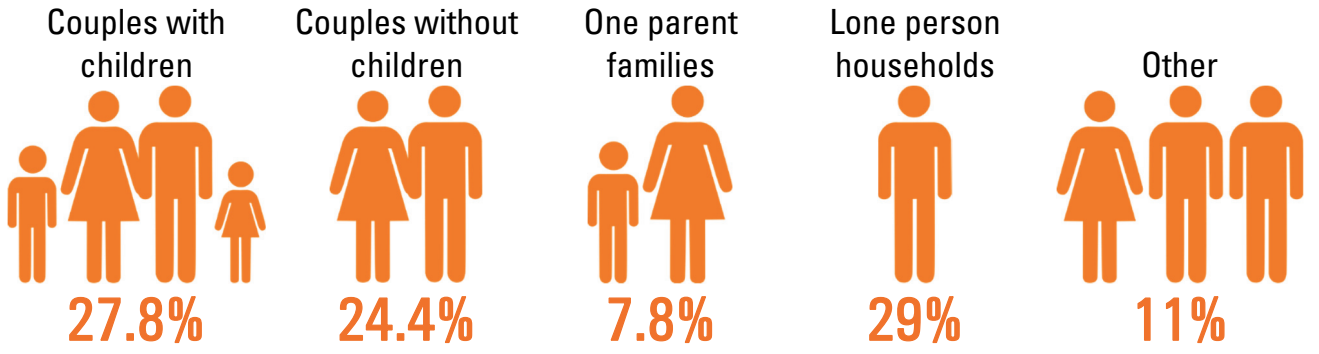


AGE DEMOGRAPHIC



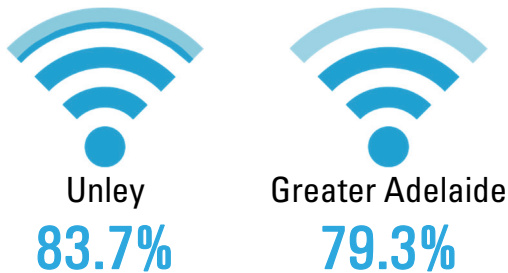


HOUSEHOLD TYPES



INTERNET ACCESS

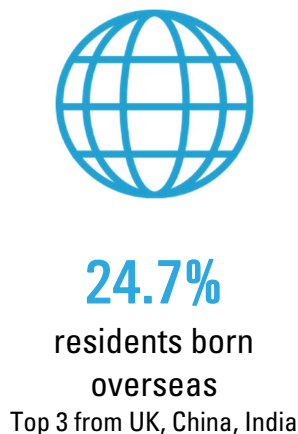
Households that have an internet connection



MEDIUM DENSITY HOUSING MEDIAN



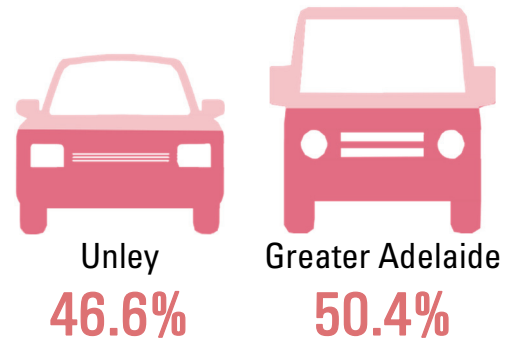
DIVERSITY



LESS MOTOR VEHICLE DEPENDENCY



Households that have access to two or more vehicles



Message from the CEO



Our Four Year Delivery Plan ensures that Council, its residents, local businesses and community groups are working in partnership towards our long term goals.

Strategies will be implemented over the next four years that ensure our City continues to be recognised for its vibrant community spirit, quality lifestyle choices, diversity, business strength and innovative leadership.

This Plan ensures we can be accountable to our ratepayers. It outlines the City of Unley's priorities and strategies until the year 2025. The Plan will guide us as we work together with the community to create a future that meets the vision, aspirations and goals set out in the Community Plan 2033.

My commitment is to lead an organisation that strives to match the ambition of Council's vision. Together we will work in partnership with the community to ensure that the City of Unley remains one of the most enviable cities in Adelaide.

I look forward to all that we can achieve together over the next four years.



Peter Tsokas
Chief Executive Officer

Elected Members

The Mayor and Elected Members are elected by the local community to represent the interests and needs of the community.

Elected Members provide community leadership and guidance and facilitate communication between the community and the Council.

They identify community needs, set objectives to meet those needs and establish priorities between competing demands. Elected Members set Council policies and budgets to deliver services, programs and projects for the City. On the Council of the City of Unley, in addition to the Mayor, Michael Hewitson AM, there are 12 Elected Members.

MAYOR



Michael Hewitson AM

CLARENCE PARK WARD COUNCILLORS



Jennie Boisvert



Don Palmer

FULLARTON WARD COUNCILLORS



Jordan Dodd



Peter Hughes

GOODWOOD WARD COUNCILLORS



Nicole Sheehan



Emma Wright

PARKSIDE WARD COUNCILLORS



Kay Anastassiadis



Jennifer Bonham

UNLEY WARD COUNCILLORS



Sue Dewing



Jane Russo

UNLEY PARK WARD COUNCILLORS

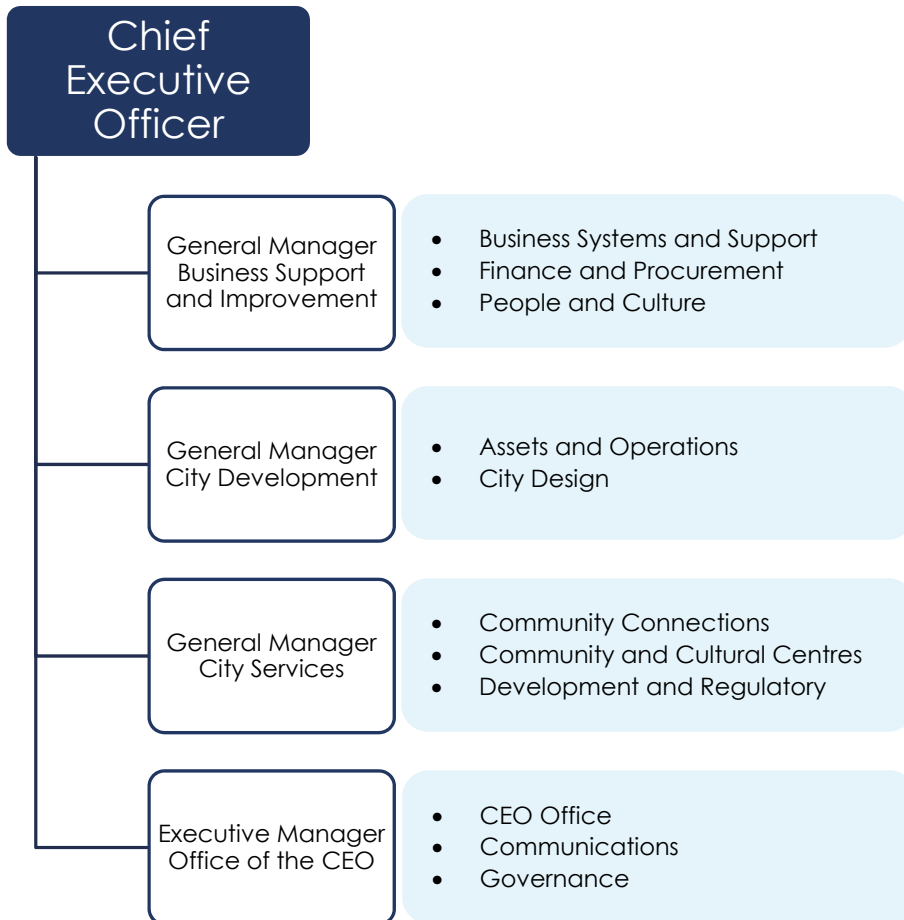


Monica Broniecki



Michael Rabbitt

Organisational Structure



City of Unley

Four Year Delivery Plan 2021 - 2025

The 4 Year Plan outlines how we will deliver the vision, strategies and framework set out in the City of Unley Community Plan 2033. The projects and services that Council will deliver between 2021 and 2025 have been grouped into four themes.



Community Living

People value our City with its enviable lifestyle, activities, facilities and services



Environmental Stewardship

We will maintain and enhance our urban environment, and strengthen our City's resilience to climate change by providing leadership to our Community



Economic Prosperity

Our businesses are valued because of the range of goods, services and facilities they provide, and new businesses are supported, not burdened with bureaucracy



Civic Leadership

Council will listen to the community and make transparent decisions for the long term benefit of the City

For each theme, Council identifies what will be undertaken during the four year term of the delivery program. Council's response to each goal is detailed, along with the services involved in the planning and implementation of Council's actions.

Over time, it will take many agencies – including the community itself – to turn the Community Plan 2033 into reality. In the delivery of services, at times Council will assume the roles of Provider, Facilitator or Advocate, and where appropriate, will work in partnership with other bodies.

Our Vision



Our City is recognised for its enviable lifestyle, environment, business strength and civic leadership.



Our Values



Organisational culture can be defined as the shared values, norms and expectations that govern the way people approach their work and interact with each other.

The City of Unley has a clear vision for a constructive culture that is performance based and customer focused. This vision is supported by a set of organisation values that represent the way we want all employees and volunteers to behave.



A Workplace of Possibilities



**Pursue
Excellence**



**Achieve
Together**



**Demonstrate
Integrity**



**Customer
First**



**Be
Progressive**



Our Strategic Planning Framework



City of Unley Four Year Delivery Plan Structure





Community Living

People value our City with its enviable lifestyle, activities, facilities and services

Goal 1

Objectives

- 1.1 Our Community is active, healthy and feels safe
- 1.2 Our Community participates in community activities, learning opportunities and volunteering
- 1.3 Our City meets the needs of all generations
- 1.4 Our Community is proud to be part of our City
- 1.5 Our City is connected and accessible

Objective 1.1: Our Community is active, healthy and feels safe



Strategies

- 1.1a Provide programs, facilities and open spaces that support an active and healthy community
- 1.1b Provide services and infrastructure and design places to support our community to feel safe
- 1.1c Manage open spaces and recreation facilities to balance needs and maximise participation and community outcomes
- 1.1d Provide animal management and responsible pet ownership services to the community including monitoring, registration, enforcement and education

Key Initiatives/Projects	Ongoing Services
<ul style="list-style-type: none"> • Explore initiatives for linking support organisations to people who are experiencing homelessness • Review the Living Well Public Health and Wellbeing Plan • Review the Living Active Sport and Recreation Strategy • Upgrade Unley Swimming Centre junior pools • Review and implement the Animal Management Plan • Develop and adopt a Master Plan for Ridge Park • Review and implement the Open Space Strategy 	<ul style="list-style-type: none"> • Food safety and public health inspections and programs • Building compliance and inspections • Community Impact and Community Grant programs • Immunisation program • Unley Pool and water safety programs • Open space, buildings and facilities maintenance services • Public lighting • Safety upgrades (lighting, CCTV and new technology) • Animal management and compliance services • Active Ageing programs and initiatives

Objective 1.2: Our Community participates in community activities, learning opportunities and volunteering



Strategies

- 1.2a Facilitate lifelong learning and community connection through facilities, libraries, community centres and volunteer programs
- 1.2b Provide, support and promote a range of activities, events and art programs in the community
- 1.2c Understand and celebrate our community's diversity in all its forms
- 1.2d Ensure our services, programs and facilities are accessible and inclusive for people of all backgrounds, means and abilities

Key Initiatives/Projects	Ongoing Services
<ul style="list-style-type: none"> • Review Goodwood Community Centre operations • Upgrade Village Green Precinct including redevelopment of cottages • Develop the Cultural Plan • Undertake the Welcoming Cities accreditation • Develop Disability Access and Inclusion Plan • Investigate use of Mornington House as an Innovation Hub 	<ul style="list-style-type: none"> • Library services, programs and collections • Community centres programs and activities • Community Impact, Community Grant and Event Sponsorship programs • Volunteer programs • Unley Museum programs and exhibitions • Public art programs and installations • Social inclusion programs including Reconciliation Week, Neighbour Day and Harmony Day • Community Events including support, advice, marketing and promotion

Objective 1.3: Our City meets the needs of all generations



Strategies

- 1.3a Continue to plan and deliver an Age Friendly City through programs and services that support active ageing and ageing in place
- 1.3b Encourage young people to participate in community life and build their entrepreneurial skills by delivering activities, consultation and promotion that attracts them
- 1.3c Provide programs and play spaces that cater for all ages of childhood
- 1.3d Provide opportunities that support families or the weekday workers to participate in Council programs
- 1.3e Provide opportunities that support intergenerational connection

Key Initiatives/Projects	Ongoing Services
<ul style="list-style-type: none"> • Review Active Ageing Strategy • Seek extension to the Commonwealth Home Support Program • Review and implement the Living Young Plan • Establish a Youth Reference Group • Commence the 'Start up at Any Age' entrepreneurial program and continue Fish Tank 	<ul style="list-style-type: none"> • Active Ageing programs (inc. Active Ageing Alliance, Daily Moves, Zest Fest and Forget Me Not) • Commonwealth Home Support Program • Living Young programs including Lifechanger partnership, schools interaction, entrepreneurial and youth leadership programs • Programs for children, young people and adults across libraries, community centres, Unley Museum and the Unley Swim Centre • Unley Toy Libraries • Play space renewal program

Objective 1.4: Our City is well planned to support community life



Strategies

- 1.4a Plan our City to sustainably accommodate growth, enrich character and promote community life
- 1.4b Preserve and celebrate our heritage, including trees
- 1.4c Advocate for improved planning policy for housing diversity and affordability as part of the State Planning Reforms
- 1.4d Support development activities and promote good design principles that enrich the character and sustainability of our local neighbourhoods

Key Initiatives/Projects	Ongoing Services
<ul style="list-style-type: none"> • Celebrate Unley's 150th Anniversary through delivery of a Sesquicentenary program of activities and events • Seek external funding to complete Unley Oval Upgrade (Stage 2) • Identify and implement a program of Local "villages" improvements • Provide alignment with and input into State Planning Reforms • Develop Public Realm Design Guidelines. • Expand the Discover Heritage Unley Trail 	<ul style="list-style-type: none"> • Development assessment, planning and building • Urban design services • Conservation Grants program (including heritage conservation, significant and regulated trees) • Historical markers and walking trails • Unley Museum

Objective 1.5: Our City is connected and accessible



Strategies

- 1.5a Ensure a safe, attractive, connected and accessible network of streets and paths
- 1.5b Advocate to State Government for improved public transport & road safety on State roads
- 1.5c Provide a community transport service that is responsive to the needs of transport-disadvantaged residents
- 1.5d Manage parking supply and turnover through development control, enforcement, smart solutions and working with private property owners
- 1.5e Consider the needs of all network users including vehicles, bicycles, pedestrians, wheelchairs, prams, scooters and gophers

Key Initiatives/Projects	Ongoing Services
<ul style="list-style-type: none"> • Lobby to reduce Unley Road speed limit to 50km/hr • Continued implementation of the Walking and Cycling Plan • Investigate East-west transport connectivity • Investigate and implement Local Area Traffic Management Plans and upgrades • Implement traffic management and smart parking upgrades (including King William Road) • Investigate pay for use parking • Investigate the feasibility of introducing e-scooters 	<ul style="list-style-type: none"> • Community bus and transport service • Traffic management and controls • Parking management and enforcement • Streetscape, path and road maintenance and upgrades



Goal 2

Environmental Stewardship

We will maintain and enhance our urban environment, and strengthen our City's resilience to climate change by providing leadership to our Community

Objectives

- 2.1 Unley's urban forest is maintained and improved
- 2.2 Excellence in waste management is achieved through avoidance, re-use and diversion
- 2.3 The energy efficiency of the City is increased and our carbon footprint reduced
- 2.4 Efficient, effective & sustainable water management is ensured
- 2.5 The City's resilience to climate change is increased

Objective 2.1: Unley’s urban forest is maintained and improved



Strategies

- 2.1a Continue to cool and green our City by planting drought resistant trees on council land and streets and widening and greening of verges
- 2.1b Provide education, incentives and development assessment services to encourage greening and retention of trees on private property
- 2.1c Monitor our City's canopy cover and keep appropriate records of our trees
- 2.1d Explore and adopt new approaches to increase trees, greening and open space
- 2.1e Remove feral olive trees and other noxious weeds from Council's open spaces
- 2.1f Support community greening efforts
- 2.1g Protect and restore natural habitat in parks and verges

Key Initiatives/Projects	Ongoing Services
<ul style="list-style-type: none"> • Develop and implement a Tree Strategy • Develop open space (including trees) Asset Management Plan • Implement annual Tree Planting and Replacement Program • Develop an online tree register • Undertake a five (5) year Canopy Cover assessment • Investigate tree development incentives • Continue to investigate suitable locations for Living Streets and Pocket Parks • Investigate strategic land purchase for open space provision • Continue to investigate locations for Green Wall demonstration projects 	<ul style="list-style-type: none"> • Tree watering and maintenance programs • Young Tree Care program • Feral tree and noxious weed control • Street Tree Water Well Program • Green Verges Program • Community garden support • Conservation grants program (including support for maintenance of significant and regulated trees)

Objective 2.2: Excellence in waste management is achieved through avoidance, re-use and diversion



Strategies

- 2.2a Advocate to State Government to enable fortnightly general waste collection supported by weekly kerbside recycling and green waste collections
- 2.2b Provide targeted residential education programs to reduce contamination and increase recycling of soft plastics, organics and e-waste
- 2.2c Provide education programs and improved collection services to businesses
- 2.2d Work with other Councils in waste management to share information, develop innovative solutions and achieve economies of scale
- 2.2e Improve hard rubbish collection
- 2.2f Reduce waste and single use plastics and increase recycling from Council's operations and events
- 2.2g Support development policy and assessment that reflects best practice in on-site waste management

Key Initiatives/Projects	Ongoing Services
<ul style="list-style-type: none"> • Introduce a pilot program for business waste collection • Include innovation as part of new waste contract • Review hard rubbish collection • Trial weekly green waste collection program • Implement Food Organics Incentive Program • Investigate options for reduction/removal of single use plastics in council operations • Participate in the Eastern Region Alliance investigation of waste separation at source 	<ul style="list-style-type: none"> • Waste minimisation and recycling at Council events • E-waste and battery collection through Council Centres • Kerbside residential waste collection – all waste streams • Hard rubbish service • Recycling of Council office, building and landscape waste • Kitchen caddies rollout program

Objective 2.3: The energy efficiency of the City is increased and our carbon footprint is reduced



Strategies

- 2.3a Monitor and reduce Council's carbon emissions
- 2.3b Increase renewable energy generation and purchase for Council facilities and operations
- 2.3c Design energy efficient solutions in Council operations and buildings including green roofs and walls
- 2.3d Increase the use of electric vehicles, bikes and hybrids in Council's fleet
- 2.3e Provide education programs to support the community to reduce its carbon footprint
- 2.3f Support development policy and assessment that reflects best practice energy efficiency and on-site generation

Key Initiatives/Projects	Ongoing Services
<ul style="list-style-type: none"> • Develop and implement a Council Energy Efficiency and Renewable Energy Action Plan • Investigate opportunities to reduce Council's fleet carbon footprint • Initiate a solar demonstration site • Develop Council carbon emissions register 	<ul style="list-style-type: none"> • Community education programs and home energy audit kits • Energy efficient Council building upgrades • LED street lighting network maintenance

Objective 2.4: Efficient, effective and sustainable water management is ensured



Strategies

- 2.4a Increase access to and use of recycled water in Council operations and the community
- 2.4b Provide community education and incentives for water capture, re-use, efficiency and sustainable use
- 2.4c Ensure Councils buildings, streets and greenspaces are water efficient and drought tolerant
- 2.4d Manage stormwater to reduce flooding and capture water for re-use in Council operations, streets and greenspaces
- 2.4e Support development policy and assessment that reflects best practice water efficiency and on-site reuse

Key Initiatives/Projects	Ongoing Services
<ul style="list-style-type: none"> • Investigate opportunities to increase Recycled water pipeline extraction • Continue the Brown Hill Keswick Creek Stormwater Project • Investigate open space stormwater storage • Introduce residential water reuse incentives 	<ul style="list-style-type: none"> • Home and garden water use education • Water efficiency and reuse Council building and facility upgrades • Council irrigation audit and recycled water expansion

Objective 2.5: The City’s resilience to climate change is increased



Strategies

- 2.5a Ensure that Council's operations are prepared to respond and support the community during heat wave, storm and flood events
- 2.5b Contribute to a regional response to climate change adaptation
- 2.5c Ensure that Council's buildings, infrastructure and operations are resilient to the impacts of climate change
- 2.5d Provide, education and programs to support our community's resilience to climate change
- 2.5e Support development policy and assessment that enables best practice energy and water efficient and resilient building design
- 2.5f Demonstrate leadership by committing to climate change action, targets and trailing new technology and approaches

Key Initiatives/Projects	Ongoing Services
<ul style="list-style-type: none"> • Review Council's environment strategy • Participate in the Resilient East Climate Change Adaptation Plan • Develop an emergency response and recovery plan 	<ul style="list-style-type: none"> • Resilient East Steering Group and collaborative projects • Regular review of climate adaptation • Low carbon and/or climate ready options within renewal works • Annual community information/training course(s) with partners such as Red Cross Climate Champions



Goal 3

Economic Prosperity

Our businesses are valued because of the range of goods, services and facilities they provide and new businesses are supported, not burdened with bureaucracy

Objectives

- 3.1 Unley is recognised as an easy place to do business
- 3.2 Thriving main streets and other business activities operate across our City

Objective 3.1: Unley is recognised as an easy place to do business



Strategies

- 3.1a Remove barriers in Council's policies and processes, to support business activity.
- 3.1b Assist businesses to navigate government requirements and access services.
- 3.1c Promote Unley as a place to do business.

Key Initiatives/Projects	Ongoing Services
<ul style="list-style-type: none"> • Implement the Economic Development Growth Strategy • Advocate for quality developments that enable economic and employment growth while contributing to the overall community wellbeing • Implementation of the Edmund Avenue Cottages redevelopment • Strengthen internal understanding of the role of economic development and foster a business-friendly culture across the organisation • Continue to be recognised as a Small Business Friendly Council 	<ul style="list-style-type: none"> • Business Concierge Program • Policy review process • Provide access to business related data • Events Program • Cultural Plan programs focused on encouraging and supporting creative industries

Objective 3.2: Thriving main streets and other business activities operate across our City



Strategies

- 3.2a Encourage business to survive and thrive through innovation.
- 3.2b Promote Unley as a shopping and business destination.
- 3.2c Encourage a complementary mix of businesses on our main streets.
- 3.2d Support medium density development in selected precincts e.g. Unley Central.
- 3.2e Ensure main streets are activated through innovative design.

Key Initiatives/Projects	Ongoing Services
<ul style="list-style-type: none"> • Promote and build on the 'Keep it local' campaign • Resource the Economic Development function within Council to more effectively undertake strategic initiatives in the Economic Development Strategy • Implement a City-wide business communication, engagement and promotion strategy • Increase understanding and support for home based businesses 	<ul style="list-style-type: none"> • Innovative design of public spaces, public art and Smart Cities technology in Main Street designs • Support Trader Associations to activate main streets • Collection of the separate rate levy to support the promotion of main streets • 'Buy Local' principle in Council's Procurement Policy • Encourage economic development and growth through appropriate planning policy • Fish Tank and Start Up at Any Age Entrepreneurship programs • Annual review of vacancy rates • Business breakfasts for networking opportunities



Goal 4

Civic Leadership

Council will listen to the community and make transparent decisions for the long term benefit of the City

Objectives

- 4.1 We have strong leadership and governance
- 4.2 Council provides best value services to the community
- 4.3 Our business systems and solutions are effective and transparent

Objective 4.1: We have strong leadership and governance



Strategies

- 4.1a Seek and consider the views of the broader community of Unley and other stakeholders when making decisions
- 4.1b Support Elected Members and the organisation to provide effective leadership to the City

Key Initiatives/Projects	Ongoing Services
<ul style="list-style-type: none"> • Investigate enhancements to community engagement approaches for strategic ideas and initiatives • Review the Community Engagement Toolkit • Assist the Council to review the Community Plan • Undertake the Representation Review 	<ul style="list-style-type: none"> • Customer surveys and feedback • Community engagement and community reference groups (e.g. Active Ageing Alliance, Community Centre forums, Civic Precinct Working Group) • Proactive and reactive media and communications • Governance framework, support and advice including policies, delegations and by-laws • Elected Member training, development and support • General and supplementary elections • Policy development, implementation and review • Strategic management plans and frameworks • Annual Business Plan and Budget Process including review of the Long Term Financial Plan • Corporate performance reporting • Fair and equitable application of rates across the City • Investigation of non-rates based income opportunities • Oversight of Centennial Park Cemetery Authority • Oversight of the effective delivery of the Brownhill Keswick Creek Stormwater Management Plan • Support of strategic property acquisition/divestment

Objective 4.2: Council provides best value services to the community



Strategies

- 4.2a Implement improvements to business processes to enhance the customers' experience
- 4.2b Ensure that Council is clear on its role in the delivery of services to the community
- 4.2c Align our organisation to deliver efficient and effective community outcomes
- 4.2d Implement Smart Cities technology solutions to improve community outcomes

Key Initiatives/Projects	Ongoing Services
<ul style="list-style-type: none"> • Continued delivery of self-help options for customers • Identify and digitally transform services and business processes • Implement the outcomes of the State Government Local Government reform process • Develop a Smart City portal with freely available public data • Mature the Digital Strategy into a Smart City Plan • Increase open datasets to support community outcomes and opportunities for innovation 	<ul style="list-style-type: none"> • Monitoring of core customer facing processes • Monitoring of customer service data analytics and customer satisfaction • Service reviews with a focus on value for money and continuous improvement • Community education on Councils' role • Increase non-rate based revenue as opportunities arise • Organisational structure reviews to ensure efficiency and effectiveness in service delivery • Digitally enabled systems and services • Competitive procurement processes

Objective 4.3: Our business systems are effective and transparent



Strategies

- 4.3a Encourage our staff to model the organisation's values in the workplace
- 4.3b Build business capability through the attraction, development and retention of talented staff
- 4.3c Continue to improve our business systems, processes and practices to enable delivery of efficient and effective services
- 4.3d Foster an environment of continuous improvement and innovation

Key Initiatives/Projects	Ongoing Services
<ul style="list-style-type: none"> • Undertake organisation wide culture survey • Ongoing review of resources to ensure delivery of the 4 Year Plan • Update and implement revised project management framework • Establish strategies and processes to capture and implement ideas for productivity improvement 	<ul style="list-style-type: none"> • Workforce development strategies • Organisational values monitoring and reporting • Focus on service culture • Training and development programs • Systems and technology to support delivery of organisational business requirements • Corporate reporting and access to data to better plan, manage, monitor and improve key business deliverables • Staff safety and wellbeing monitoring and reporting • Secure IT and communications infrastructure • Continuous improvement as a 'business as usual activity'

