THE CITY of Unley

4 YEAR DELIVERY PLAN 2025/26 – 2028/29

A CONNECTED, PROGRESSIVE, AND RESILIENT CITY

Kaurna Acknowledgment

Ngadlurlu tampinthi, ngadlu Kaurna yartangka inparrinthi. Ngadlurlu parnuku tuwila yartangka tampinthi.

Ngadlurlu Kaurna Miyurna yaitya yartamathanya Wama Tarntanyaku tampinthi.

Parnuku yailtya, parnuku tapa purruna yalarra puru purruna.

We would like to acknowledge this land 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.

CONTENTS

Mayor's Message 4
Introduction: 5
Development of our 4-Year Delivery Plan 10
Our Strategic Planning Framework 11
Our Community Plan 12
Our Vision 13
Our Role 18
Our Commitment – Community Plan Actions: 19
- **Community** 19
- **Environment** 27
- **Economy** 33
- **Places & Spaces** 38

Mayor's Message

I am proud to introduce our new 4-Year Delivery Plan, a strategic roadmap that will drive us towards our bold vision outlined in our Community Plan, Towards 2050- to be a connected, progressive, and resilient City. Our ambition is clear, we strive for a future where our people and environment thrive, opportunities flourish, and our sense of community continues to strengthen.

This plan is more than just a document; it is a commitment to action. It outlines the key initiatives, projects, and priorities that we will deliver over the next 4 years to enhance the liveability, sustainability, and vibrancy of our City. As we navigate an ever-changing environment, we will remain agile, responsive, and focused on delivering high-quality services, well-designed infrastructure, and meaningful community programs that benefit everyone.

We are excited to partner with our community to deliver a series of transformational projects over the life of this plan. These initiatives will provide benefits for our current and future communities, in respect to delivering positive health and wellbeing, environmental and social outcomes. Examples include the construction of the new Unley Cultural Hub, developing a future focussed City Plan to guide development, services and amenities, and applying a lens of climate resilience to our operations and empowering and supporting our community to be sustainable, climate ready, and safe.

This is an exciting time for our City, and I encourage all members of our community, residents, businesses, and stakeholders, to actively participate, provide input, and embrace the opportunities that lie ahead. By working together, we can create a City that is innovative, inclusive, and future-ready.

Michael Hewitson AM

Mayor

Introduction:

Our 4-Year Delivery Plan translates our Community Plan 'Towards 2050' aspirations into actions. It highlights our priorities, outlining key initiatives and measurable outcomes to ensure alignment with our long-term vision. As a transparent and accountable Council, we will set measures and targets to keep us focused on our objectives and track progress. The plan enables us to deliver meaningful improvements for our community while adapting to evolving needs and challenges.

We offer a wide range of services to support our community, and it's important to note that the actions outlined in this 4-Year Delivery Plan represent only a selection of these. Our core services are designed to create a city where everyone feels welcome, connected, and proud to belong. We work to keep our streets safe, clean, and inviting and we provide vibrant spaces where the community can come together. Through investments and effective maintenance of our infrastructure assets, we protect our city from flooding, promote active and sustainable travel options, and expand our tree canopy to keep our neighbourhoods green, climate resilient and liveable for generations to come.

The actions outlined in this plan represent a combination of existing services and programs, along with several new initiatives. The table below identifies our range of core services and their alignment to the 4-theme areas of our Community Plan.

Service Category	Community Plan Theme Alignment
Active Ageing Government funded Home Support Services Community Bus Program Support Active Ageing Alliance	Community
Community & Customer Service Customer Experience Equity, Diversity and Inclusion Arts & Cultural Development Community & Sports Participation Community Grants & Sponsorships Volunteer Development Youth Development Community Facility Hire	Community, Economy, Places & Spaces
Community & Cultural Centres Libraries & Community Centres Unley Swimming Centre Unley Cultural Hub	Community, Economy, Places & Spaces
Community Safety Animal Management, By-law and Legislative Compliance Safe Parking	Community, Environment, Economy, Places & Spaces
Corporate Support & Leadership Governance, Audit & Risk Management Corporate Communications Financial Management and Procurement IT and Information Management People and Culture Strategic Planning and Performance	Community, Environment, Economy, Places & Spaces

Economic Development Business Support Economic Modelling and Analysis Investment, Business Retention and Attraction	Community	Environment	Economy	Places & Spaces
Environmental Sustainability Urban Forest Biodiversity Climate Mitigation, Adaptation and Resilience	Community	Environment	Economy	Places & Spaces
Infrastructure Management Strategic Asset Planning Maintenance of Council owned Buildings	Community	Environment	Economy	Places & Spaces
Marketing, Activation and Events Civic and Community Events Marketing & Communications Community Engagement	Community	Environment	Economy	Places & Spaces
Parks and Infrastructure Management Parks and Reserves Maintenance Street and ParkTrees Plant and Equipment Assets Road and Footpaths Renewal Stormwater Management Street Cleaning Leasing of Commercial Properties	Community	Environment	Economy	Places & Spaces
Planning & Development City Plan Implementation Code Amendments Planning Assessment Building Assessment Development Regulation	Community	Environment	Economy	Places & Spaces

Public Health Food Safety Public Health Education & Regulation Immunisation Services	Community | Environment | Economy
Urban Design Precinct Planning Public Spaces and Open Spaces Improvement Accessible Streets Transport and Traffic Management	Community | Environment | Economy | Places & Spaces
Waste Management Kerbside Waste Collection Hard Waste Collection E-Waste and Battery Collection Waste Minimisation and Recycling	Community | Environment | Economy | Places & Spaces

City Snapshot

Community:

- 39,929 Residents
- 43 years is the median age of our people
- 194 of us are First Nations people
- 27% of us were born overseas
- 22% of us speak a language other than English at home
- 2.1% of us do not speak English well at all
- 6,963 Volunteers (21.3% of population ≥15 years of age)
- 6.2% of us live with a disability and require assistance with core duties
- We have 4 Community Centres & 2 Public Libraries
- We have 1 Swimming Centre & 1 Museum

Environment:

- 25% of our City is covered by tree canopy
- Our top 3 tree species are the Jacaranda, Queensland Brush Box & Golden Rain
- Residential Kerbside Waste Diversion Rate is 59% (38% organics, 21% recycling)
- 61% of the water used for irrigating our parks, reserves and ovals is recycled
- 4 Creeks run through our City (Glen Osmond Creek, Parklands Creek, Brown Hill Creek, Keswick Creek)

Economy:

- 5,923 local businesses
- 22,927 local jobs
- Gross Regional Product (GRP) = $3.66 Billion
- 2.2% of us are unemployed
- We welcome 157,000 visitors annually

Places and Spaces:

- 37 Local parks and open spaces
- 30 Hectares of public open space
- 170km of local streets and laneways
- 307km of pathways
- 19,399 Rateable properties

Development of our 4-Year Delivery Plan

Our 4-Year Delivery Plan has been developed through a collaborative and strategic process, ensuring it aligns with our long-term Community Plan, 'Towards 2050', to reflect the vision and aspirations of our community. This process has involved engagement with staff, elected members, key stakeholders, and the community to identify priorities that will guide our decision-making and service delivery. By analysing current challenges and emerging opportunities, and considering regional, State and national objectives and strategies, we have established a clear framework that sets ambitious, yet achievable actions aligned to each theme area of our Community Plan. In addition, we have identified six strategic priorities, known as our *Strategic Six*, which will serve as a focus for annual budget planning and implementation over the next 4 years. The result is a focused plan that will drive our efforts over the next 4 years, ensuring we continue to deliver high-quality services, foster a connected, progressive, and resilient community, and position our organisation for long-term success.

Our Strategic Planning Framework

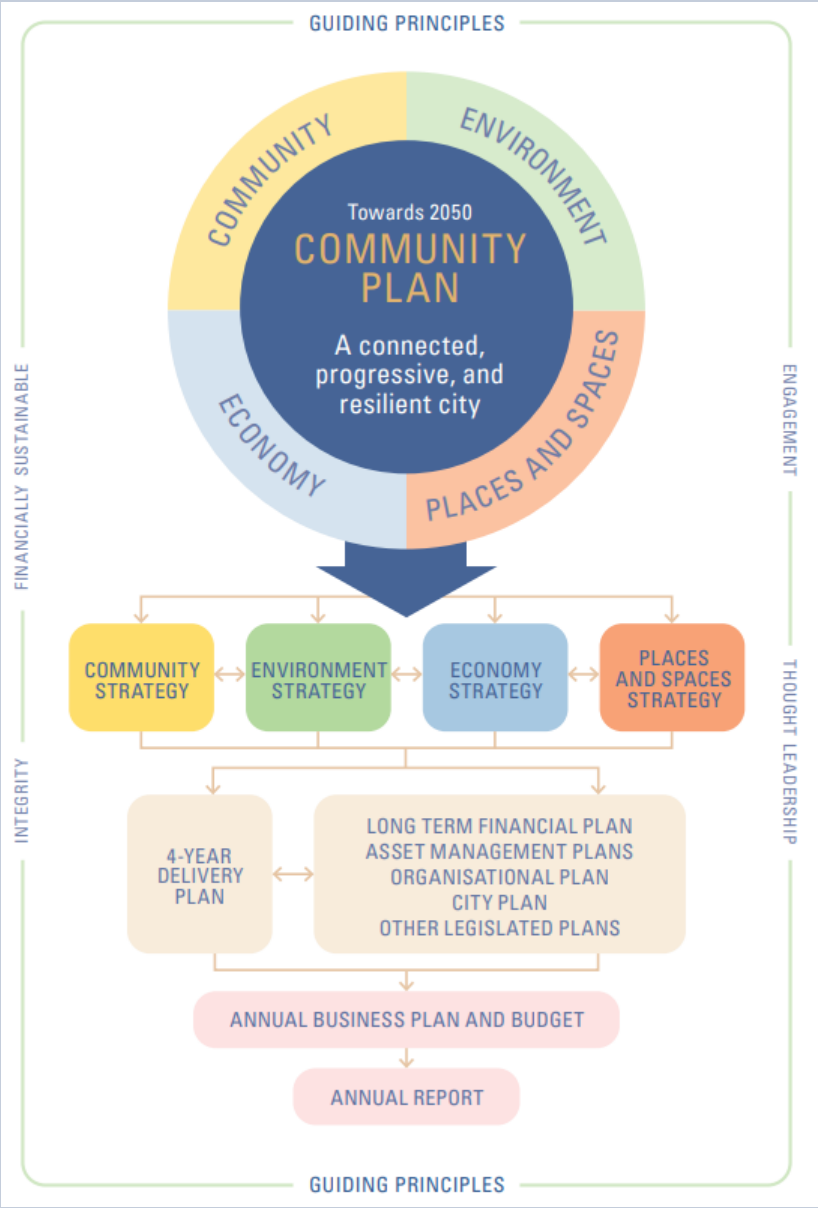
Our Strategic Planning Framework reflects how our organisational strategies and plans support the delivery of our Community Plan 'Towards 2050'.

Our Community Plan sets our strategic direction for the next 25 years, outlining key goals and objectives. It serves as the foundational structure for guiding our detailed strategies and plans. Our 4-Year Delivery Plan translates the Community Plan vision into action, outlining the steps we will take to achieve its goals and objectives in the short to medium term.

A new suite of overarching strategies, aligned to each theme of the Community Plan, will be developed in 2025/26.These lead strategies will serve as high-level frameworks that define our strategic priorities, identify key opportunities, and address potential challenges. By providing a clear and cohesive direction, these strategies will guide decision-making, resource allocation, and program development, ensuring that our efforts are effectively aligned with the long-term vision and aspirations of our community.

We will deliver our strategies and plans through effective financial management, guided by our Long-Term Financial Plan, which will ensure resources are allocated effectively and efficiently. Our Annual Business Plan and Budget will set priorities, activities, and budgets each year to demonstrate how your rates support community services, programs and infrastructure, whilst also being innovative to deliver best community outcomes.

Regular monitoring and reporting will be undertaken to keep us accountable, ensuring we meet our commitments and demonstrate the value we deliver to our community.



Our Community Plan

Vision

TOWARDS 2050

A CONNECTED, PROGRESSIVE, AND RESILIENT CITY

Guiding Principles

- Integrity
- Engagement
- Financial Sustainability
- Thought Leadership

Themes & Goals

COMMUNITY
Welcoming, Safe, and Inclusive

GOAL 1
Our City offers an excellent quality of life and supports all people to thrive.

ENVIRONMENT
Green and Sustainable

GOAL 2
Our City is a progressive and innovative leader in sustainability and climate resilience.

ECONOMY
Innovative and Prosperous

GOAL 3
Our City is a unique and vibrant destination that attracts and retains a diverse mix of businesses, industries, and opportunities.

PLACES & SPACES
Connected, Accessible and Vibrant

GOAL 4
Our City is well-planned and has great places and spaces that are designed, built, maintained, and activated to create a connected and vibrant community.

Objectives

COMMUNITY	ENVIRONMENT	ECONOMY	PLACES & SPACES
1 We foster a community where all people can feel safe, welcomed, and included.	1 We lead by example and innovate to grow our urban forest and make our City greener, cooler, and more biodiverse.	1 We model and enable innovation and entrepreneurship to grow our economy, create jobs and serve our community.	1 We invest in, revitalise, and expand our open spaces, recreation facilities and infrastructures to meet the need of current and future communities and climates.
2 We embrace and celebrate the history, heritage and identity of our people, places, and Country.	2 We lead, promote, and incentivise local action on a carbon neutral and climate resilient future.	2 We generate vibrancy and economic vitality by activating and connecting thriving business precincts and innovation hubs throughout our City.	2 We create and activate welcoming public spaces for all people to deliver memorable experiences that inspire connection, foster a strong sense of place, and strengthen our City's identity whilst enhancing its unique brand.
3 We support and encourage all people to be healthy, active, and socially connected.	3 We maximise sustainable resource recovery and advance a circular economy through innovation and new technology.	3 We enhance and promote the local characteristics within our City that make us a desirable and exciting place to live, work, visit, invest and do business.	3 We design our streets with people in mind to increase accessibility, active transport, and multi-modal transport options.
4 We support creativity, cultural expression, and learning.	4 We seek nature-positive outcomes in the management of our natural resources.	4 We create partnerships, collaborate with others, and embrace new ideas to attract investment and enrich our City.	4 We plan for future population growth with a City Masterplan that guides innovation and well-designed development in the right places.
5 We foster meaningful opportunities for people to participate in community and civic life.	5 We partner, facilitate and advocate to overcome constraints and achieve our environmental ambitions.	5 We drive strong economic, cultural, environmental, and social outcomes through strategic investments in property, technology, facilities, and infrastructure.	5 We amplify the voice of our community by advocating for policies, partnerships, and funding that will enhance, future proof and attract investment in our places and spaces.

OUR VISION

A CONNECTED, PROGRESSIVE, AND RESILIENT CITY

We embrace big ideas, lead by example, and shape our own future.

CONNECTED

Our City is thriving because our community has so many ways to connect. It is easy for all people to travel across the City and experience all that Unley life has to offer. Neighbourhoods connect seamlessly with multi-modal transport options, businesses, education, shopping, dining, and services. Our green open spaces, and community and sporting facilities are places where people come together to learn, celebrate, participate, and recreate. Everyone feels welcome, safe, and included.

PROGRESSIVE

We embrace big ideas, lead by example, and shape our own future. We seek new and innovative ways to serve our community, enhance our environment and grow our economy. We are bold and courageous, take on challenges and make decisions that will benefit our City and community for future generations.

RESILIENT

We prepare for future challenges and opportunities that benefit our City. We are responsible custodians and take the necessary steps to protect our City, community, and assets from an increasing harsher climate. We stand together as a strong and united community that trusts and supports one another. As our community changes, we will change with it by being flexible and responsive in the services, supports, and opportunities we deliver.

Our 'Strategic Six'

In line with our commitment to working closely with our community and realising the vision of the Community Plan 'Towards 2050', we have identified 6 key strategic projects, known as our 'Strategic Six', that will be a focus for annual budget consideration and execution over the next 4 years.

These projects have been selected as:

- They have a significant positive impact across multiple theme areas of the Community Plan
- They provide opportunities to achieve positive intergenerational outcomes
- They require engagement with our community and key stakeholders to co-design or share ownership to deliver the best outcomes

Unley Cultural Hub

The Cultural Hub will connect three Council-owned cottages on Edmund Avenue, transforming the City of Unley's Museum into a vibrant destination where heritage meets contemporary opportunities. It will foster creativity, intergenerational connections, and community engagement while positioning Unley as a cultural focal point.The Hub will activate the Unley Civic Precinct with sustainable, accessible spaces that support creative industries and serve the community for generations to come.

Community PlanTheme Alignment:	Community	Environment	Economy	Places & Spaces

Unley CityPLAN 2050

Unley City PLAN 2050 will reflect the aspirations of our Community Plan by providing an integrated spatial expression of the built form, functions, services and amenities to best serve the changing needs of our community by 2050. It will balance population and economic growth with the preservation of existing areas of heritage and character. It will appply a lens to ensure land use changes are supported by improvements in walking and cycling routes, public transport, access to green open spaces, and provision of community services for all.

Community PlanTheme Alignment:	Community	Environment	Economy	Places & Spaces

Leading Climate Action for a Sustainable Future

Climate change poses a significant risk to us all, and we are committed to leading our City toward a green, sustainable, and climate-resilient future. We are dedicated to reducing our corporate emissions to achieve carbon neutrality by December 2030 and proactively assessing climate risks to prepare our infrastructure, public spaces, urban forest, and services to withstand change. We are also committed to empowering our community to be sustainable, climate-ready, and safe.

Community PlanTheme Alignment:	Community	Environment	Economy	Places & Spaces

Transformative Sustainable Waste Management

Recent data suggests that up to 41% of material in our landfill (blue) bins is food organics and green organics (FOGO) items that should be placed in our organics (green) bin. We will lead the implementation of a Weekly FOGO collection to encourage the correct use of the 3-bin system by supporting our community to put FOGO in the organics green bin and send less waste to landfill.

This initiative will enhance sustainable waste management outcomes by providing a targeted education campaign and a system change with weekly organics (green) bin and fortnightly landfill (blue) and recycling (yellow) bin collection. It will also increase waste diversion from landfill, reducing greenhouse gas emissions and disposal costs and will advance a circular economy through providing FOGO for compost and soil regeneration.

Community Plan Theme Alignment:	Community	Environment	Economy

Shaping a Vibrant Future through Precinct Planning

Precinct planning creates a strategic framework to guide sustainable growth and community connectivity. A number of key council owned sites will be subject to detailed precinct planning to provide a roadmap for future infrastructure, public spaces, and services that enhance community wellbeing and liveability. In addition we will seek to realise the $150 million Unley Central Precinct, set to transform Unley Road into one of Adelaide's premier retail, entertainment, and residential destinations. We will also actively partner to influence the transformation of the Keswick Barracks site into a state significant precinct, driving high value jobs, diverse housing, community and recreation facilities, and strong neighbourhood connections, while preserving its heritage and promoting sustainable outcomes.

Community Plan Theme Alignment:	Community	Environment	Economy	Places & Spaces

Delivering Improvement Outcomes at Ridge Park and Goodwood Oval

Detailed improvement plans for Ridge Park and Goodwood Oval have been undertaken, identifying significant opportunities to modernise and expand facilities, diversifying user groups and enhancing environmental sustainability, inclusivity and cultural heritage. We will partner with our community and lobby for State and Federal Government funding to realise these enhancements.

Community PlanTheme Alignment:	**Community**	**Environment**	**Economy**	**Places & Spaces**

Our Role

We recognise that we do not work alone in making our City a great place, and that we need to collaborate with individuals and groups within our community to help achieve the shared goals set out in this plan. We have considered our various roles and the opportunities we have as a Council operating under the Local Government Act 1999 to implement and influence change for our City and our community. While our primary role/s are reflected in our actions under each objective, achieving the best outcomes for our community will often require a diverse and adaptive approach, and will span the diverse roles as outlined below.

SERVICE PROVIDER

We provide a service directly to the community. Some we are required to provide under legislation and others we choose to provide to meet a local need.

AGENT

We receive funding to deliver services on behalf of a third party – typically services that are the responsibility of Federal or State Government.

ADVOCATE

We speak on behalf of our community and stakeholders to another government or organisation seeking change that will benefit our City and our community.

OWNER / CUSTODIAN

We manage community land and assets entrusted to Council and have responsibility for capital, maintenance, and operating costs.

ADMINISTRATOR

We manage our finances and decision-making processes and comply with legislated governance and reporting requirements.

POLICY MAKER

We create and implement plans, ideas and solutions on local issues that are within our scope of control and influence.

PARTNER

We work with others to partly fund or jointly administer the delivery of a service, program or activity.

FACILITATOR

We bring parties together to find a solution to an issue affecting our City.

REGULATOR

We have legislated roles in a range of areas to keep the City safe, clean and orderly.

Our Commitment – Community Plan Actions:

Community

Purpose*: Welcoming, safe and inclusive*

Goal: *Our City offers an excellent quality of life and supports all people to thrive*

Objective 1: We foster a community where all people can feel safe, welcome, and included.

Action	Success Outcome /Trend Analysis	Our Role
1.1 We deliver programs, services and facilities that enhance community safety.	Compliance Policy updated to apply a community safety lens to our regulatory activities. Number of partnerships and/or activities undertaken with SAPOL and other organisations to enhance community safety. Community Survey measure: - % of respondents that feel safe in their local neighbourhood (day & night).	- Service Provider - Partner - Regulator
1.2 We identify opportunities for everyone to belong and participate in social, cultural, economic and civic life.	All actions from our current Disability Access and Inclusion Plan (DAIP) are completed. New DAIP developed in 2026 to align with the 2025 State DAIP and actions completed.	- Service Provider - Policy Maker

	Community survey measures: - % of respondents that feel connected to their local community. - % of respondents that feel their community is welcoming of diverse cultures. - % of respondents that identify they can easily access essential goods and services in their local neighbourhood. Number, financial value and key outcomes generated by Community Grants provided to groups and organisations within the City. *Aged Friendly City* and *Welcoming City* membership is maintained.	

Objective 2: We embrace and celebrate the history, heritage, and identity of our people, places, and Country.

Action	Success Outcome /Trend Analysis	Our Role
2.1 We develop and activate the Unley Cultural Hub with a range of innovative programs and services.	Cultural Hub developed - No. of participants attending. - No. of programs & services provided. Community survey measure: - Participant satisfaction with facility and programs/services delivered.	- Service Provider - Partner
2.2 We actively support reconciliation through community engagement, cultural awareness initiatives, and partnerships with First Nations communities.	All actions from the current Reconciliation Action Plan (RAP) are completed. A new RAP is developed with actions completed.	- Partner - Advocate
2.3 We support and deliver programs and activities that celebrate our diverse communities, foster connection and enhance cultural awareness.	Maintain or increase in the: - No. of events, programs and activities held. - No. of participants attending. Community survey - % respondents that report that Council helps create a vibrant and culturally rich community through community and cultural events. Event success metrics to be developed and reported for each Council led event.	- Service Provider - Partner

2.4 We will partner with others to embrace and celebrate our history, heritage and identify of our people, places and country.	Number of partnerships formed, and number of programs, activities and events delivered. Number and financial value of heritage and community grants provided.	- Partner

Objective 3: We support and encourage all people to be healthy, active, and socially connected.

Action	Success Outcome /Trend Analysis	Our Role
3.1 We develop a future driven social infrastructure plan that considers our changing community, strengthening connections and partnerships, and enhancing the quality of life of our growing and diverse community.	Social Infrastructure Plan developed, including a Social Return on Investment measure, to identify opportunities & implement actions.	- Policy Maker - Partner
3.2 We deliver a range of programs, services and facilities that enhance social connections and community health and wellbeing outcomes for all stages of life.	Community survey measure: - % of respondents that feel council's activities enhance positive community health and wellbeing outcomes. - % of respondents that report having a great/excellent quality of life. - % of respondents that are aware that Council offers a variety of activities and programs for all. - % of Community Centre participants that identify they feel better connected to other	- Service Provider - Partner - Agent

	people because of their involvement in a centre activity. % of grant and sponsorship programs fully subscribed. Community Home Support Program (CHSP) survey measures: - % of clients who feel the CHSP program support them to age in place. - % of clients who feel connected to their community. Review the aged-care reforms and seek a decision from Council on direct in-home service delivery by December 2026.	

Objective 4: We foster creativity, cultural expression, and learning.

Action	Success Outcome /Trend Analysis	Our Role
4.1 We inspire innovation, celebrate diverse cultures, and support lifelong learning through dynamic programs and community initiatives.	Our library and community centre services are reviewed, ensuring they remain contemporary, responsive, and aligned with the community's changing needs and capacity-building goals. Number of library and community centre programs delivered and number of attending participants.	- Service Provider - Policy Maker

	Community survey measure: - % Satisfaction with council's library and community centre programs. Community Centre Survey - % of Community Centre participants that identify an increase in knowledge and skills as a result of a community centre activity. Review and update our Public Arts Policy to expand opportunities for public art to deliver community storytelling, cultural expression, and educational engagement. - Number of new art installations. -	

Objective 5: We provide meaningful opportunities for all people to participate in community and civic life

Action	Success Outcome /Trend Analysis	Our Role
5.1 We provide opportunities for community leaders to develop their talents, skills, and abilities, empowering them to demonstrate civic leadership, drive initiatives, and enhance the city.	Number and participants of community training programs and events facilitated or delivered. - % satisfaction results received from participants.	- Service Provider - Facilitator
5.2 We create opportunities for our community to shape decisions and identify solutions for the future.	Number of community engagement activities and number of participants. Number of reference group meetings held, and engagement opportunities provided for identified populations (e.g. LivingYoung Reference Group, Disability and Inclusion Reference Group, Active Aging Alliance). Community survey measure: - % Satisfaction with opportunities to contribute through public consultation initiatives. Maintain or increase in voter participation in Council elections.	- Service Provider - Facilitator

5.3 We inspire greater volunteer participation by actively promoting, creating, and expanding meaningful opportunities.	Maintain or increase in annual volunteer hours. Number of volunteer involving organisations supported with advice, training, support, coaching, mentoring, tools and resources. Standardised suite of metrics established to measure, track and report on volunteer hours for Council supported volunteer involving groups and organisations. Number of community-led projects and initiatives developed in partnership with Council.	- Service Provider - Partner

Environment

Purpose*: Green and Sustainable*

Goal: Our City is a progressive and innovative leader in sustainability and climate resilience

Objective 1: We lead by example and innovate to grow our urban forest[1] and make our City greener, cooler, and more biodiverse

Action	Success Outcome /Trend Analysis	Our Role
1.1 We manage and expand our urban forest on public and private land to create cooler, more biodiverse and resilient urban spaces.	Develop and implement an Urban Forest Plan to replace ourTree Strategy and to broaden its scope to include mid-story, under-story and ground cover greening and biodiversity outcomes. Progress our target of having a tree canopy coverage of 31% by 2045. Increase in tree canopy on Council land measured biennially.	- Policy Maker - Owner/Custodian
1.2 We provide education and incentives to encourage the retention of trees on private land and build upon the city's urban forest to support an	Increase in tree canopy on private land measured biennially.	- Partner - Policy Maker

[1] Our **Urban Forest** refers to all trees, vegetation, parks, gardens, and natural reserves. It incorporates vegetation in our streets, parks, gardens, river and creek embankments, wetlands, railway corridors, community gardens, green walls, balconies and roofs. Urban forests provide critical ecosystem services such as air and water filtration, shade, habitat, oxygen, and they support community wellbeing outcomes.

increase in local biodiversity and mitigate the urban heat island effect.	Number and outcomes of actions implemented that facilitate tree canopy retention and tree canopy increase on private land. Number and financial value of Conservation Grants provided to maintain and protect Significant and Regulated trees on private land. Increase in green verges (m^2) via the Green Verges Program. Number of community engagement and education events delivered or supported to promote greening outcomes and number of participants.	

Objective 2: We lead, promote, and incentivise local action on a carbon neutral and climate resilient future

Action	Success Outcome /Trend Analysis	Our Role
2.1 We implement our Climate and Energy Plan to enable our operations to be carbon neutral by 2030.	Conduct review and update of our Climate & Energy Plan to align with State and Federal Net Zero targets. Monitor and reduce Council's carbon emissions (Scope 1, 2 and 3) to achieve our aim to be carbon neutral by December 2030. 100% of Council energy supplied by renewable energy by 2030.	- Service Provider - Policy Maker

	Electrification of the Unley Swimming Centre pool's heating system completed.	
2.2 We futureproof our City against climate related risks by assessing physical and service delivery risks and implementing actions to mitigate risks.	Climate risks to our physical infrastructure and service delivery are assessed, with actions developed and completed for mitigation and monitoring. Development and implementation of Resilient East Climate Action Plan to reduce climate risks in Eastern Adelaide. Cool Spaces Program implemented.	- Service Provider - Policy Maker
2.3 We partner with our community and other organisations to enable low carbon and more sustainable outcomes.	Adopt a community emissions reduction target as part of our commitment to being a member of the Global Covenant of Mayors for Climate and Energy. Number of community engagement and education events delivered or supported to promote low carbon sustainability outcomes. Number of households and businesses signed up to Unley's Community Renewables Program and Unley Virtual Power Plant (VPP). Increase in number of dwellings with PV systems installed across our City. Increase in EV charging infrastructure across our City. Reliance on cars to travel to work decreases.	- Policy Maker - Facilitator

Objective 3: We maximise sustainable resource recovery and advance a circular economy through innovation and technology

Action	Success Outcome /Trend Analysis	Our Role
3.1 We drive a reduction in residential kerbside waste through initiatives focused on waste avoidance, re-use and reducing waste to landfill, to facilitate a circular economy.	Our Waste Management & Resource Recovery Plan updated, and actions completed.	- Policy Maker
3.2 We will implement a weekly domestic food and green organics (FOGO) collection service and a fortnightly general waste collection service to reduce waste to landfill.	Increase in tonnes of waste diverted from landfill via kerbside recycling and organics bin collection.	- Service Provider - Policy Maker

Objective 4: We seek nature-positive outcomes in the management of our natural resources

Action	Success Outcome /Trend Analysis	Our Role
4.1 We manage our water resources sustainably to meet organisational and community objectives and to ensure a green, liveable future.	Integrated Sustainable Water Management Plan, including a Water Profile for our operations, developed. Number of Water Sensitive Urban Design (WSUD) projects completed. Reduction in the use of potable water for irrigating our open spaces via increased use of sustainable water sources. Number of new stormwater projects completed.	- Service Provider - Policy Maker
4.2 We adopt a nature-positive lens when upgrading or implementing new open space facilities to incorporate climate resilient design and materials and we grow our urban forest to enhance biodiversity.	Number of open space designs completed, and nature-positive outcomes incorporated.	- Owner/Custodian

Objective 5: We partner, facilitate and advocate to overcome constraints and achieve our environmental ambition

Action	Success Outcome /Trend Analysis	Our Role
5.1 We partner with universities, schools, community groups, businesses and residents to provide information, guidance and incentives to foster a	Increase in the number of households participating in the 'Take The Pledge' Program.	- Partner

culture of an environmentally sustainable and climate resilient Unley.	Participants registered in the 'Adopt a Tree' community tree watering program which is to be introduced. Partner with educational institutions to identify research opportunities.	
5.2 We partner with the Local Government Association and other councils to share information, develop innovative solutions and achieve economies of scale for climate resilience and low carbon objectives.	Participation in Eastern Region Alliance initiatives. Participation in Resilient East initiatives. Commencement of Eastern Adelaide Renewables Power Purchase Agreement for the purchase of renewable energy.	- Partner - Facilitator
5.3 We collaborate with and advocate to the State Government for sustainable kerbside waste management, tree retention on private and State Government land, and climate action, including water management, climate-safe housing, and risk mitigation.	Number of relevant advocacy submissions made to State Government. Number of relevant partnerships with the State Government implemented.	- Advocate - Partner

Economy

Purpose: Innovative and Prosperous

Goal: Our City is a unique and vibrant destination that attracts and retains a diverse mix of businesses, industries, and opportunities

Objective 1: We model and enable innovation and entrepreneurship to grow our economy, create jobs and serve our community

Action	Success Outcome /Trend Analysis	Our Role
1.1 We provide strong leadership and support to drive economic growth across our City.	Business survey: - % Respondents identify council supports local businesses and industries. Annual increase in Gross Regional Product (GRP). Terms of Reference for the Business and Economic Development Advisory Committee are updated to clarify role expectations and ensure membership reflects expertise for optimal economic development outcomes for our City.	- Facilitator - Partner

Objective 2: We generate vibrancy and economic vitality by activating and connecting thriving business precincts and innovation hubs throughout our City

Action	Success Outcome /Trend Analysis	Our Role
2.1 We facilitate and encourage collaboration between local businesses, startups, universities and other key partners to drive innovation, economic growth, attract investment, and enhance the city's competitiveness.	Increase or sustain local jobs, employing businesses, and business diversity (including home-based businesses) across our City. Number of new businesses and number of exiting businesses. Number of networking events, workshops, focus groups and advisory sessions held, along with participant numbers. - Participant satisfaction with events and reported increase in connections through attendance. Business Survey: - % Respondents identify council helps to support new businesses and create local job opportunities.	- Facilitator - Partner
2.2 We support and investigate new opportunities to expand the Business Precincts Model.	Additional business association/s are implemented across our City where supported by property and business owners. Financial assistance provided to Business Precinct Associations, delivered by way of Special Levy: - No of events & activities delivered annually.	- Facilitator - Service Provider

	Business Survey: - % Respondents identify satisfaction with outcomes and value delivered by each precinct association.	

Objective 3: We enhance and promote the local characteristics within our City that make us a desirable and exciting place to live, work, visit, invest and do business

Action	Success Outcome /Trend Analysis	Our Role
3.1 We investigate, plan and deliver the Business Precinct Revitalisation and Activation Program.	Business Precinct Revitalisation and Activation Program developed and implemented. Business Survey: - % Respondents identify satisfaction with the performance and quality of services provided by Council. No. of shared initiatives between Council, Associations and individual businesses to activate / invest in public space.	- Owner/Custodian - Facilitator
3.2 We develop and implement a City-wide marketing campaign, including an investment prospectus, to position our city as a top destination for living, working, visiting, and investing.	Business Survey: - % Respondents identify they would recommend the City of Unley as a place to do business. Number of activations undertaken year on year.	- Service Provider - Partner

	Consolidate business information onto one Council supported website.	
3.3 We explore opportunities to attract investment and diversity of businesses, such as a high-end hotel and other anchor tenants to be attracted to develop in Unley.	Number of feasibility studies undertaken and associated prospectus's developed.	- Service Provider - Advocate

Objective 4: We create partnerships, collaborate with others, and embrace new ideas to attract investment and enrich our City

Action	Success Outcome /Trend Analysis	Our Role
4.1 We partner with government, property owners, and business leaders to secure funding, drive economic growth, and deliver shared initiatives that create long-term value.	Maintain or reduce commercial vacancy rates. 40 businesses/year are supported through the Eastern Regional Alliance Business Advisory Service.	- Partner - Facilitator

Objective 5: We drive strong economic, cultural, environmental, and social outcomes through strategic investments in property, technology, facilities, and infrastructure

Action	Success Outcome /Trend Analysis	Our Role
5.1 We develop an integrated investment framework to optimise the best use of Council's assets, to realise long-term economic, environmental, social, and cultural outcomes.	Framework developed and implemented. Increase and diversity in population.	- Owner/Custodian - Policy Maker

Places & Spaces

Purpose: Connected, Accessible and Vibrant

Goal: Our City is well-planned and has great places and spaces that are designed, built, maintained, and activated to create a connected and vibrant community

Objective 1: We invest in, revitalise, and expand our open spaces, recreation facilities, and infrastructure to meet the needs of current and future communities and climates

Action	Success Outcome /Trend Analysis	Our Role
1.1 We maximise opportunities to expand high quality public open space	Develop and implement an Open Space Plan to apply a holistic contemporary approach to guide the planning, development and management of public open space that respond to the changing needs of the local community. No. of new m^2 of open space made available to the public. Open Space Fund Policy reviewed to maximise opportunities to expand high quality open space.	- Owner/Custodian - Policy Maker
1.2 We deliver the outcomes of the Ridge Park and Goodwood Oval precinct improvement plans	Financial grant funding received by State and or Commonwealth Government. Upgrades completed.	- Owner/Custodian - Service Provider

1.3 We progress our investment to realise the $150 million Unley Central Precinct, set to transform Unley Road into one of Adelaide's premier retail, entertainment, and residential destinations.	% Progress of Unley Central vision realised	- Partner

Objective 2: We create and activate welcoming public spaces for all people to deliver memorable experiences that inspire connection, foster a strong sense of place, and strengthen our City's identity whilst enhancing its unique brand

Action	Success Outcome /Trend Analysis	Our Role
2.1 We complete a precinct planning process for key strategic Council owned sites to coordinate development opportunities across the City, that are aligned with the City Plan and support the realisation of great places that attract and revitalise our City.	Number of precinct plans of key strategic sites undertaken.	- Owner/Custodian - Policy Maker
2.2 We enhance the amenity, accessibility, inclusivity and sustainability of community open space based on utilisation, our open space strategies and Asset Management Plans to support active lifestyles and foster social interaction across diverse groups.	Number of open space upgrades delivered to provide diverse offerings that meet the changing needs of our community whilst aligning with our Asset Management Plans and capital renewals. Community survey measure: - Importance & satisfaction with Council's open spaces, including parks, recreation and sporting facilities.	- Owner/Custodian - Service Provider

2.3 We deliver modern, engaging, and fit for purpose community facilities that foster connection and deliver value.	Undertake a community buildings functionality review to integrate a community development and facility utilisation focus, ensuring investments aligns with current and future community need. Community survey measure: - Importance and satisfaction with Council's community centres, libraries, halls, sporting clubs, museums, and our swimming centre.	- Owner/Custodian - Service Provider
2.4 We attract and support events and experiences to stimulate local economic opportunities and social connectedness.	Number of events held and participants attending via assistance from our Community Grants program. Financial value of grants delivered. Standardised suite of metrics established and reported to identify economic benefits realised from events. Dollars invested in infrastructure to enable the attraction and successful delivery of events across our City.	- Partner - Owner / Custodian
2.5 We position Unley Oval as a premier regional facility for sporting, business and community events.	Prospectus developed. Number of events held.	- Owner/Custodian - Service Provider

Objective 3: We design our streets with people in mind to increase accessibility, active transport, and alternative modes of travel

Action	Success Outcome /Trend Analysis	Our Role
3.1 We lead, promote and support the ongoing transition to active transport modes for people living, working and visiting the City of Unley.	Actions from Council's Walking and Cycling Plan implemented. Increase in number of people walking and utilising micro-mobility options (e.g. bicycles, e-scooters and e-bikes, skateboards) recognised via counts. Advocate to the State Government to enhance east-west public transport movement across our City.	- Owner/Custodian - Advocate
3.2 We improve the accessibility of our neighbourhoods by upgrading footpaths, installing safe pedestrian crossings, and supporting safe movement across our City.	'Accessible Streets' program implemented to enhance the continuity of active travel movement in our streets. Number and kilometres of roads, footpath and crossing upgrades completed. City-wide 40km/hr speed limit on Council-owned roads implemented. Community survey measure: - Importance and satisfaction with footpaths, local roads and cycling infrastructure from a condition & safety perspective.	- Owner/Custodian - Advocate

Objective 4: We plan for future population growth with a City Masterplan that guides innovative and well-designed housing and development in the right places

Action	Success Outcome /Trend Analysis	Our Role
4.1 We will develop a data-driven City Plan that leverages spatial analysis to strategically guide housing, economic development, and physical and social infrastructure development and investment in optimal locations.	City Plan developed. No of code amendments/year. Annual increase and diversity in new residents. Annual increase in approvals of diverse new dwelling types.	- Policy Maker - Facilitator
4.2 We will establish a Design Awards program to celebrate and promote private development that demonstrates outcomes that reflect Unley's strategic aspirations.	Awards program developed and implemented. Strategic aspirations will include sustainability performance, green infrastructure, diversified housing, and adaptive design.	- Service Provider
4.3 We will develop a revised Keswick Barracks Precinct Urban Design Framework to guide our advocacy to the State Government for the site's development as a state significant precinct, driving high value jobs, diverse housing, community and recreation facilities, and strong neighbourhood connections, while preserving its heritage and promoting sustainable and integrated outcomes.	Revised Keswick Barracks Precinct Urban Design Framework developed. Number of advocacy submissions made to State Government.	- Advocate - Partner

Objective 5: We amplify the voice of our community by advocating for policies, partnerships, and funding that will enhance, future proof and attract investment in our places and spaces

Action	Success Outcome /Trend Analysis	Our Role
5.1 Engage with State and Federal Governments for funding and policy changes, leveraging local insights into key strategies including the provision of input to the Greater Adelaide Regional Plan and infrastructure and transport strategies, to enhance our City through built form, urban greening, improved public spaces, and attracting sustainable investment.	Financial value of grant funding received, number of advocacy actions, number of partnerships formed, and number of code amendments endorsed to support planning, infrastructure and public realm improvements.	- Advocate - Partner