STRATEGIC PLAN CONSULTATION REPORT

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Prepared by Barbara Chappell
Simply Speaking
PO Box 110
Belair SA 5052
chappell@aapt.net.au

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EXECUTIVE SUMMARY

In 2009 the City of Campbelltown commenced a process to develop a new 10 year plan for the period 2010 to 2020. The Strategic Plan for 2005 to 2010 has reached its end date and a new plan is needed to guide the City into a sustainable future.

The community consultation on the new Strategic Plan is being conducted over three stages. The preliminary stage was conducted in mid 2009. The second stage of the consultation commenced in February and was completed in March 2010. This report contains the outcomes of this second stage of the consultation.

Using a Discussion Forum technique that involved the Elected Members, community members, and staff of the City of Campbelltown, the results in this report were obtained. The key result areas are:

1. Participant Statistics
2. Pre and Post Forum Questionnaires
3. Discussion Forum Qualitative Data
4. Response Form Data

A total of ten Discussion Forums were held throughout the months of February and March 2010 in the Council Chambers and various locations throughout the City of Campbelltown with Elected Members, staff and community members. Response Forms were made available to allow for input from people who could not attend the forums.

The common themes that emerged were:

- Use of plain language that gets straight to the point in the Strategic Plan

- High value placed on living together as a community in the City of Campbelltown

- The desired use of partnerships with a diverse range of groups, organisations and government across the five key focus areas – what is meant by "partnerships" may require clarification

- Value of the Sister Cities program to the people of Campbelltown

- Council's role in lobbying the State Government for the strategic needs of the City of Campbelltown

- Goals and objectives in the Strategic Plan to be inclusive of all ages, interests, needs, cultures, abilities and gender

- Diverse and active use of all Council facilities (including outdoor parks and reserves) and services to support diverse lifestyles

- Review of the Development Plan, with regard in particular to affordable housing, housing density, TODS (Transit Oriented Developments) and designs that are environmentally compatible/sustainable

- Communication and promotion of Council services and operations

- Stormwater management in relation to capture and reuse

- Management and maintenance of open space

- Improvements to public transport

- Importance of input from everyone living and working in the City of Campbelltown to the Strategic Planning process

- A perception that further training and development should be provided to support Elected Members in their roles

- Roles that volunteers play in the delivery of Council services

The common points of difference that emerged were:

- What Council's role is in the provision of health and what State Government's role/responsibility is
- Payment for services
- Meaning of a creative community
- Minimal discussion about emergency services and plans in community Discussion Forums
- Should Economic Development remain a key strategic focus area
- Advocacy role of Council in relation to businesses in the area
- Council's role in job creation
- Council's role in tourism
- Benefits/cost/impact of business/industry/development
- Use of the terms "Natural Environment" and "Natural Resources"
- Meaning of responsible environmental management
- Development of biodiversity corridors
- Value of Pocket Parks as part of open space
- Management and maintenance of River Torrens Linear Park and creeks as a Council or State Government role
- Role of volunteers in planting
- Provision/use of rainwater tanks
- Council's power over planning and development
- High density housing – some for and some against
- Sale of Council assets – how, when and why this might happen
- Council and State funding and law enforcement responsibilities
- Super Council
- Level of community interest in decision making processes
- Mixed support for biodiversity with the look of some natural areas being the focus
- Mixed comments about the types of plantings people want to see in the area
- Sub-division of blocks/high density housing – people for and against it
- Council rates – too high for some, okay for others, good value for some, not enough value for others

The data gathered throughout the consultation was extremely valuable and diverse. The people living and working in the City of Campbelltown who participated in the consultation process demonstrated sound local knowledge and a keen interest in the City now and into the future. Their participation was very much appreciated.

Among the people who submitted Response Forms there was a more diverse age representation which resulted in data rich with information specific in particular to youth and the disabled. Groups under represented in the data are young families and young adults.

The results from this second stage of consultation will be used to review and develop Council's Draft 10 year Strategic Plan at the Vision, Goal and Objective levels.

BACKGROUND

The City of Campbelltown is an area covering approximately 23km^2 and is located in Adelaide's inner eastern suburbs, approximately 6 km from the CBD. It is a medium sized metropolitan Council bounded by the River Torrens, the Adelaide foothills and borders five other Councils.

The City is primarily made up of residential zones, with some pockets of business, and light industry zones in Magill and Newton. It has a good balance of open space, well maintained parks, reserves and natural bushland.

European settlement within the Council area dates from the 1830s with settlement commencing on the banks of the Torrens River with the establishment of small townships. The area is well known for its market garden history and multi-cultural influences. Italian migration post World War II was significant, and many Italian migrants chose to settle in the area. Between 1960 and 1991 the City's population trebled (from 15,000 to 43,600) and is now estimated at 48,500.

The physical and social landscape of Campbelltown has been changing over the past decade and will continue to change in response to growth in population, climate change, global economic influences and increasing lifestyle expectations. The City of Campbelltown is committed to strategic planning activities that result in sustainable living for the community now and into the future that responds to these changes. The Strategic Plan in operation from 2005 to 2010 has reached its end date and a new plan is needed to guide the City into the future.

In 2009 Council commenced a process to develop a new 10 year plan for the period 2010 to 2020. The 'Vision', 'Values' and 'Strategic Focus Areas' from the current plan were used as a starting base for engagement with communities, Elected Members and staff of the City of Campbelltown. Foundation questions where developed around three key lines of enquiry:

Retain – What do you like most about the City of Campbelltown?
Improve – What do you want to see improved or changed about the City?
Create – What is your Vision for the City in 2020?

These foundation questions were used throughout the strategic planning process.

PROCESS METHODOLOGY

There are three stages in the consultation process for the new 10 year Strategic Plan. They include the:

1. **Preliminary Consultation**
2. **Second Consultation**
3. **Final Consultation**

1. PRELIMINARY CONSULTATION

This stage was conducted in mid 2009 to 'test' the community visioning questions and gauge community interest in participation in Strategic Plan visioning. Techniques used to engage the community included:

- **Consultation –** 33 children participated in the art competition, 11 people particated in the community video and visioning exercise conducted at Proud Day 2009. 13 adults and 5 young people responded to the foundation questions (retain, improve, create).
- **Telephone Survey –** Approximately 400 people participated in the survey in June 2009.

The data gathered from this stage of consultation was used to develop the techniques for the second stage of consultation.

2. SECOND CONSULTATION

Following the preliminary consultation and refinement of the consulation questions, the Council consultation project team selected a discussion forum technique from a range of options as the most suitable technique for stage two of the Strategic Plan (SP) consultation process. Barbara Chappell from Simply Speaking was appointed in December 2009 as an independent consultant to guide the project team in the use of technique. Stage two of the consultation process commenced with the preparation of a draft SP Discussion Paper in January 2010.

2.1 Discussion Forum Technique

The SP Discussion Paper used to prepare, support and encourage community members to participate in the strategic planning process was developed using a range of supporting techniques including:

- **Elected Member Survey** – the Elected Members were surveyed to capture their views for integration into the SP Discussion Paper with the voices of the community and Council staff.
- **Council Staff Review** – Council staff were provided with a draft outline of the SP Discussion Paper and encouraged to provide input from their departments to ensure their views were captured for integration into the SP Discussion Paper.
- **Community Input Review** – the content of the SP Discussion Paper was reviewed to ensure the data gathered from the community throughout the preliminary consultation stage was integrated throughout the paper.
- **Discussion Paper** - Senior management and Elected Members reviewed the final draft of the SP Discussion Paper and endorsed it for use in the strategic planning consultation process. 21,500 copies of the Discussion Paper were distributed to residents, businesses, community groups, Campbelltown On-line Community Panel members, organisations and interest groups at the beginning of March. The Discussion Paper incorporated a reply paid Response Form.

- **Response Form –** a Response Form was developed to provide a further opportunity for people to comment on the five key focus areas in the SP Discussion Paper.
- **Discussion Forums –** Opportunities were provided in five locations and at varying times for interested persons to participate in independently facilitated forums to openly discuss the five key focus areas in the SP Discussion Paper.
- **Moderator Training** - 11 Council staff received Moderator training to prepare them for their role in the Discussion Forums.
- **Pre and Post Discussion Forum Questionnaires** – the pre-forum questionnaires were used to help people to begin to focus on the five key strategic focus areas in preparation for discussions and to set a measure for the discussion process.
- **Website –** the SP Discussion Paper was posted on the website providing another opportunity to provide comments via www.campbelltown.sa.gov.au
- **Email** – information was included on consultation communications material on how to provide direct comments or submissions by email cityof@campbelltown.sa.gov.au
- **Mail –** information was included on consultation communications material on how to provide direct comments or submissions by regular post addressed to Strategic Plan Consultation, Campbelltown City Council, PO Box 1, ROSTREVOR, SA 5074.
- **Media** – the consultation information was sent to the East Torrens Messenger Press, promoted in the monthly columns for February and March 2010, advertised in the Messenger on the 10 and 17 March, promoted on Youth FM Radio and on local Italian Radio. A3 size posters promoting the SP consultation were placed in the Campbelltown and Athlestone Libraries, in the Council Offices and in the Leisure Centre. 3 banners were placed in the Council banner structures from the 1st to the 29th March.

Further information on the Communication and Promotions strategy for the consultation is available on request in a separate **Appendices** document.

Results from the second stage consultation will be used to review and develop Council's draft 10 year Strategic Plan at the Vision, Goal and Objective levels.

2.2 Discussion Forum Process

The Discussion Forums conducted in stage two of the consultation were based on a process developed by the National Issue Forum Institute (NIF). The process is designed around democratic public forums used for consideration of public policy issues. It is based on the simple notion that people need to come together to reason, talk and deliberate about issues, interests and opportunities to help them determine a common public policy direction.

The Discussion Forum process included the development of a discussion paper to prepare community members to participate in open discussion. The content of the paper was written to include the voices of the decision makers (Elected Members), community members and Council staff to ensure all views were taken into account in the development of the new strategic plan. The paper also included opportunities/points for consideration and the challenges for each of the five key strategic focus areas to generate a balanced discussion between participants.

Each Discussion Forum was held over a three hour period. Council staff were trained to function as Moderators of the forums. Their role was to act as neutral guides for the discussions; to keep the discussions focussed on the five key strategic areas; and to make sure everyone was heard and had opportunities to participate in ways that suited them. For example, some people preferred to listen and write down their comments, other people preferred to talk about their ideas and have them recorded, others preferred to listen, talk and go away to think further about the discussions before putting anything in writing. The

discussions were recorded by a note taker and participants were encouraged to make further comments on sticky notes or on butcher's paper or to complete a Response Form.

Participants were invited to complete questionnaires before and after each forum. The main purpose of the pre-forum questionnaire was to prepare people to focus on the five key strategic focus areas in preparation for discussions. The post-forum questionnaires were used to measure the impact of the process – for example, did participation in the discussion create changes in peoples attitudes towards the strategic goals/objectives?

The closing session of each forum included time for participants to reflect on the discussions they had been involved in and to share any final comments about:

- What they agreed on
- What they disagreed on, and
- What was the most important thing to come out of the discussion for them?

All of the data gathered throughout the ten Discussion Forums held with the Elected Members, community members and Council staff have been analysed and are reported on in the "Key Result Areas" section of this report.

3. FINAL CONSULTATION

The results will be used to draft the new Strategic Plan for 2010 to 2020. The draft Strategic Plan will be provided to the community in June/July 2010 for final consultation and comments prior to its adoption by Council. Staff will then prepare strategies to deliver the Vision, Goals and Objectives.
Council (the Elected Member body) are the final decision makers and they will make their decision about the adoption of the new 10 year Strategic Plan for the City of Campbelltown at a scheduled Council meeting in August 2010.

KEY RESULT AREAS

The results in this report are based on the analysis of all the numerical and qualitative data collected throughout stage two of the strategic plan consultation process. The key results areas are:

1. **Participant Statistics**

2. **Discussion Forum - Pre and Post Forum Questionnaires**

3. **Discussion Forum - Qualitative Data as collected at forums (via butchers paper)**

4. **Response Form – Data received from hard copy responses, email or website response**

1. PARTICIPANT STATISTICS

1.1 Discussion Forums

A total of ten Discussion Forums were held throughout the months of February and March 2010 in the Council Chambers and various locations throughout the City of Campbelltown. The dates, numbers and groups involved in the forums are set out in **Table 1**.The number of community members attending the forums was low and this was considered a disappointment by the people who did attend the forums. Possible reasons for non-attendance may be due to:

- Over 400 people took the opportunity to provide comments on the three foundation questions (retain, improve and create) during the preliminary consultation stage;
- People are satisfied with the current goals and/or Council's performance;
- People were unfamiliar with the Discussion Forum process and therefore reluctant to participate;
- Council policy and services are not top of mind for people until they are directly impacted by them.

Regardless of the number of people who participated, common themes emerged during the discussion across all the forums.

A recommendation from preliminary evaluation of the Discussion Forum process is to do a random survey of residents to research reasons for non-attendance and use the feedback to determine if Discussion Forums are to be used in future strategic planning or community engagement processes.

Table 1

Session Date	Number of Attendees	Session Type
Mon 22 Feb 2010	8 EM's 6 Staff	Elected Members Session
Wed 24 Feb 2010	15	Staff Session
Thu 25 Feb 2010	13	Staff Session
Fri 26 Feb 2010	24	Staff Session
Tue 9 March 2010	9	Staff Session
Mon 15 March 2010	6	Community Session
Wed 17 March 2010	0	Community Session
Mon 22 March 2010	18	Community Session
Tue 23 March 2010	49	Depot Session
Sun 28 March 2010	5	Community Session
Tue 30 March 2010	11	Community Session
Total	**164**	

The majority of participants in the Discussion Forums were from Athelstone (6), Magill (17), Newton (2), Hectorville (2), Paradise (1) and Rostrevor (16). This information will assist Council with the targeting of promotions to raise further interest in the draft Strategic Plan 2010 to 2020 (final) consultation.

1.2 Response Forms

A Response Form was prepared to provide members of the community with an additional opportunity to contribute to the development of the Strategic Plan 2010 - 2020. If people were unable to attend a Forum, they could provide comments on the form for inclusion in the planning process. The questions in the Response Form were based around the three key lines of enquiry:

Retain – What do you like most about the City of Campbelltown?

Improve – What do you want to see improved or changed about the City?

Create – What is your Vision for the City in 2020?

A total of 128 Response Forms were submitted. Demographic information on the respondents is available on request in a separate **Appendices** document.

2. PRE AND POST FORUM QUESTIONNAIRES

2.1 Purpose and evaluation of the questionnaires

The main purpose of the pre-forum questionnaire was to prepare people to focus on the five key strategic focus areas in preparation for discussions. A general observation about providing pre-reading material to people attending a meeting is that a very small percentage actually read the information, which may mean they are not sufficiently prepared to participate in discussions. The objective of engaging people in discussion about the five strategic focus areas depended on them having some awareness of what the focus areas were about. The pre-forum questionnaires required participants to read the goals and objectives to be able to answer the questionnaire.

The main purpose of the post-forum questionnaires was to measure the impact the discussion process might have on participants and if there were any changes in opinions between the pre and post questionnaires . A general observation of participants completing the post-forum questionnaires is that because they were so much more familiar with the material they managed to complete the form in half the time it took to do the pre-forum questionnaire.

Following the use of the questionnaires during the Council staff Discussion Forums a random survey was conducted to gather feedback on whether the questionnaires were fulfilling their purpose and to determine if they would be used in the community Discussion Forums. The substance of the feedback indicated the questionnaires were fulfilling their purpose and the majority of staff did not mind taking the time to complete the questionnaires.

2.2 Results from the questionnaires

The full set of results from the questionnaires (which is a large amount of data) for the goal and objectives is available on request in a separate **Appendices** document.

The numbers recorded in the **Tables 2, 3 and 4** show the aggregate number of participant responses for the goals and objectives for each of the key strategic focus areas. Table 2 shows Elected Member responses, Table 3 shows Staff responses and Table 4 shows Community responses to the questionnaires.

Elected Members

An Elected Member session was held on the 22nd February 2010.

The results across the focus areas indicated a significant shift from strong agreement to being unsure about four of the goals (*) and related objectives. Some of the shifts in opinions may be indicative of how the questionnaire was interpreted, eg. was the questionnaire asking if the goals and objectives had been actioned or if they were still relevant.

The results point to opportunities for further exploration of the key strategic focus areas when the results from the Community Discussion Forums are presented to the Elected Members.

Elected Member Questionnaire Responses										
Strategic Focus Area	Pre-forum questionnaire results					Post-forum questionnaire results				
	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Not sure	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Not sure
Community Life *	68	20	3	2	3	31	20	5	4	36
Economic Development	28	17	1	0	1	21	7	1	0	4
Natural Environment *	45	14	1	0	0	22	13	2	1	21
Urban Design & Built Environment *	49	7	1	1	2	23	12	5	0	20
Governance & Organisation *	75	7	0	0	1	40	16	0	0	28

Table 2

Council Staff

Council staff sessions were held on the 24th, 25th, and 26th February 2010.

There were variations in the results from the staff about the relevance of the goals and objectives across the five key strategic focus areas between the pre and post questionnaires. In general there were shifts from "agreement" to "less agreement" on the goals of Community Life, Economic Development and Governance & Organisation and increased levels of "not sure" on the goals of Community Life, Urban Design & Built Environment and Governance & Organisation.

These results need to be read in conjunction with the qualitative data gathered during the Discussion Forums. Participants indicated an increased understanding of the strategic focus areas following discussions with other staff from a range of departments.

The timeframe for the Depot staff session on the 23 March 2010 did not allow for completion of pre and post questionnaires, so there are no figures to include in this table from that session.

Staff Questionnaire Responses										
Strategic Focus Area	**Pre-forum questionnaire results**					**Post-forum questionnaire results**				
	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Not sure	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Not sure
Community Life	165	97	7	2	1	158	97	10	5	8
Economic Development	75	52	2	2	7	64	49	12	5	6
Natural Environment	130	27	1	0	11	132	32	0	0	5
Urban Design & Built Environment	129	35	0	0	7	124	31	0	0	15
Governance & Organisation	173	55	2	0	8	154	52	8	2	22

Table 3

Community Members

Community sessions were held on the 15th, 22nd, and 30th March 2010.

There were minor variations in the results from community members about the relevance of the goals and objectives across the five key strategic focus areas. The levels of agreement tended to shift from somewhat agree to strongly agree for most of the goals and objectives following the discussion.

A number of people commented on how much they were unaware of the services provided by Council that they did not themselves access. Participants shared what they knew about each of the key strategic focus areas which added value to the discussions.

These results need to be read in conjunction with the qualitative data gathered during the Discussion Forums.

Post-forum questionnaire forms were not submitted for the community session held on 28 March, so there are no figures to include in the table from that session.

Community Members Questionnaire Responses										
Strategic Focus Area	**Pre-forum questionnaire results**					**Post-forum questionnaire results**				
	Strongly Agree	**Somewhat Agree**	**Somewhat Disagree**	**Strongly Disagree**	**Not sure**	**Strongly Agree**	**Somewhat Agree**	**Somewhat Disagree**	**Strongly Disagree**	**Not sure**
Community Life	143	61	2	5	14	173	41	0	1	8
Economic Development	53	32	8	0	18	77	29	0	2	4
Natural Environment	103	33	2	0	2	126	7	7	0	0
Urban Design & Built Environment	90	29	6	3	12	102	18	6	0	18
Governance & Organisation	103	63	5	1	25	147	21	4	1	23

Table 4

3. DISCUSSION FORUM QUALITATIVE DATA

The main purpose of the Discussion Forums (DF) was to engage people in focussed discussions about the Strategic Plan for 2010 to 2020 around the key themes of "retain", "improve", and "create". The Discussion Paper was prepared as a baseline document to provide everyone with a snapshot of the goals and objectives the City has been working with over the past five years. The paper was referred to during the discussions to guide participants through a review of the five key focus areas and to ensure each area received equal attention. An observation of the data gathered from community members during the preliminary consultation was that they had a strong focus on parks and open space, footpaths and roads, facilities, and people. While the Strategic Plan for 2010 to 2020 needs to include what members of the community have indicated they value, it also needs to consider and include a broader range of strategic elements that will make the City of Campbelltown sustainable for everyone now and into the future.

The large amount of data recorded during the Discussion Forums have been collated and analysed. It is available on request in a separate **Appendices** document. All the raw data which includes all the specific comments recorded during the forums will be used by Council staff in the development of a draft Strategic Plan for 2010 to 2020. Comments that were similar in nature have been themed together only for ease of reporting in the summary sections 3.1 through to 3.5. No one comment has been favoured over another. Where possible, the exact words and phrases recorded have been used in the summaries of the data from all ten Discussion Forums for each of the five key focus areas in this report.

The common themes that emerged throughout the Discussion Forums included:

- Use of plain language that gets straight to the point in the Strategic Plan
- High value placed on living together as a community in the City of Campbelltown
- The desired use of partnerships with a diverse range of groups, organisations and government across the five key focus areas – what is meant by "partnerships" may require clarification
- Value of the Sister Cities program to the people of Campbelltown
- Council's role in lobbying the State Government for the strategic needs of the City of Campbelltown
- Goals and objectives in the Strategic Plan to be inclusive of all ages, interests, needs, cultures, abilities and gender
- Diverse and active use of all Council facilities (including outdoor parks and reserves) and services to support diverse lifestyles
- Review of the Development Plan, with regard in particular to affordable housing, housing density, TODS and designs that are environmentally compatible/sustainable
- Communication and promotion of Council services and operations
- Stormwater management in relation to capture and reuse
- Management and maintenance of open space
- Improvements to public transport
- Importance of input from everyone living and working in the City of Campbelltown to the Strategic Planning process
- A perception that further training and development should be provided to support Elected Members in their roles
- Roles that volunteers play in the delivery of Council services

3.1 Community Life (DF)

The majority view was that this goal is still relevant to the Strategic Plan. There were enough comments about the language used to describe the intention of the goal and objectives to indicate they need to be rewritten if they are to be meaningful and used to enrich community life. There were commonalities between the views of the Elected Members, Community members and Council staff. The differences emerge from the roles people play in Council and the community and their stage in life.

Common discussion points included:

- Council services are an important part of community life and need to be adequately resourced, eg. budget, staff, facilities, materials, volunteer contributions
- Council services and facilities need to adapt to cater for all ages, all cultures (including Aboriginal), abilities, gender and interests (including dogs, bikes, skates, community gardens) – recognition of the changing demographics in the area
- Specific services and facilities for families, youth, aged, people with varying abilities, all cultures, genders and interests (access and inclusion key issues)
- Council to lobby State Government for support with infrastructure projects to support community life, eg. broadband, public transport, aged appropriate housing
- Promotion of Council services and facilities through a range of media, eg. written, electronic, verbal
- Management and maintenance of Council facilities to keep them attractive and safe for use by the community – allocation of budget and resources to be equitable
- Improve communication and interaction between Council and community to increase understanding and knowledge about service provision
- Review community transport service for use by groups other than the aged, eg. youth and disabled community
- Council's role in the provision of health services requires clarification
- What health services the Council provides is unclear
- A healthy community needs to apply to all ages, cultures, abilities, genders and interests rather than a specific focus on the aged members of the community – the new Strategic Plan to take into account the changing demographics over the next ten years
- Council to lobby State Government for support with health service provision
- Partnerships with agencies, services providers and other Councils to improve health service provision
- Collaboration with businesses in the area to make provisions for health and safety throughout the community
- Council working in partnership with educational institutions to support learning and creativity in the community
- Celebration of cultural diversity through community events
- Council working in partnership with organisations/agencies/community groups to provide a safe community through the develop and implementation of effective emergency plans including risk management, public liability and indemnity insurance and the enforcement of By-Laws and Regulations
- The roles volunteers do play and can play in communities to enhance community life

Discussion points of difference included:

- What Council's role is in the provision of health and what State Government's role/responsibility is
- Payment for services
- Meaning of a creative community

- Minimal discussion about emergency services and plans in community Discussion Forums versus a focus on emergency services and plans in several of the staff forums

3.2 Economic Development (DF)

The views on the relevance of this goal were mixed with some people questioning the role of Council in economic development, others with the view that Council should support economic development in the area and others suggesting that Council should embrace economic development as a source of income to support the delivery of services and maintenance of facilities. The meaning of the goal and objectives in the out-going plan was unclear and they need to be rewritten if they are to be meaningful and useful to the community.

Common discussion points included:
- A clear definition of the role for Council in economic development
- A clear role for Council in relation to the support of business in the area – clear relationship and financial boundaries – not a cost to rate payers
- Review of Development Plan in relation to business attraction, retention and expansion
- Encourage economic development that is compatible and compliments the character and history of the area
- City needs to be physically attractive to business
- Clustering of commerce and industry a good idea – explore development of residential/commercial/transit corridor, eg. Paradise Interchange.
- Develop public and private partnerships to generate economic growth
- Council to support youth employment pathways through links to educational institutions and businesses
- Community supports local business – links to community events such as Proud Day, Campbelltown Made and the Food Trail in local facilities such as Thorndon Park to support economic development
- Markets/events/facilities that Council can generate income from in collaboration with local business
- Potential for Council to generate income through extension of services such as hard refuse collection
- Council to support Local business directory
- Council promotion of what is happening around Campbelltown through Outlook, Messenger, Libraries, residents kits (new and old) – how to balance costs and services
- Good mulitcultural relations between the community and Council
- Support small business
- Council to partner with State Government, Eastside Business Enteprise Centre
- Partnerships with other Councils to develop Linear Park as an attraction

Discussion points of difference included:
- Should Economic Development remain a key strategic focus area
- Value of the Sister Cities Program to people in the City of Campbelltown
- Advocacy role of Council in relation to businesses in the area
- Council's role in job creation
- Council's role in tourism
- Benefits/cost/impact of business/industry/development

3.3 Natural Environment (DF)

The majority view was that this goal is still relevant to the Strategic Plan. The language used to describe the intention of the goal and objectives was again commented on and will need to be rewritten if they are to be meaningful in the management of a sustainable environment. The implications of separating the goals for the natural environment and built environment were discussed at a number of the forums raising the question about whether these two goals might be combined to improve their meaning and use in the Strategic Plan. The association of climate change with challenges to maintaining open space was uppermost in the minds of Council staff who are responsible for maintaining the natural environment.

Common discussion points included:

- The term biodiversity is not well understood
- The natural environment, open space and trees are highly valued by the community
- Long term plan for planting and maintenance of trees needed
- Improved management and maintenance of open space and recreation areas – sources of irrigation to be explored
- Review of waste management throughout the Council area including community education in the reduction of waste
- Reduction of energy consumption with Council setting an example through the use of energy efficient systems – trial innovative alternative sources of energy eg. wind, solar – use of hybrid fuels for Council vehicles
- Lobby State Government for support with natural environment management initiatives
- Stormwater management – capture and reuse, water quality in the river Torrens, partnerships with other Councils and State Government
- Development of wetlands
- Use of drought tolerant plants
- Partnerships with agencies/organisations/groups/educational institutions/volunteers to improve communication and community knowledge about the natural environment,
- Balance between high quality open space and housing density
- Access to quality open space as size of residential blocks decrease, eg. bike tracks, walking trails
- Incentives to residents to develop environmentally sustainable practices, eg. compost bins, reporting damage to natural environment
- Impact of the built environment on the natural environment – need to reach a balance
- Communication of natural environmental management activities to the community through Outlook, Messenger, Libraries

Discussion points of difference included:

- Use of the terms "Natural Environment" and "Natural Resources"
- Meaning of responsible environmental management
- Development of biodiversity corridors
- Value of Pocket Parks as part of open space
- Management and maintenance of River Torrens Linear Park and creeks as a Council or State Government role
- Role of volunteers in planting
- Provision/use of rainwater tanks

3.4 Urban Design and Built Environment (DF)

The majority view was that this goal is still relevant to the Strategic Plan. The language used to describe the intention of the goal and objectives was again commented on and will need to be rewritten if they are to be meaningful in the development and design of the built environment. Several alternative names for the goal were suggested during the discussions. The links between the natural environment and built environment were acknowledged during discussions about this goal and objectives.

Common discussion points included:

- Review of Development Plan - zoning across Council to meet community and Council needs – consider changing use of built environment and changing demographic profile, asset-based community development, high density TODS, housing affordability as a wide community issue, accessibility, building constraints
- Buildings that are compatible with the natural environment and take climate change into account – several comments on houses without eaves
- Planning, development and building/renovation information for the community
- Industry and residential zones to be kept separate
- The advocacy role Council has to play on behalf of residents in challenges to residential development/approval of development plans with the State Government – alignment of State Development Plans with Local Government Development Plans
- Confusion about the role of Council and State Government in development approval
- Stormwater management as part of urban design, eg. bioswales in road reconstructions, wetlands, use of recycled water
- Urban design to be included in a goal for a sustainable environment
- Plan for the management and maintenance of Council's assets/infrastructure including asset-based initiatives, eg renewable energies, improved technology
- Management of assets and capital renewal - property aquisition and sales
- Effective risk management of Council assets with regard to community access, eg. safe footpaths/pavements and bike routes, safe parking, road safety, street signage, toilets, response to customer notifications
- Lobby State Government for improved transport for the City and maintainance of roads
- Public/Private partnerships (Councils, State Government/business) to deliver on alternative energy initiatives (potential for Council to have input to the electricity grid), water management, waste management, resource sharing.

Discussion points of difference included:

- Council's power over planning and development
- High density housing – some for and some against
- Sale of Council assets – how, when and why this might happen
- Pocket parks
- Council and State funding and law enforcement responsibilities

3.5 Governance and Organisation (DF)

The majority view was that this goal is still relevant to the Strategic Plan. The language used to describe the intention of the goal and objectives was again commented on and will need to be rewritten if they are to be meaningful to the leadership expected by the community, Council and staff. The comments on this goal and objectives were more diverse than for the other key focus areas. The activities associated with this goal link into all the other areas which may be worth further consideration in the development of the structure for new Strategic Plan.

Common discussion points included:
- Value of training and development for Elected Members/staff/volunteers
- Regional collaboration/partnerships (Eastern Region Alliance) to improve political influence, reduce duplication, share resources and establish consistencies
- Listening and responding to the community – improving communication and community engagement with people of all ages, cultures (including Aboriginal), abilities, gender and interests through a range of innovative methods, eg. community panel, mediation, face to face forums, IT workshops for the community, how to use the website, negotiation on payments, delivery of Council notices
- Use existing communication tools more effectively, eg Outlook, Messenger Press to let everyone know what is going on in Council
- Paticipatory governance involving all staff (team work), improved management structure, transparency, collaborative approach between Council, staff, volunteers and community
- Strategic Plan outcome measures
- Continuous improvement and performance measurement
- Financial sustainability as an objective
- Compliance with policy and procedures – avoid reacting to individual influences
- Embrace new technologies to improve efficiencies and communication with the community
- Continue to employ staff with specialist skills, eg. social planner, leadership skills
- Promote and support range of people to stand for Council elections and review practices (eg. term limit) with objective of continuous improvement

Discussion points of difference included:
- Super Council
- Level of community interest in decision making processes

4. RESPONSE FORM DATA

As with the qualitative data from the Discussion Forums, the data from the Response Forms (RF) have been collated and analysed. It is available on request in a separate **Appendices** document. All the raw data which includes all the specific comments recorded directly from the forms will be used by Council staff in the development of a draft Strategic Plan for 2010 to 2020. Comments that were similar in nature have been themed together only for ease of reporting in the summary sections 4.1 through to 4.5. No one comment has been favoured over another. Where possible, the exact words and phrases recorded have been used in the summaries of the data from the Response Forms for each of the five key focus areas in this report. Many of the common themes from the Discussion Forums were found in the responses on the forms with the exception of calls for Council to lobby State Government for support with their work in the City of Campbelltown.

There was a more diverse age representation from among the people who completed the Response Forms which resulted in data rich with information specific in particular to youth and the disabled. Groups under-represented in the data are young families and young adults. The face to face discussions in the forums allowed for debate on a number of issues, which encouraged people to share their difference of opinion on issues and discuss topics outside their areas of interest. The responses on the forms are specific to individuals, so few points of difference have been identified in this section.

Suburb	Number
Athelstone	31
Campbelltown	29
Felixstow	1
Hectorville	1
Magill	8
Newton	12
Other	4
Other/Adelaide	1
Other/Dernancourt	2
Other/Prospect	1
Paradise	11
Rostrevor	9
Teringie	1
Tranmere	11
TOTAL	122

Ages	Number
Under 18	2
18 – 24	15
25 – 34	10
35 – 44	12
45 – 54	16
55 – 64	19
65 – 74	30
75 – 84	14
85 and over	3
TOTAL	121

Gender	Number
Female	66
Male	46
TOTAL	112

Note: The variance in data is due to not all participants completing all aspects of the Response Form.

4.1 Community Life (RF)

The majority view was that this goal is still relevant to the Strategic Plan. There was less comment on the language used in the plan than from the participants in the Discussion Forums, however the few comments made indicated a desire for clear and meaningful language to be used. There was a strong focus for equity and inclusion in the community throughout the Response Forms.

Common points included:

- Strong sense of community with a desire to seek out ways to support the community to remain strong
- Desire for community events/gatherings to bring people together to socialise, increase cultural awareness, break down barriers, encourage creativity through community art, community gardens
- Management and maintenance of Council assets – open space, facilities including toilets throughout the area to be improved – important if people are to be encouraged to use the open space and facilities for community gatherings
- Equitable consideration for people of all ages and means who enjoy a variety of activities including, sport, recreation, education/academic pursuits, art, creativity, nature
- Council services and facilities need to equally cater for all ages, cultures, abilities, gender and interests and Council staff need to communicate and work with them to identify their particular needs – no one size fits all and no one group should get priority over another
- Promotion of services provided by Council to be improved, eg. youth in the area are unaware of the services available as are many aged people
- Raise the profile of youth services to add to the strong sense of community, eg. funding for youth volunteers – encourage more young people to volunteer
- Raise the profile of disabled people in the community and provide equitable levels of services
- Affordable housing for youth, people with disabilities, disadvantaged people
- Improved public transport
- Partnerships with schools, churches, sporting clubs, libraries to share community life
- Safe infrastructure, roads, footpaths, bike routes and a preparedness for emergencies
- Involve community in decision making processes

4.2 Economic Development (RF)

The majority view was that this goal is still relevant to the Strategic Plan. There were some differences expressed about whether unemployment is a Council or State issue; and whether there is a tourism industry in the area or not. Support for local employment was strong for a range of reasons including, improving work/life balance by people not having to spend so much time travelling to and from work; and reducing energy use and carbon emissions.

Common points included:

- Support small business to keep people and profits in the area – Council to use local suppliers
- Support youth employment, eg. Council to employ youth, develop partnerships with businesses, schools, trade associations and the Eastside Business Enterprise Centre
- Promote tourism through community assets and events, eg. Food Trail and Campbelltown Made, Thorndon Park, Trade Directory
- Keep industry and residential areas separate
- Council and businesses to consider the safety and comfort of the community in developments, eg. parking and entry and exit to businesses, toilets in shopping centres
- Encourage businesses that reflect the character of the area, eg. Gardener's Market
- Improve public transport to support access to businesses

4.3 Natural Environment (RF)

The majority view was that this goal is still relevant to the Strategic Plan. References to the term "climate change" were more common among the Response Forms than in the Discussion Forums. The visible effects of climate change were discussed more than the term in the responses than during the forums. There was less mention of waste management and hard refuse collection among the responses.

Common points included:

- Open space, trees and the natural environment is highly valued in the City of Campbelltown
- Council to improve maintenance of open space and recreation facilities - mixed comments about the standard of maintenance of open spaces and facilities
- Parks and facilities important to maintain for use by families, grandchildren
- There was strong support among the comments for greater community involvement in the maintenance and use of the environment, eg. education through schools, community groups, Campbelltown Clean Up Day; Migrant Monument, Thorndon Park Maze
- Stormwater management was commented on consistently – high number of comments about dead trees and dry areas/verges
- Impacts of housing density on stormwater collections and water sensitive urban design to be considered in development plans
- Planning for tree planting and maintenance needed to restore/maintain trees throughout the City
- Calls for a "Green City" and alignment with State and Federal carbon reduction targets – environmental sustainability to be a high priority
- Improve footpaths and bikeways to encourage more walking and riding and improve public transport
- The encroachment of housing infill on open space and the impact it is having on the natural environment to receive further consideration – too many trees being removed to make way for development

Points of difference included:

- Mixed support for biodiversity with the look of some natural areas being considered untidy
- Mixed comments about the types of plantings people want to see in the area

4.4 Urban Design and Built Environment (RF)

The majority view was that this goal is still relevant to the Strategic Plan, however there was less agreement about the objectives. The major difference among the responses on the forms and comments during the Discussion Forum was the level of support for sub-division of block into small units. There was no support for sub-division during the Discussion Forums. However there was a mixture for and against sub-division in the responses. A key driver for the support was affordable housing.

Common points included:

- Building of environmentally sustainable buildings – strike a balance between housing affordability and environmentally/socially responsible development – use of green power, water recycling
- Stormwater management around high density housing
- Improve aesthetics of the City – number of comments about underground powerlines
- Social and environmental responsibility – need to plan to reduce problems associated with high density living – lack of space, social conflicts, fire risks due to proximity of dwellings, room for gardens and places for children to play, increased traffic and demand on infrastructure
- Development of TODS – Paradise Interchange is mentioned consistently to reduce traffic, carbon emissions and encourage people to be more active
- Improved public transport – more bus shelters to protect people from the elements
- Improve footpaths, roads and traffic management including unsafe parking, safe bike routes – State Government responsible for main roads
- Youth Centre designed to cater to specific needs of youth
- Equitable/inclusive use of Council assets and facilities for everyone – consider practical use of Council assets and facilities by community eg. community gardens – questions about the value of the Memorial Monument mentioned consistently
- Affordable housing disabled, youth and disadvantaged
- Importance of parks with facilities for community use, eg. BBQ's – to provide spaces to replace the space lost to people living in smaller housing blocks
- Maintenance of infrastructure – burst water pipes, untidy areas, poor/hidden signage, poor street lighting, hard refuse management, effective waste management

Points of difference included:

- Sub-division of blocks/high density housing – people for and against it

4.5 Governance and Organisation (RF)

The majority view was that this goal is still relevant to the Strategic Plan. There was considerable acknowledgement for the efforts Council is making to provide strong leadership and involve the community in decision making processes.

Common points included:
- Increase community representation in decision making – current efforts acknowledged and appreciated – more creative ways to be explored, eg. youth ambassadors for each area, community awards, representative committees
- Partnership approach with community is evident in Council's leadership and actions – opportunities for more partnerships with community organisations and non-government organisations
- Encourage participation in Local Government elections from young to old – eg. young Councillors program in preparation for elections in the future, consider ways to attract more qualified candidates
- More effective use of Committees
- Strong leadership very important to the City – want to know who the leaders are
- Improve communication to community about Council is doing, eg. consider the tone of official letters to residents
- Maintain and improve on current level of transparency – efforts of Council acknowledged
- Perceptions of pro-development stance as a source of revenue
- Community Forums well received

Points of difference included:
- Council rates – too high for some, okay for others, good value for some, not enough value for others
- Value for rates

CONCLUSION

The data gathered throughout the Strategic Plan consultation is rich in material from Elected Members, Staff and the Community to use in the development of a Strategic Plan for 2010 to 2020 that would involve Council and the community in shaping a sustainable City of Campbell now and into the future.

All the results from the second stage of consultation will be used to review and develop Council's Draft 10 year Strategic Plan.