COMMUNITY AND CIVIC HUB INVESTIGATION

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EXECUTIVE SUMMARY

Executive Summary

In 2022, Adelaide Plains Council engaged Holmes Dyer Pty Ltd to undertake an independent assessment of Council office accommodation (including library facilities and operations centre) and services relative to the current population and growth projections for the district.

Adelaide Plains Council has experienced an upsurge in housing development and population growth in recent years and is identified as one of the fastest growing Local Government Areas in the State. This unprecedented growth will have far reaching implications for the community and economy of the district and will drive changes in community expectations for local government service provision.

The findings of the independent assessment were documented in the *Council Accommodation & Services Review Technical Report*, which ultimately recommended that Council's office and community activities should be consolidated into one Civic Centre.

It was further recommended that this preferred course of action should be substantiated via a series of community and stakeholder consultation sessions in the form of workshops, site visits, drop-in sessions, and online material to explore the important considerations in future facility planning. The findings of this process would then facilitate the preparation of a prioritised scope and facility inclusion list that can be used to assess future site location and budget considerations, including options for staging and partnership.

The outcomes from this Community and Civic Hub Investigation study can be summarised as follows.

- Conducting of comprehensive consultation with Elected Members, Council staff and the community to determine key information to inform the direction of any future facility, so that all players have the opportunity to be a part of the journey.

- Determination of a project name "Community and Civic Hub Investigation" which was a strategic choice to engage stakeholders and create a level of ownership in the project. The name will become the most visible component of the project and therefore needs to reflect the community first approach adopted by Council. The project naming also reflects the preferred facility distribution model, suggesting a centralised hub to respond to community and civic needs.

- A Communication and Engagement Plan which outlined the investigation's key messages and can be viewed in full in Appendix 1.

- Development of a vision statement: "Creation of a community and civic hub which provides for the growing needs of the community in an open, welcoming and sustainable facility with adaptable and flexible spaces, while improving the efficiency, effectiveness and functionality of Council's community, administrative and civic operations through building design and service delivery development".

- Definition of the following guiding principles:
    - » Optimise community and staff outcomes.
    - » Improve and expand community facilities and services.
    - » Provide seamless customer service.
    - » Seek best practice building and environmental outcomes.
    - » Optimise floor space usage and maximise efficiency.
    - » Provide future-proof flexible/adaptable/shared spaces.
    - » Free up existing Council sites and repurpose where possible.

- Determination of a preferred facility distribution model comprising:
    - » Combined community and civic hub.
    - » Centralised but with minor outreach opportunities.

- Identification of a workplace and service provision model comprising:
    - » Open plan design with a limited number of offices.

- » Flexible and adaptable workspaces.
- » Shared spaces between staff and community to manage costs and engender cohesion but with some dedicated spaces for staff only.
- » Meeting rooms, pods, collaboration spaces, and quiet spaces to support open work areas.
- » Open plan design to facilitate teams-based and department-based working.
- » Staff open to some level of operational change but only commencing the journey.
- » Limited hybrid working (occasional work from home).
- » Some fixed assets (servers, printers etc.) requiring specific fix locations.
- » Improved customer interface arrangements and inviting foyer with direct access to community spaces.
- » Cost constraints will force floorspace and operational efficiencies (e.g., providing for 0.6 or 0.8 desks/staff number).
- Identification of the following facility requirements:
  - » Civic obligations overlapping with facility needs.
  - » Accommodation of growing staff numbers and delivery of practical and efficient workspaces.
  - » Delivery of community priorities for multi-functional library, community spaces, meeting places, youth facilities and health services along with traditional Councils services such as paying rates etc.
  - » Consideration of commercial space to provide flexibility for future Council growth requirements.
  - » Increased and formalised car parking with secure staff parking.
  - » Associated outdoor space e.g., Village Green.
- The next set of deliverables in the Phase 2 Investigation will include:
  - » Location assessment
  - » Schedule of areas
  - » Order of costs
  - » Risk, governance, and procurement plan
  - » High-level project milestone program
  - » Services delivery model (to inform architectural brief).

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1. Introduction

1.1. Background

The transformation of Adelaide Plains Council's community and civic spaces and services reached a significant milestone in 2022, with the Council endorsing the *Council Accommodation & Service Review Technical Report* (the Technical Report) and its recommendations.

The aim of the Technical Report was to consider the existing Council office accommodation (including library facilities and operations centre) and services relative to the current population and growth projections for the district. The Technical Report identified inefficiencies, inadequacies and changing usage needs, and concluded with the recommendation that the preferred approach is to consolidate Council's office and community activities into one Civic Centre.

It was further recommended that this preferred course of action be substantiated via a series of community and stakeholder consultation sessions in the form of workshops, site visits, drop-in sessions, and online material to explore the important considerations in future facility planning; and develop a prioritised scope and facility inclusion list that can be used to assess future site location and budget considerations, including options for staging and partnership.

Adelaide Plains Council engaged Holmes Dyer to undertake this process and document the findings in a *Community and Civic Hub Investigation* report (the Investigation). The goal of the Investigation is to develop a clear vision, underlying principles and preferred workplace, service delivery and distribution models (Phase 1) to guide future community and civic hub project decisions.

The Investigation aligns with a number of key themes identified in the Adelaide Plains Strategic Plan (2021-2024). The themes and relevant strategies that this document will support include:

Enviable Lifestyle

- Provide, support, and acquire facilities, assets, services, and programs that build community capacity, health, and connection.

Emerging Economy

- Facilitate greater access to local opportunities from public and private investment.
- Reinforce Adelaide Plains Council as a place of choice for business, residents, and visitors.

Proactive Leadership

- Actively seek funding and partnerships to deliver Council initiatives.
- Actively engage with and inform our communities.
- Strategic and sustainable financial management.
- Proactively engage in Local Government Reform and continuous improvement.

1.2. Purpose – Phase 1

Adelaide Plains Council is the second-fastest growing Local Government Area in South Australia, with a significant scale of new housing estates bringing additional people into the area. While the Council area is rapidly expanding, the current administration and community building assets are aging.

With the residential population forecast to increase by around 50 per cent by 2041, there will be a significant increase in demand at a time when the capacity to supply is constrained. The level and speed of population growth will have far-reaching implications for the Adelaide Plains community, economy and changing expectations on Local Government service provision. This level of growth demands improvements and investment in community infrastructure and resources.

Community infrastructure refers to public places and spaces that accommodate community facilities and services and support individuals, families, and groups to meet their social needs, maximise their potential and enhance community wellbeing.

Adelaide Plains Council remains firmly committed to community and civic spaces as the most financially and socially sustainable means of meeting a wide range of community needs. However, the types of usage, service provision models and programs to be delivered through this community infrastructure requires whole-of-community participation before being established. Phase 1 of the development of a community and civic hub will refine the projects ongoing key messages, including a clear vision for the project and a communication engagement plan.

Furthermore, Phase 1 will determine a preferred approach to the following project components:

- Administration and community facility distribution models (centralised, hub and spoke, distributed, precinct etc.)
- Service provision model (location offer, traditional separation of civic and library service enquires, front desk or floating concierge etc.)
- Workplace design models (combination of closed offices/open plan office, Activity Based Working, hybrid working and recommended Staff Desk Ratio).
- Key community facility provision/service requirements (library, JP, general health, study/workspaces, printing, and computer services etc.) that could include relocation of existing and/or new service offerings not currently offered to the Adelaide Plains community.

A preference on these models will underpin the refinement of Phase 2 of this project, including facility site selection, building schedule of areas, potential partners, and associated costs for the overall project.

1.3. Approach

This *Community and Civic Hub Investigation* outlines Adelaide Plains Council's future priorities for community infrastructure. Phase 1 of the Investigation does not attempt to identify every project that will be delivered but rather identifies broad emerging needs and lists high priority actions in next steps of community infrastructure.

The Investigation is based on the detailed analysis of population forecasts, services benchmarks and recommendations contained within the Technical Report, presented to Council staff on 31 May 2022, as well as extensive consultation with internal stakeholders and the community.

2 – CASE STUDIES

2. Case Studies

Many metropolitan and regional councils in South Australia and Australia have embraced the 'community hub' model, referring to the integration of community facilities in one location to provide better access to a wide range of services as well as a more cost-effective way of delivering and operating these services. Councils have navigated the various functions and space distributions appropriate for their community, delivering projects that include:

- Single or multiple buildings that can share resources within close proximity to each other.
- Opportunities to deliver a wide range of community services or programs.
- Multi-purpose spaces used by a variety of community organisations, agencies, and groups on a semi-permanent and/or casual basis.
- Encouraging the design and development of community facilities as part of other neighbourhood centres, such as retail strips.

Undertaking site visits and reviewing interstate examples highlighted the underlying principles of developing and operating a successful community hub, capturing the context, deliverables, and flow on effects from comparable projects at both a local and national level.

2.1. Site Visits

The site visits conducted as part of the Investigation provided an opportunity for Elected Members and the Councils' Executive Management Team to understand the delivery mechanisms, workplace models, budget procurement and facility outcomes other councils had achieved when delivering new community and civic centres and spaces in Adelaide. The locations identified in Table 1 were visited during a day-long study tour. At each location a representative from the Council or project team provided a short talk about the lessons learned, answered questions from the attending group and gave a brief tour of the facility.

Table 1.   Site Visit Program

No.	Site Location	Site Representatives
1	Salisbury Community Hub	Mayor Gillian Aldridge, John Harry (CEO) & Charles Mansueto (General Manager: Business Excellence)
2	Payinthi Prospect	Chris White (CEO) & David O'Loughlin (former Mayor)
3	Para Hills Community Hub	Jarred Collins (Manager Infrastructure Delivery)
4	Gawler Civic Centre	Mayor Karen Redman, Henry Inat (CEO) & David Barrett (Executive Manager Community & Strategy)

2.1.1. Salisbury Community Hub

The Salisbury Community Hub is the City of Salisbury's primary council office, community space and library. The facility, which opened in 2020, integrates new technology, 16 bookable meeting rooms, large open spaces, and an indoor café. The ground floor library can be configured in several ways through moveable furniture and bookshelves to create event and function space with capacity for up to 300 people. The original outdoor playground and heritage listed cemetery were retained and upgraded with the addition of a large digital outdoor screen, used to display Council notices, outdoor movies, and advertisements.

Summary of Key Findings

- Started with the community developing project principles.
  - » "Community comes first" was the project driver.
  - » A place to connect not just access council services.
- Annual operations costs $500-$600k.
- Operational change was a key challenge that required ongoing modification and buy-in from staff early in the project.
- Adopted 'activity-based working' (ABW) as their workplace model, which allows employees to choose from a variety of settings to undertake their work depending on the nature of the task.
  - » Conducted a study on the space usage and operations of staff.
  - » Pilot space tested first to expose staff to the new style.
  - » Final ABW included:
    - No dedicated desk and seating for 0.8 staff
    - Quiet space and collaboration spaces
- Completed hub integrates their customer service model with the physical space.
- Project received no grants and was funded with cash holdings.

APC Reflection

Key learnings from the site visit to Salisbury Community Hub included the community first approach taken during the development and investigation stage, the adaptability and flexibility of different spaces within the hub, and the use of a concierge rather than the traditional front desk service delivery style. Elements of the development process and product delivered that were noted as outside the Adelaide Plains Council context is the total floor area at Salisbury greatly exceeding the APC needs and therefore hosting more facilities than potentially possible at Adelaide Plains.

Figure 1.   Interior and exterior of Salisbury Community Hub
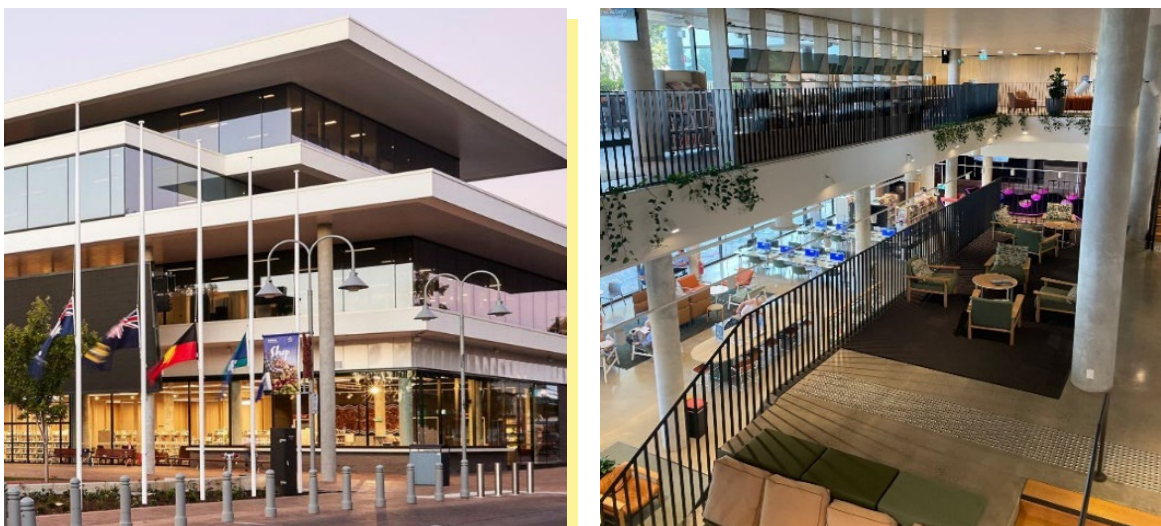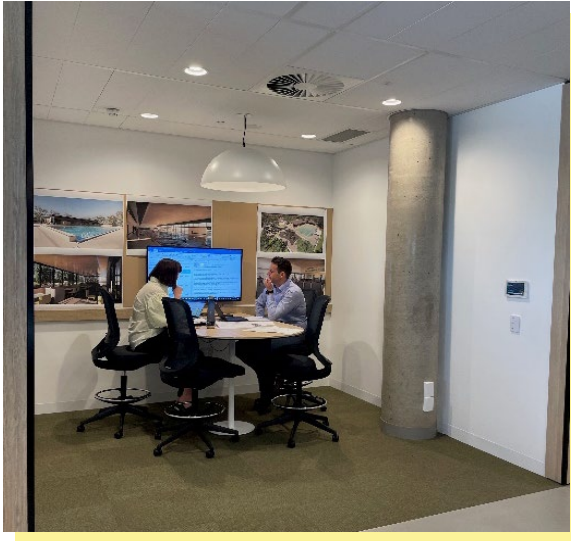
2.1.2. Prospect Payinthi

Located alongside the existing Prospect Town Hall, Prospect Payinthi consolidates Council's administration with the community library, art gallery and function space to form an integrated civic and community centre. The building has a strong connection to local heritage, integrating the existing heritage listed Town Hall through restoration and internal modification to ensure its future value is maintained. The building has a significant presence on the main street, which serves to activate the Prospect Road frontage and create a destination and sense of place.

Notably, Council used a private-public partnership model for additional investment in the facility and area, choosing to subdivide and sell a portion of the site for private sector development, as well as creating two spaces within the facility for lease in the form of commercial offices on the top floor, and a retail / food & beverage tenancy on the ground floor.

Summary of Key Findings

- Funded through the sale of assets and loans (LGFA Debenture).
  » No grants for the construction of the $16M facility
- 4.5-year process from start to finish including investigation, consultation, design, and construction.
- Managing the interface with the heritage property (Town Hall) was critical.
- A community reference group was established from day one to maintain communication throughout the project.
- Facility provided an opportunity to extend main street activity northwards.
- Staff had internal refence team throughout the project.
- Space incorporated flexible and movable furniture and bookshelves.
- The creation of open and flexible spaces were key aims of the project.

APC Reflection

Reflection on the tour and information shared about Prospect's newly completed community and administration centre was focused on the integration of old and new. The heritage listed Town Hall was the centre point for the development and reflected the community's strong history and character, however the internal connection from the Town Hall into the new library and foyer was somewhat disconnected and created a lot of unusable space. This was a key concern raised by Elected Members, highlighting the need for Adelaide Plains to consider the function and usability of a space when/if integrating existing heritage buildings into the design. It was also noted

that the modest site area was a major constraint in the development of Prospect Payinthi, which would not be a likely obstacle for Adelaide Plains.

Figure 2.   Interior and exterior of Prospect Payinthi
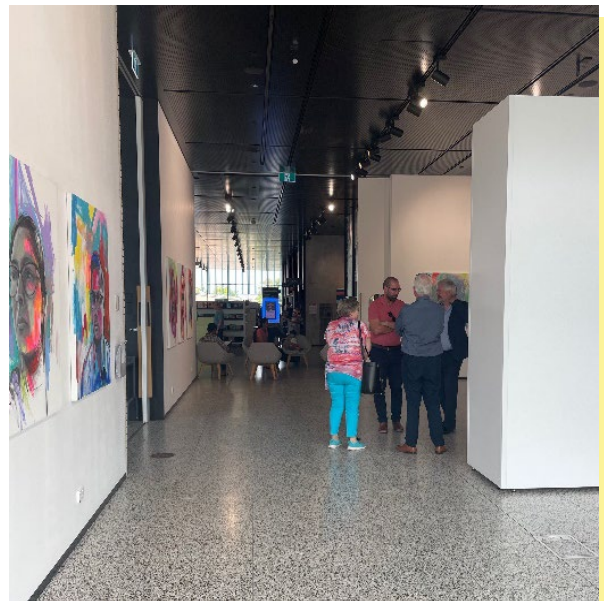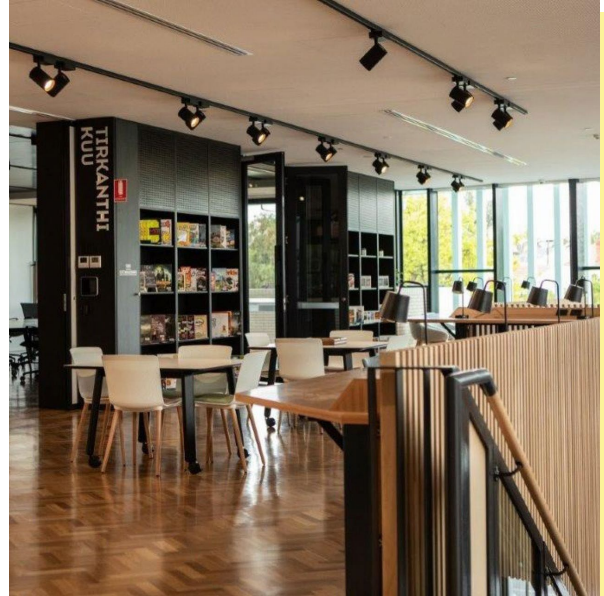
2.1.3. Para Hills Community Hub

As an adjunct to the existing Community Library and Positive Aging Centre, the new Para Hills Community Hub extension, completed in 2018, was a response to the rapidly changing demographic of the area. The new space includes a multi-function area with a commercial kitchen, bar servery and AV equipment. This space can be hired for a variety of activities including seminars and presentations. Another addition to the centre is the Para Hills Community Garden, which is supported by the Australian Statewide Wellbeing Strategy, led by Wellbeing SA. The community can participate in garden-based programs or use the space informally.

Figure 3.   Interior and exterior of Para Hills Community Hub

Summary of Key Findings

- Renovated the existing community buildings and extended into a new facility wing.
- Fixed lump sum construction contract was executed on 30% design completion drawings.
- Run as an extension of the main Hub with the same operational model.
- Flexible spaces that are mostly utilised by organised groups including NDIS run programs.
- Storage is expensive and not often used by community.
- Priority to maintain the functions of the original library and senior centre but extend the informal work study space.
- Significance of opening day to excite and invigorate community.

APC Reflection

A key learning from the site visit was the seamless integration of new spaces into the existing community centre. Utilising sightlines, similar materials, and natural light, the two buildings blend with one another and the additional space provided by the extension responds to limitations in the original space. Elected Members also recognised the importance of limiting disruption to service provision during the construction phase and taking the community along the journey to generate a sense of ownership.

2.1.4. Gawler Civic Centre

The combination of the heritage Town Hall and institute building into a civic centre required significant restoration. The completed Civic Centre has become a catalyst for further investment in the main street. The Gawler Civic Centre functions as a library, cultural and heritage centre, function space, youth space, business hub and café. The Centre has a dedicated youth space, providing programs and activities for young people aged 12-25 years with a focus on recreation, arts, music, and leadership/capacity building.

Summary of Key Findings

- Based on a 'decentralized operations' workplace model where most council staff are located offsite.
- Mostly serves as a library, cultural and heritage centre, place for council meetings, community activities, and storage of archives.
- 'Business Innovation Hub' is a paid co-working space managed by a third party.
- The impact of latent conditions of the building on construction could have been minimized by up front studies.
- Completion of space encouraged other investments in the main street.
- Youth advisory committee was engaged to create a dedicated youth space.

APC Reflection

Gawler Civic Centre was an example of a decentralised distribution model where the majority of council staff are located at separate locations to community services and spaces. Adelaide Plains Council has large amounts of space and can therefore create degrees of separation between community and civic spaces if required, however there are efficiencies in groups sharing spaces. The value of comprehensive site investigation prior to detailed design and construction commencement can deliver cost savings particularly in respect to soil and geotechnical conditions, contamination risk and the structural integrity of existing heritage buildings.

Figure 4.   Interior and exterior of Gawler Community Centre
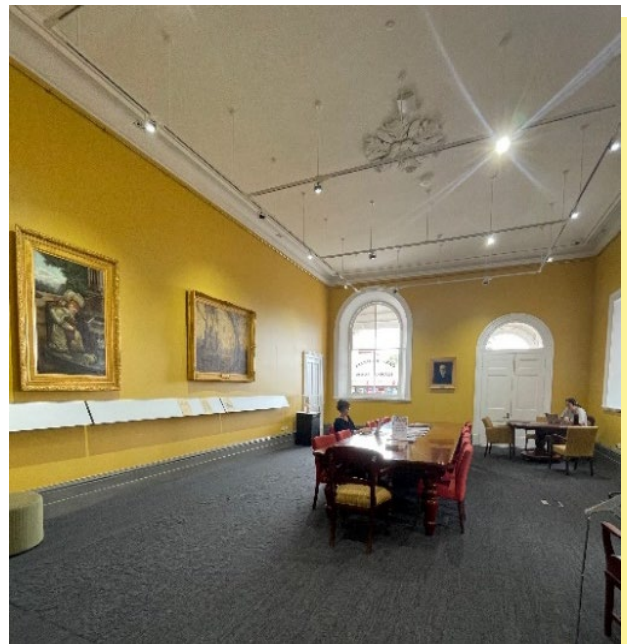
2.2. Observations from Interstate Facilities

Interstate case studies attempt to give further depth to this investigations analysis and understanding of effective facility models, service provision and facility inclusions. Each of the following community facilities were toured by several of the investigations project team with the guidance of representees from each of the project to disseminate their experience and learnings.

2.2.1. Marrickville Library

Marrickville Library is an example of adaptive reuse, reimagining a disused heritage hospital into an expansive new library and community centre. The library was funded through an agreement with property developer Mirvac and the Inner West Council, resulting in the delivery of a host of community benefits, including the library, Pavilion function space, community hub, children's playground and public open space, and the creation of 225 new apartments and terrace homes, nine of which will be retained by council for key worker housing. Hospital Lane, which had been closed to the public for many years, was reinstated as part of the project, bringing the library and residential precincts together while also serving as a pedestrian link for wider access to the library, Pavilion, and Marrickville Road.

The library and community space includes the customary bookshelves and silent study areas but ultimately extends beyond the traditional role and facility of a library, including:

- Plaza
- Childrens play space and garden.
- Meeting rooms
- Conference centre

- Café
- Computer and printing facilities.
- Lounge and reading space.
- Quiet study rooms

Library statistics since its official opening in 2019 have shown a 100% increase in the number of people visiting the library and a change in library customers and how the spaces are used, including an increase in the number of customers between aged 16–30. The success of the library precinct and new housing is a testament to what can be achieved by a local council and private enterprise working together toward a common goal.

Figure 1.   Marrickville library foyer and quiet study room
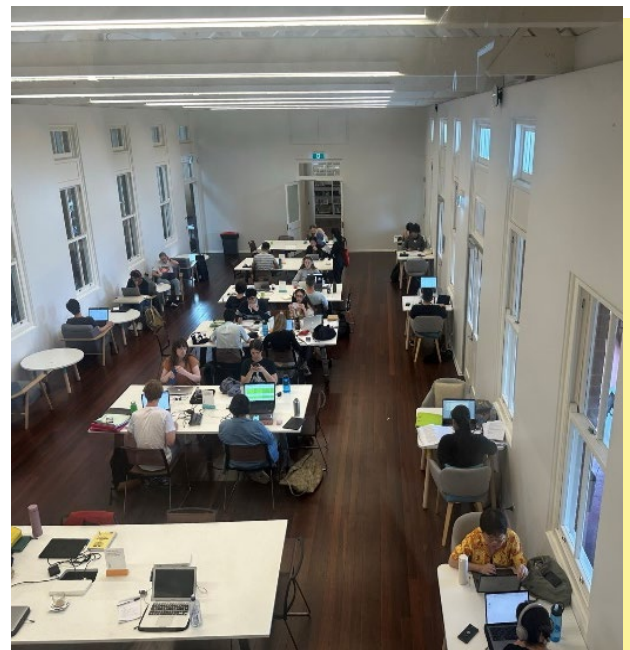
Figure 2.   Marrickville library courtyard and exterior
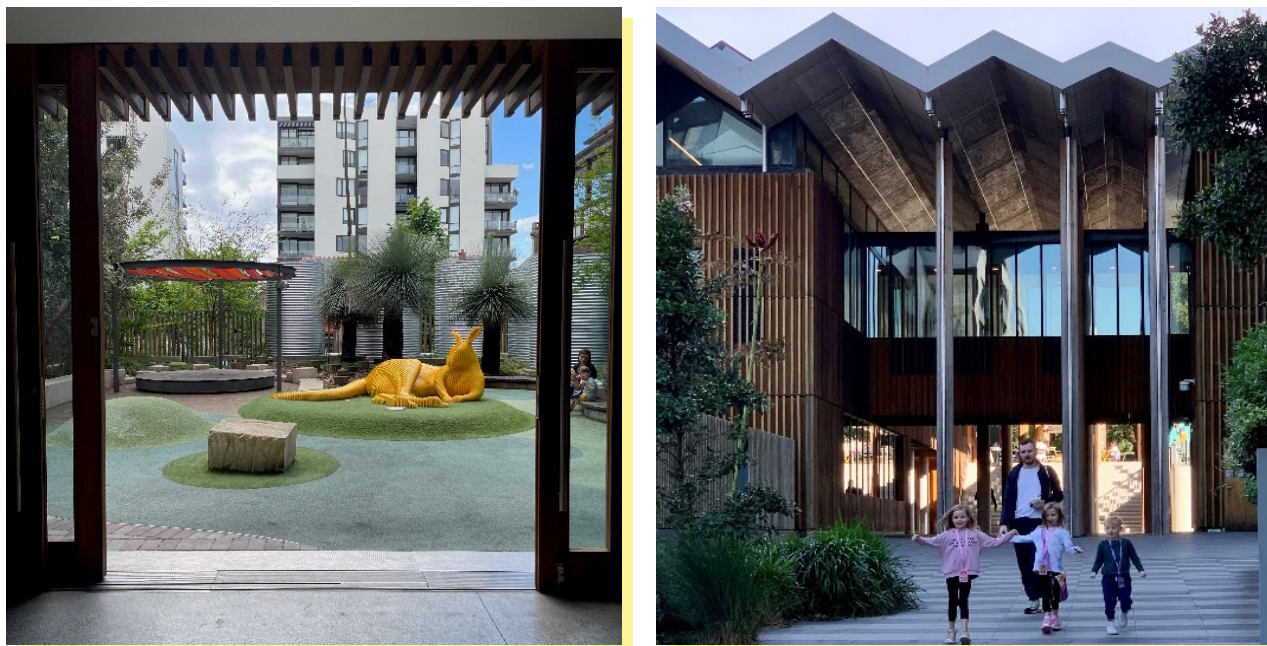
2.2.2. Wentworth Point Community Centre and Library

The Wentworth Point Community Centre and Library, operated by the City of Parramatta, was built as part of developer Billbergia's master planned community, and gifted to the Council once completed. The once isolated industrial site has since been transformed into a vibrant community with high quality public amenities.

The Community Centre and Library are co-located over two levels covering 3500m^2, and accommodate an extensive range of uses, including:

- Library
- Fab Lab / study assist room
- Children's area
- 24-hour access area with book vending machine
- Café
- Meeting rooms

- Quiet study areas
- Multi-purpose activity rooms
- Dance studio
- Kitchen
- Art/maker spaces
- Music practice room
- Training centre

Situated in a suburb with high forecasted population growth, the Community Centre and Library was constructed during the early stages of the master plan, providing an opportunity for future-focussed and strategic planning. Connections to transportation, such as the Bennelong Bridge and easy community accessibility, fast-tracked the usage levels and identity of the Community Centre and Library in the established neighbouring suburbs.

It must be emphasised that the NSW contributions system is vastly different to that operating in SA, hence the provision of this facility by the developer of Wentworth Point. It should be noted that the scale of the Wentworth Point development is substantial, expected to accommodate 15,000 people when complete.

Both Wentworth Point and Marrickville demonstrate that the private sector can play a role in the delivery of community facilities subject to the scale of incentive to do so.

Figure 3.   Wentworth Point interior and exterior Green Square
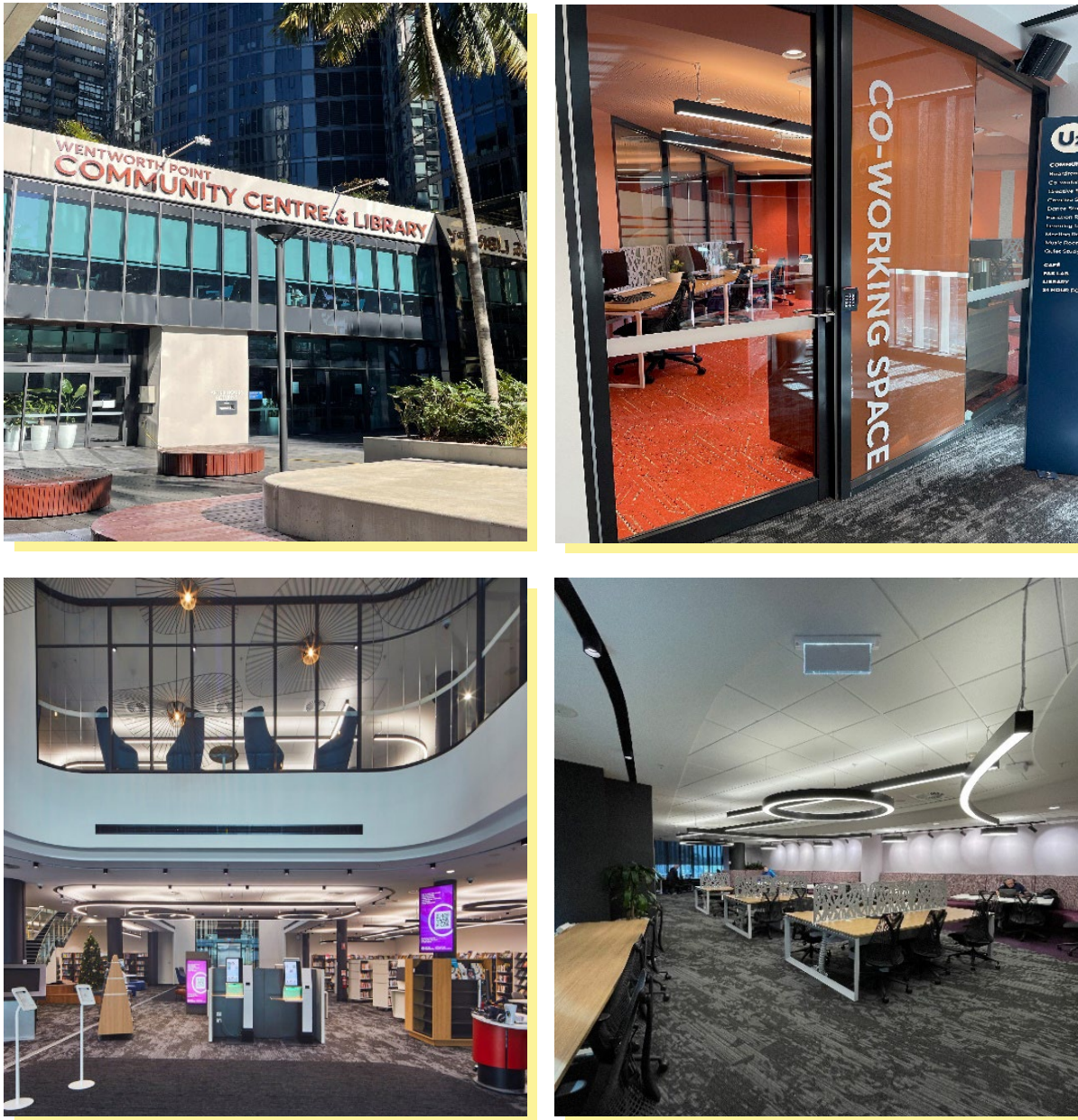
2.2.3. Green Square Library and Plaza

Green Square Library and Plaza is a community space located at one of Australia's largest urban renewal areas and includes a 3,000sqm library and an 8,000sqm plaza. Over the next ten years Green Square is projected to become home to almost 65,000 new residents. Responding to this projected growth along with changing demographic characteristics, the City of Sydney has created an expansive community space with flexibility and adaptability integrated into the design. Unique features of the library and plaza space include:

- Adjustable height study desks
- Meeting rooms
- Adobe Creative Cloud access on some computers
- After-hours return book chute
- Open 24 hours a day, 7 days a week

- Recycling station
- Music room with instruments for hire
- Gaming room

The library and plaza achieved a 5-star rating from the Green Building Council of Australia. Its sustainability features include a central wastewater system and a low energy displacement ventilation system within the library bookshelves.

Figure 4.   Green Square Library and Plaza
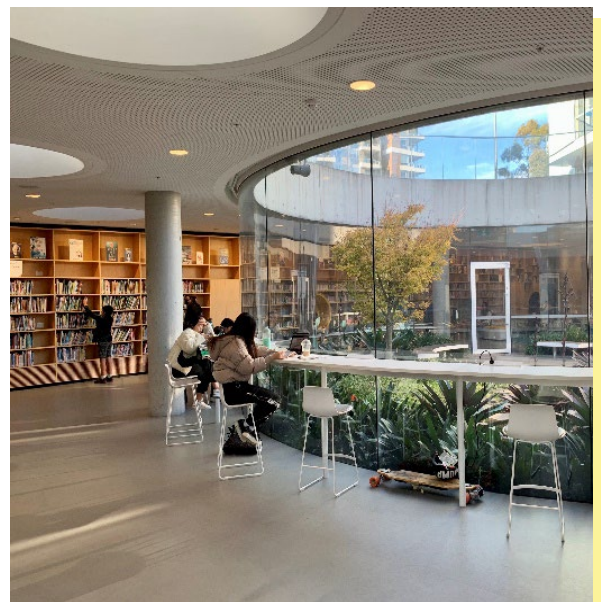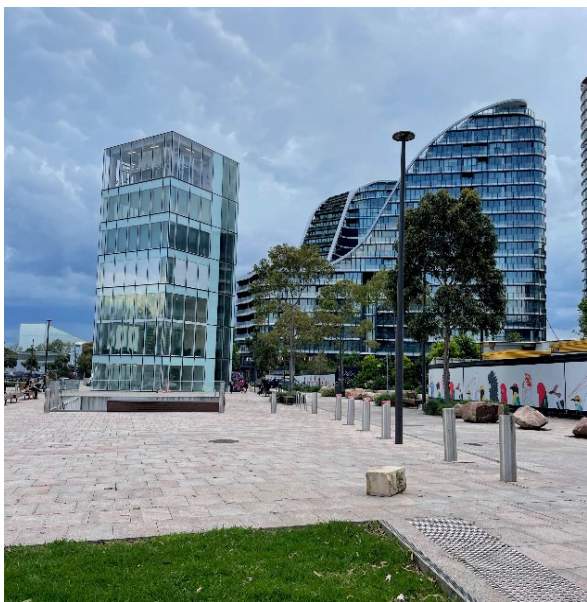
2.3. Summary

There are a number of key best practice trends relating to community facilities that will support a community and civic hub to be socially, economically, and environmentally sustainable. These best practice trends have been identified in the site visits and case study research conducted as part of this investigation.

Current best practice trends that should be considered for the design, configuration and use of a Community and Civic Hub in Adelaide Plains are:

- Facilities should be multipurpose and able to adapt with changing community needs.
  - » Single purpose or standalone facilities are defined as being designed and built for one particular purpose or function and for a specific cohort, for example, a senior's centre or a library.
  - » Current best practice in community facility design and provision is to provide a range of different spaces and functions to meet the needs of a range of people within the one building.
- Facilities and services should be co-located to enable pooling of resources, one-stop shopping for users, and concentration of compatible services.
  - » The benefit of co-locating community facilities within community hubs is that it supports the integrated, efficient use of facilities, builds social networks, encourages service users to use other facilities and services co-located on site and reduces the number of motorised trips to enhance sustainability.
  - » Where possible, locate community hubs near other commercial, retail and community activities.
- Locate community facilities near public transport. This increases use and is more sustainable.
- Ensure community facilities are linked to pedestrian and cycle networks and public domain spaces.
- Implement sustainable management and maintenance practices to support community facilities to be financially viable in the longer-term.

3 – COMMUNICATION AND ENGAGEMENT PLAN

3. Communication and Engagement Plan Summary

3.1. Project Naming

A key initiative in a community and civic project is developing a compelling and clear project name. The project name becomes the identity and defines the projects' objective. The project name "Community and Civic Hub Investigation" was a strategic choice made by Council's Executive Management Team, Elected Members and Consultation team to engage stakeholders and create a level of ownership in the project. The name will become the most visible component of the project and therefore needed to reflect the community first approach adopted by Council. The project naming also reflects the preferred facility distribution model, suggesting a centralised hub to respond to community and civic needs.

3.2. Messaging

Consistent messaging impacts how stakeholders and communities perceive the project and their overall trust in Council. Therefore, it was crucial to develop key messaging during the startup of the project. The following key messages developed in combination with the recommendations from the Accommodation and Service Review as well as direction from Elected Members and key Council staff underpinned the Investigation and in particular the engagement process with the community.

Engagement Process

- The Community and Civic Hub Investigation is a strategic vision for the proactive and planned growth and investment in Adelaide Plains Council.
- Feedback received during the workshops and community consultation will form the basis of recommendations that will be made to Council regarding facility requirements, locations, delivery models, configuration needs, programming, and prioritisation.
- The Investigation will identify prioritised actions, from immediate through to short (1-3 year), medium (3-5 year) and long term (5 years plus) priorities, to enable planned delivery in line with population growth within Council's budget and resource capacity.
- None of these investigations represent a commitment to proceed with a Community and Civic Hub. Rather, they provide the necessary basis for Council to make an informed decision about the delivery of that Hub at a future point in time.

Investigation Process

- The Investigation will seek to establish a draft project vision and set of guiding principles and facility scope recommendations out of the vision workshops, drop-in sessions, survey responses and written feedback. These visions and principles will be critical to guide future decisions, such as site location and key requirements in an architectural brief or Principal Project Requirements document.
- The Investigation will not make any statutory changes to the planning system or to existing use of Council-owned land or buildings; this will be subject to future formal consultation processes prior to implementation.
- The Investigation will be used by Council to inform the next phase of the project, budget, planning and investment, and to advocate with Federal, State and Private Developers for investment in Adelaide Plains to support the growth and vision set out in this Investigation.
- The findings from the Investigation will be used to appropriately inform the Phase 2 Summary Report including draft Risk, Governance & Procurement Plan to Council.

3.3. Communication Objectives

The objectives of the Communication and Engagement Plan centred around the provision of clear direction and strategy for the successful facilitation of engagement activities and conversations as part of the Community and Civic Hub Investigation. The objectives identified below were developed with consideration of the Community Engagement Charter (State Planning Commission, April 2018), Council's Public Consultation Policy (PCP) and the

IAP2 Engagement Design Principles (IAP2). Communication and Engagement Plan was commitment to undertaking and achieving the following:

Communication Objective 1: Communication and engagement is ongoing to keep the community and stakeholders well informed about the Community and Civic Hub Investigation, their ability to provide input and be involved in the decision-making processes. Communication resources will consider the needs of culturally and linguistically diverse members of the community, with documentation focusing on accessibility and inclusivity.

Communication Objective 2: Ongoing, meaningful engagement between Council, the community, and other stakeholders to generate a sense of ownership in the investigations. Fostering inclusiveness and transparency by actively engaging these groups in all the project's phases.

Communication Objective 3: Build a reputation and identity through consistent, accurate and timely messaging. Strengthen networks, relationships, cooperation, and partnerships amongst stakeholders to act collectively on things that matter most.

3.4. Engagement Activities

The initial engagement program was undertaken from 23 January to 28 February. The engagement program focused on generating a sense of ownerships in the project and being transparent in how ideas and discussions may influence the decision-making process. An overview of the activities can be viewed below.

Table 2.   Overview of engagement activities

Engagement Activity	Date	Stakeholders	No. Participants
Site Visits - Case Studies	23 January 2023	Elected Members Executive Management Team	11
Executive Management Team Workshop	8 February 2023	Executive Management Team	5
Council Wide Staff Workshop	28 February 2023	All Council Staff Executive Management Team	50 (approx.)
Workplace Assessment Survey	21 - 28 February 2023	All Council Staff	46
Elected Members Workshop	28 February 2023	Elected Members	8
Drop-In Session 1 (Two Wells)	29 April 2023	APC Community	8
Drop-In Session 2 (Dublin)	3 May 2023	APC Community	6
Drop-In Session 3 (Mallala)	6 May 2023	APC Community	12

Community Survey	19 April – 19 May 2023	APC Community	16
Written Submissions	19 April – 19 May 2023	APC Community	-

The project's engagement techniques align with the Community Engagement Charter (State Planning Commission, April 2018), Council's Public Consultation Policy (PCP) and the IAP2 Engagement Design Principles (IAP2). The following minimum engagement techniques will be used for the Community and Civic Hub Investigation.

Case Studies (Site Visits)

A core group of Adelaide Plains staff and/or Elected Members visit key sites to increase understanding of the opportunities and considerations for the Adelaide Plains future facility planning. These site visits will be an opportunity to not only walk through the facilities, but discuss lessons learnt relating to process, budget procurement model and governance structures with Council staff responsible for the projects.

Informational Material

A collection of engagement material and advertisements should be prepared to provide the community with basic information on the purpose of the investigation and details of the engagement activities. This material will include 'Key Messaging' outlined earlier in this document.

Survey

A survey, both hard copy and on-line, will be distributed through key businesses, community and sporting facilities and Council offices to capture feedback and ideas from those unable to attend a drop-in session in person. A QR code to the survey should be included in informational and advertisement material as an additional means to capture community feedback.

Vision Workshops

Holmes Dyer will prepare and facilitate a structured program of vision workshop sessions for Elected Members and Council Staff. The workshops will be interactive, involving a range of engagement methods that seek to understand the current need and future requirements of service delivery, workplace models and community and civic space functions.

Drop-in Sessions

Holmes Dyer will prepare and facilitate the equivalent of three (3) 2-hour drop-in sessions for attendance by the public. The drop-in sessions hosted in Two Wells, Mallala and Dublin are opportunities for the local community and community groups to ask questions about the investigation and provide their own thoughts and identify needs for consideration in the next steps of the project. Ideas and discussions from these sessions will influence the decision-making stage in terms of future facility functions, operational models, and locational decisions among many others. Holmes Dyer will prepare drop-in session material (both hard copy and digital), facilitate the sessions, and prepare an engagement outcome report and key recommendations. The drop-in sessions will be interactive, involving a range of engagement methods to be developed in consultation with Adelaide Plains Council. These methods would be targeted towards a broad group of stakeholders and included opportunities for people to verbally share ideas, provide written notes and highlight ideas.

4 – VISION WORKSHOPS

4. Vision Workshops

4.1. Approach

Council Staff Vision Workshop

The Council-wide staff workshop was held on the 28th of February 2023 at the Two Wells Football and Netball Club. The engagement purpose of this workshop was to collaborate with staff, understand the needs of staff and council operations and outline their desired vision for a future community and civic space. The workshop focused on staff needs and vision and not a recommended geographic location or specific project concept or design. Staff were provided with a brief outline of the purpose of the Investigation and how their input would impact decision making and recommendations.

A pre-workshop survey was distributed to all staff on the 21st of February 2023. The survey was an opportunity for staff to share their thoughts on their current workplace environment, the types of tasks they generally undertake and their ideal environment to effectively complete those tasks. As of the 28th of February, 46 surveys were completed. The findings of the survey are discussed in Section 4.2.2.

The main discussion and brainstorming activity for the vision workshop was a strengths, opportunities, aspirations, and results (SOAR) analysis. This activity was an opportunity for staff to work in small groups to identify and discuss Council's strengths and how they can be leveraged to take advantage of the opportunities facing Adelaide Plains. For the strengths and opportunities component, participants were asked to focus on the Councils present situation, whereas aspirations and results sought to identify a desired future situation. Staff were given the following three categories to focus their SOAR discussion on.

- Types of workplace models
- Functions of a community and civic hub
- Organizational service delivery models and facility distribution

The aim of the brainstorming SOAR activity was to draw from staff experience and knowledge to formulate a preferred workstyle, work environment model, operations model, and interface with the community.

Figure 5.   Sample of Staff SOAR Brainstorming Activity
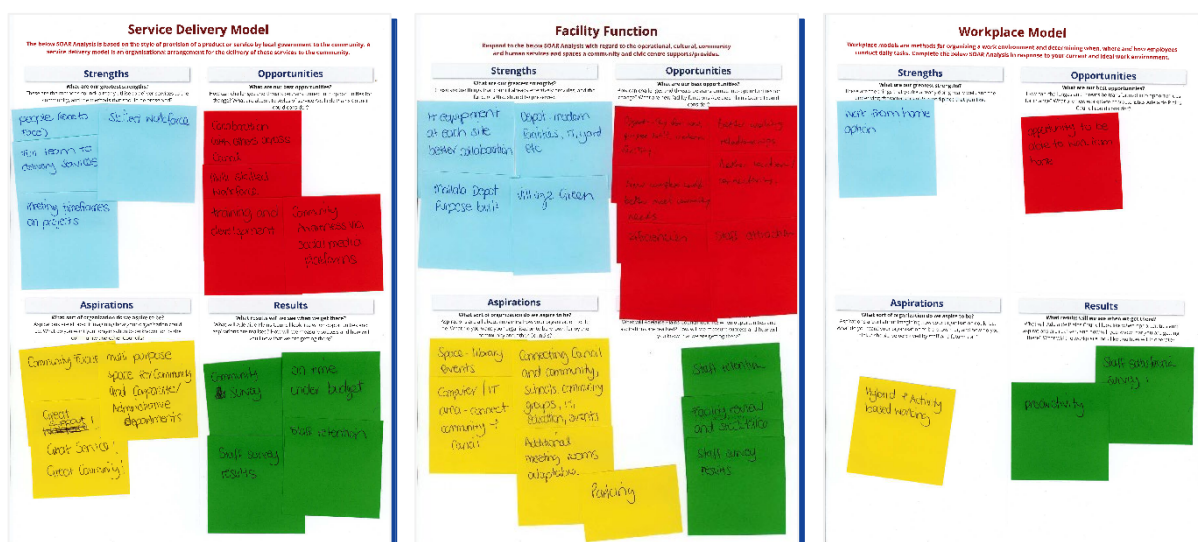
A print version of the SOAR brainstorming activity was provided to those who were unable to attend the vision workshop with a brief outline of the information shared during the session. Written responses that were received were sorted into the summary of Council activity response as outlined in 4.2 Findings.

Figure 6.   Workshop Activity Form

Elected Members Vision Worksop

The Elected Members workshop was held on the 28th of February at the Two Wells Football and Netball Club. A total of 8 Elected Members were in attendance, with two members registered as apologies.

During the workshop the Elected Members were provided with a summary of the Communication and Engagement Plan, including an outline of how the Plan determines the level of influence and interest of different stakeholder, a guide to which engagement techniques are best suited for each stakeholder group, mitigation techniques for challenges and conflicts that may arise during consultation and how the Plan will be used to review the success of the engagement process.

The full Communication and Engagement Plan can be viewed in Appendix 1.

The Vision Workshop was also an opportunity to reflect on the site visits conducted in February. Elected Members shared their key insights and discussed how elements of development, design and operation could be considered in the Adelaide Plains context.

The main discussion and brainstorming activity for the Elected Members session was a strengths, opportunities, aspirations, and results (SOAR) analysis. This activity was run in the same fashion as the Council staff workshop and followed the same three themes: workplace models; centre functions; and service delivery models.

4.2. Findings

4.2.1. Council Staff Workshop

Discussion from the SOAR brainstorming activity generated various reoccurring responses across all three themes. Many staff shared similar ideas, these reoccurring responses and objective ideas were discussed between the workshop participants to allow each brainstorming group an opportunity to expand and explain their ideas and responses to one another. The following table outlines key responses, and reoccurring ideas from the SOAR activity and workshop discussion.

Table 3.   Council Staff SOAR Summary

Strengths	Opportunities
o Individual office spaces o Ability to work in teams and move around Council locations o Mallala Depot o Flexible work arrangements o Mallala Depot is a purpose-built facility with space to grow o The library is located next to Village Green o Workshops and council activities are held around the region o Transfer station o Relationship between the council staff and community o Good main street frontage o Local staff who know the area, roads, people, and community	o Bringing staff together in centralised council space o Expand services at Mallala Depot o Integrate technology into space o Integration of services into a single hub (library, service desk, council office, council chambers) o Hold Council meetings in locations around the council area to increase accessibility o Create flexible and adaptable workspaces to suit different staff needs as well as community use o Business hub to provide opportunities for local economy o Green Star and NatHERS rating for energy efficiency o Repurposing of current council facilities for community and other operations o Expand depot activities to additional site that includes horticulture requirements o Replicate the success of the Village Green and provide more functional open space o Provide cool havens, a location for the community to gather and interact o Use of existing Mallala office as a library and lease out office space o Reducing barriers between divisions and departments is a big plus by having everyone under one roof as much as possible o Heating and cooling with minimum reliance on electric light, heat, and cooling options o Implementation of the corporate brand colors and patterns would help increase a perception of consistency o Update kitchen facilities including recycling bins in existing buildings

Aspirations	Results
o Purpose built/designed community and civic space	o Staff retention numbers and increased staff numbers
o Increase efficiency in the use of storage and technology spaces	o Less travel required between facilities for staff
o A mix of open plan space, meeting rooms and private offices	o Positive community feedback
o Bookable spaces for collaboration or quiet work	o Improved response time for community inquiries
o Youth and aged care services	o Better informed community
o Multi-purpose space for the community	o Seamless customer services experience
o Increase the services and activities able to be provided to the community	o Increased energy efficiency
o Have greater recognition of First Nations people	o Increased provision of services to the community
o Have greater accessibility and services for people living with disabilities	o Greater availability of space for community use, activities, and events
o Ability to host events and functions in a large multi-purpose community space	o Promoting transparency and community focus by having an open and welcoming space for community members
o Positive relationship between Council staff and the community	o Continuing to capture the organizations cultural shifts in areas of workplace environment, service provision and operations
o Commercial opportunities in new community and civic centre	o Compare electricity costs and reduction of fatigue of employees
o Open space and plaza area	
o Undercover car parking	
o Vibrant, open, and transparent while allowing employees to get on with work and focus	

Key Insights

The positive and productive relationship between council staff, their teams and departments were a key strength identified in this session. Council staff shared the importance of maintaining workspaces in various Council location for use when traveling, conducting onsite work, storage of equipment and access to amenities.

Council staff shared a clear vision for a multi-functional space for the community and council operations. It was identified that a new community and civic hub should expand upon the current space and service offerings of Council, particularly in response to the need for easily accessible facilities and activities for youth, aging persons, and those living with disabilities.

Several design elements were discussed during the sessions, most notably the integration of technology into a community and civic hub to increase efficiency and accessibility for different user groups, along with achieving high Green Star and NatHERS ratings for energy efficiency to reduce ongoing running costs.

4.2.2. Council Staff Workplace Assessment Survey

The survey identified that there is a strong preference for collaborative work - such as meetings and brainstorming - to take place in the primary workplace (i.e., Council facility rather than remotely). This aligned with staff's preference to communicate with their team and colleagues in person rather than via phone, emails, or other applications. The majority of staff work in their primary workplace (the office, depot, library, or other council

facility) five days a week. Responses to the survey indicated a preference to work remotely one or two days a week, followed by full-time at the workplace. When working remotely, staff indicated that they prefer to undertake individual tasks such as work requiring a high level of concentration as well as phone calls and one-on-one discussions. The full transcript of survey results can be viewed in Appendix 2.

Key Survey Results

What is your ideal home/workplace breakdown?

🔵	Full time at your primary workpl...	15
🟠	1 or two days from home and th...	24
🟢	3 or 4 days from home and the ...	6
🔴	Full time working from home	1
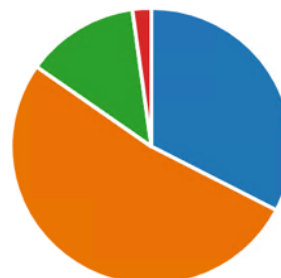
How do you and your immediate work team/colleague(s) communicate about tasks and projects?

🔵	Emails	38
🟠	Phone calls	34
🟢	In person	42
🔴	Zoom/Video call	21
🟣	Other	5

What work related activities/tasks do you prefer to do when working from home/remotely?

🔵	Focus work: Individual work req...	31
🟠	Process work: Individual work w...	26
🟢	Phone/video conversations: Pho...	33
🔴	Small Group Work: Working in a...	8
🟣	Small Group Discussion: Professi...	11
🟤	Specialist Work: Completing tas...	12
🟣	Large Group Work: Working in a...	5
⚫	Formal Meetings: A scheduled ...	5
🟡	Information Sharing: Knowledge...	8
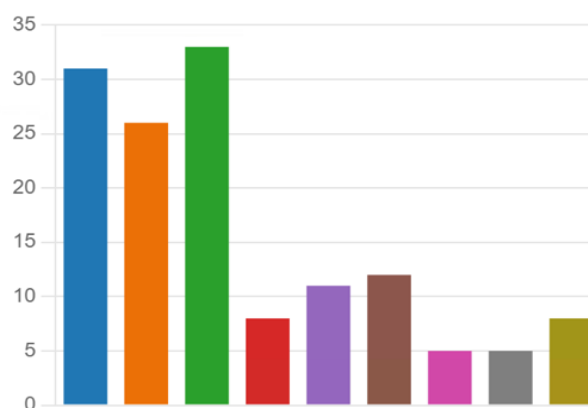
Which of the following best describes your ideal workplace environment?

🔵	Fully open plan: No private spac...	5
🟠	Mostly open plan: Quiet zones, ...	10
🟢	Somewhat open plan: Individual...	17
🔴	Mostly shared offices: Separate ...	5
🟣	Mostly Private: Mostly private of...	9

Key Insights

Results from the Council staff survey identify a preferred working style and work environment. These findings vary slightly from the current workplace model employed by Adelaide Plains, which suggests that the new community and civic hub should be accompanied by an updated workplace model and physical work environment. These changes should reflect the following finding:

- Flexible work environment that allows for people to come and go, work individually or collaboratively.
    - » Open plan workspace with some private offices and dedicated team areas/desks.
    - » Bookable meeting rooms and quiet work pods for focused tasks and collaboration.
- Hybrid work style where possible (at will policy).
    - » 0.8 staff capacity.
    - » Collaborative and teams based work in office, focused work, calls and reporting remotely.
- Larger conference or training space for whole of council and department sessions, events, activities.
- Investing in technology such as remote communication tools and energy efficient design.
- Maintaining quality and efficiency of spaces (with room to expand) for fixed and specialised activities such as printing and servers, depot activities and formal council meetings.

4.2.3. Elected Members Workshop

Discussion from the SOAR brainstorming activity generated numerous responses across all three themes. Elected Members were given opportunities to share their priority responses and ideas to allow for open discussion with the entire group. During this time EM's were also able to raise any questions or thoughts on the next stages of engagement. The priority points from the SOAR activity have been recorded in Table 4.

Table 4.   Elected Members SOAR Summary

Strengths	Opportunities
o Staff are settled and cohesive. o Accessibility to Metropolitan Adelaide via the expressway o Sufficient room in the region to cater to a variety of uses o Museum as a cultural and heritage link o New depot o Library o Health and safety of staff o Heritage buildings o Ability to provide front counter/desk services	o Creating a multi-use open plan community and civic space o Centralize services and operations o Hub and spoke model o Greater number and accessibility to car parking o Growth council positioning itself as place to start businesses and settle in o Community garden could become a part of the whole community space design o Create shared uses spaces that are adaptable and flexible for community use and council run events and activities o Greater diversity in the number and types of events Council hosts o Relocated library into a more fit-for-purpose space o Mallala Institute building lends itself to more appropriate uses such as Council Chambers, exhibition space, educational uses o Hiring and contracting local businesses o Vacated buildings can be put to other uses o Role for youth coordinator

Aspirations	Results
o Adelaide Plains to become an employer of choice o Provide for contemporary usage needs based on the current climate and future needs o Maintain service delivery in multiple Council locations o Have consideration for environmental sensitivity o Exhibition space in the main community building o Flexible and adaptable buildings o Any new building or space to have regard and connection to local heritage, the landscape and community o Offer cadetship and youth programs to support employment for young people in the community o Staff working in a mixture of open and shared spaces as well as quiet individual workstations o Administration and outside staff integrated together	o Community and council staff have a space to connect and be integrated but also with the flexibility to separate the functions when needed o A new facility that is accessible to all visitors/community members and staff o A welcoming space that invites people in o Vacated buildings are reclaimed and utilized for other purposes o A celebration of heritage o A more cohesive work environment o Greater levels of collaboration between staff teams o Community survey to identify satisfaction levels o Staff responding to community members needs in timely manner o Staff survey to identify workspace culture and satisfaction o Needs to be flexible to account for future changes in demographic

Key Insights

There were many ideas and responses shared between the Councils staff and the Elected Members vision workshops. Opportunities were centred around the alternative and maximised use of current council facilities that may become vacant or underutilised due to a new community and civic hub, whereas aspirations highlighted the desired operations model and service provision model employed by council. These finding can be summarised as below:

- Administration and outside staff integrated together, yet services maintained in spoke locations.
- Provide for contemporary usage needs as identified by the community including health services, childcare and business support.
- Flexible and adaptable spaces, that can change according to user needs in a formal or informal manner.

Results and methods for measuring the outcomes of a community and civic hub were based upon the feelings the space generate from different user groups including feeling inclusive, welcoming, accessible, and collaborative.

4.2.4. Summary

In analysing the outcomes from the Elected Members and Council staff workshops, there was a significant alignment in respect to priorities between the different stakeholder groups. The collection of common themes and categories are recommended to form a key input and focus within the Community and Civic Hub Investigation, with the outcomes from the community consultation stage to be considered in the same manor. With any Investigation there will be a collection of short-, medium- and long-term actions for Council, most of which will be formulated from the identified themes.

Key Insights

The key insights from the engagement workshops and Council staff survey were:

1. Community needs placed at the forefront of any future community and civic space.

2. Centralise community services and Council operations but retain limited services elsewhere.

3. Flexible and adaptable spaces that can be multi-purpose and accessible to all.

4. Open plan, green space, and large community areas.

5. Retain and repurpose Council's current facilities and buildings, maintain and celebrate heritage.

6. Foster synergies between community and civic spaces to maximise the usage of a space and the ability to provide efficient and effective services.

7. Determining and adopting a workplace model is a critical component of delivering a harmonious workplace environment.

5 – COMMUNITY DROP-IN SESSIONS

5. Community Drop-In Sessions

5.1. Approach

Community consultation ran from the 19th of April until the 19th of May and was supported by a collection of online and print advertisements and informational documents, including a website landing page, fact sheet, event notices via social media and newspaper articles. Community members were able to provide feedback through several channels including:

- An online survey, accessible to all residents via council's website, QR code or distributed link.
- Three informal drop-in sessions hosted in Two Wells, Mallala, and Dublin.
- A stakeholder letter distributed to community groups, clubs, and organisations within the region, inviting then to provide written feedback and attend the drop-in sessions.
- Advertisement material with consultant contact details to provide verbal or written feedback via phone and email and attend the drop-in sessions.

Figure 7.   Drop-in session advertisements and online information
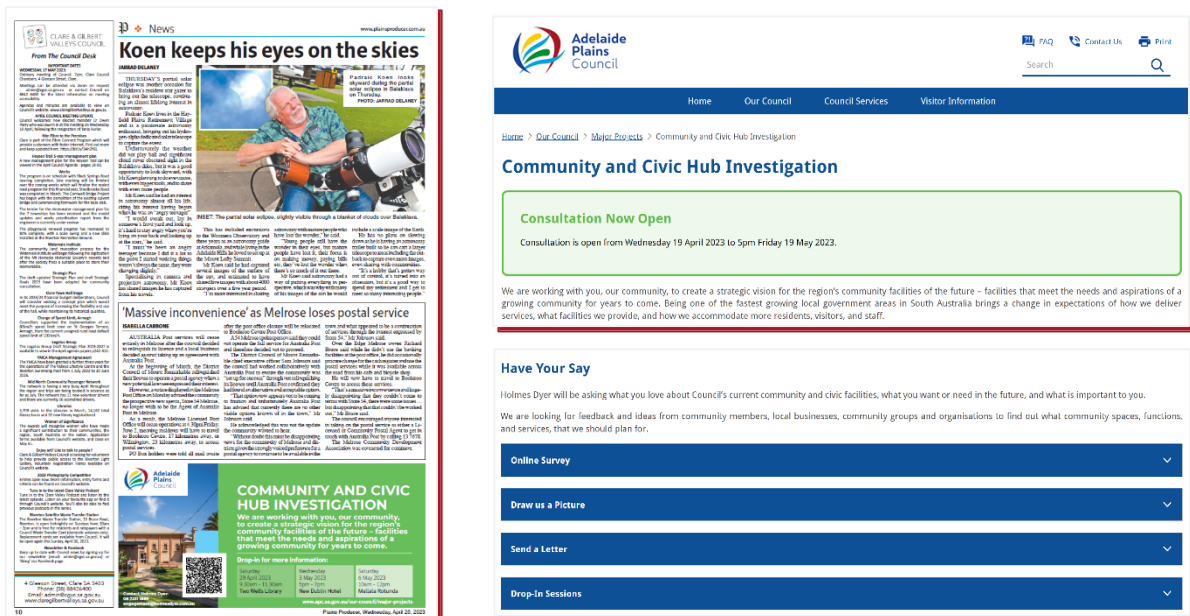
Three community drop-in sessions were held during the 4-week consultation period. The sessions each ran for two hours and utilised informal engagement activities and informational material to support a range of conversations with the local Adelaide Plains community.

The drop-in sessions were promoted through the Communicator newsletter; local newspaper advertisement; posters and fact sheets; Council offices and libraries; Council website; and direct email correspondence with local community groups and business owners.

The aim of the drop-in sessions was to provide community members with an in-person opportunity to engage with the project team, understand the Community and Civic Hub Investigation and consultation process, and discuss their ideas and feedback for the future of Council facilities and services with the support of visual aids and examples. The engagement activities acted as conversation starters and simple metrics to generate and gather feedback.

The engagement activities and questions used during the sessions included:

- Describe Adelaide Plains in one word.
- What are the main reasons you typically visit an Adelaide Plains Council facility?
- Which of the following services or facilities are important to be included in a Community and Civic Hub?
- What are your ideas for a Community and Civic hub in Adelaide Plains Council?
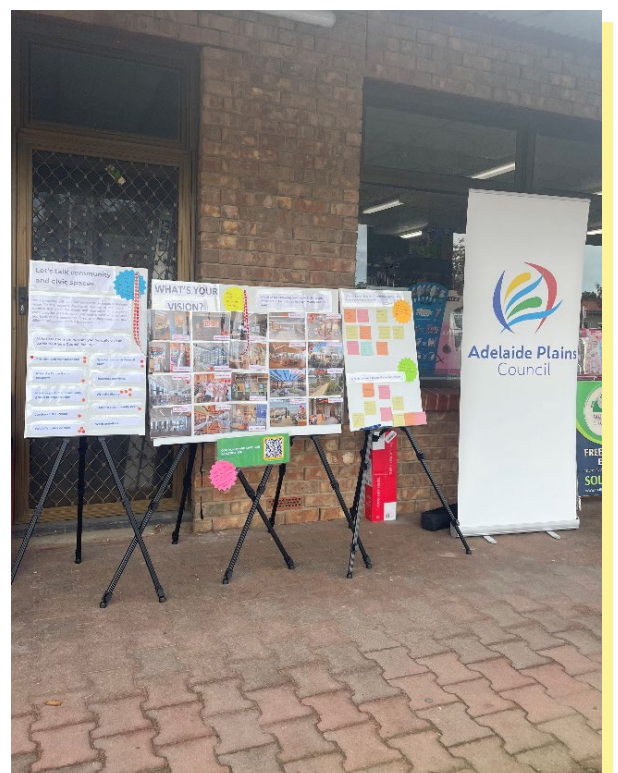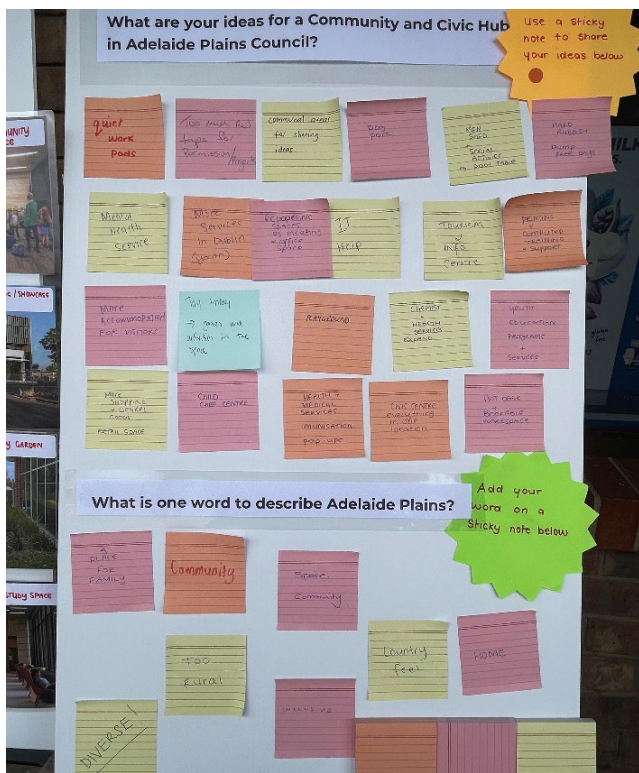
5.2. Findings

Across the three drop-in sessions there were a total of 22 attendees: 8 in Two Wells, 8 in Mallala and 6 in Dublin. The low attendance level shows that there may not be a strong relationship between Council and its community currently, or that the consultation subject is not of a high priority for some community members. Additionally, community members may not have recognised the benefit of their involvement at this early state of the process, prior to sites being identified or plans prepared. Future stages of this investigation should aim to mobilise a larger cross section of participants in order to provide a better representation of the community.

Community members who participated in the drop-in sessions provided both direct and indirect verbal feedback to the consultant team and participated in one or more of the engagement activities. Results from each engagement activity are displayed below and summarised through the identification of key insights. These key insights will inform strategic decision and recommendations of this investigation.

Describe Adelaide Plains in one word – Community members were asked to write a word (or phrase) they felt best describes Adelaide Plains on a post-it note and share it on the display board.

Table 5.   Activity 1 Responses

What is one word to describe Adelaide Plains?		
A place for family	Country feel	Diverse
Community	Space	Inclusive
Home	Too rural	Welcoming

Responses to the question "what is one word to describe Adelaide Plains?" were reflective of Council's shared vision of a diverse, welcoming, and attractive place to live and work. Most respondents communicated a positive description about Adelaide Plains, which they believe should be translated into the use and feel of a community space.

Community members highlighted that Adelaide Plains is a desirable location to live due to the lifestyle and feeling of community. Some community members shared concerns that new residential developments don't consistently support local businesses, shop locally or access the available community services. This opinion transitioned into the belief that a new community and civic hub wouldn't be highly utilised by this same cohort.

Key Insights

- A community and civic hub should reflect the identity of the Adelaide Plains Community by:
  - » Being Inclusive
  - » Encouraging diversity in both usage and user groups
  - » Providing meeting place for community
  - » Having a welcoming feeling.

What are the main reasons you typically visit an Adelaide Plains Council facility? – Community members identified with a sticky dot on the display board activities/reasons they typically access council facilities from a selection of options provided. Activities were selected based on Councils current service provisions.

Table 6.   Activity 2 Responses

What are the main reasons you typically visit an Adelaide Plains Council facility?		
Pay bills, rates, or fees ●●● ●●●	Meet as part of a community group or organization ●	Attend a community event ●●
Printing and computer use ●●●●	Work activities	Speak/meet with Council staff ●●
Attend a Council run program ●	Visit the library ●●● ●●●	Justice of the Peace ●

Most community members at the drop-in sessions identified that they visit a council facility a few times a year. Visiting council offices to pay rates, bills, or fees along with visiting the library were the two most frequent responses. Some community members suggested they would visit a council facility such as a new community and civic hub more often and for a greater variety of activities if services and spaces were co-located and more services were offered.

Key Insights

- A community and civic hub should include a range of services and spaces to cater for a large range of user groups.
- A community and civic hub should include (but not be limited to):
  » Printing and computer use
  » Library space
  » Council service desk to pay rates, bills, and fees.

Which of the following services or facilities are important to be included in a Community and Civic Hub? - Community members identified with a sticky dot which facilities and services from a range of vision photos they believe would be an important inclusion in a new community and civic hub. Vision photos were collected from a range of South Australian and Australian examples of civic centre, community centres, libraries, function hall and other multi-use spaces.

Table 7.   Activity 3 Responses

Which of the following services or facilities are important to be included in a Community and Civic Hub?

Integrated technology	Training space	Café and retail space
Theatre and performance space	Business hub	Natural light
Bookable meeting and work rooms	Makers space	Programs for seniors
Repurposing and showcasing heritage	Courtyard and shared outdoor space	Youth programs
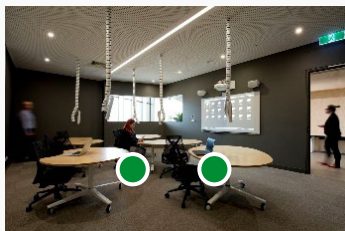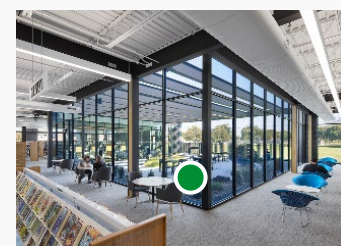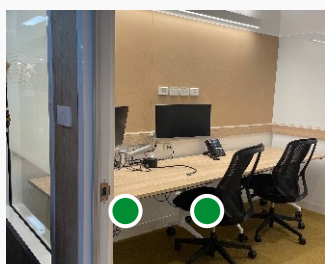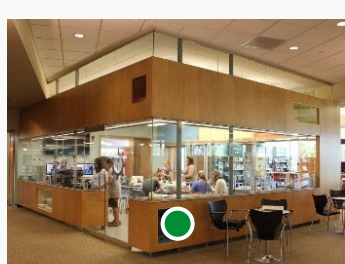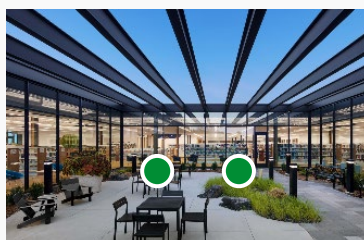
Function space and flexible space
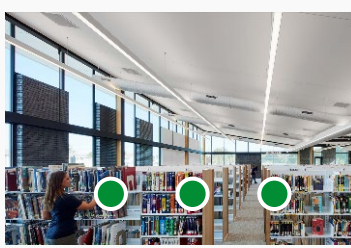
More books and library space
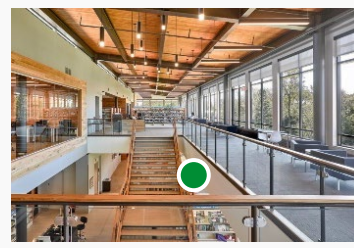
Open plan layout
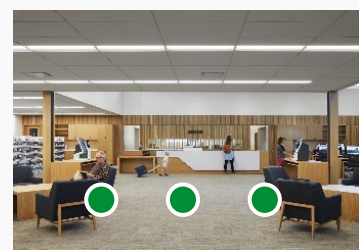
Council services

Community garden
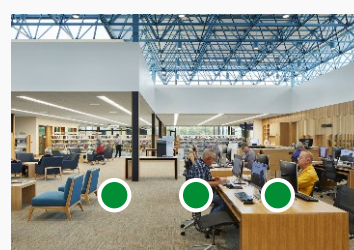
Computer and printing facilities
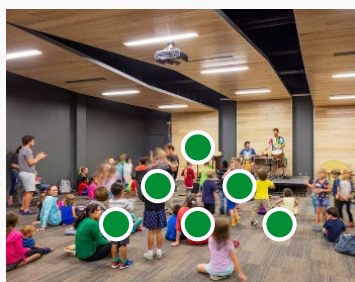
Active community space
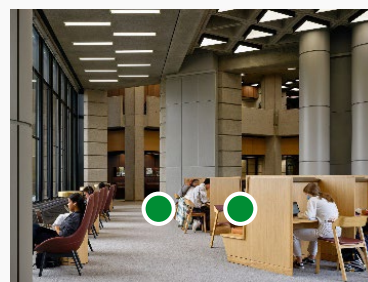
Quiet study space

Activity 3 generated the most responses during the drop-in sessions. The help of visual aids gave community members clear examples of services, facilities and space types that have been utilised in other community and civic centres around Australia. Youth programs was the most frequent response identified by community members as an important inclusion in a community and civic facility in Adelaide Plains. Discussions at the drop-in session identified a shortage of spaces and activities in Adelaide Plains for young people to engage in, hangout with friends and participate in informal activities outside of school and club sports. Programs for seniors and spaces for community activities were also identified as important inclusions. A business hub, makers space, open plan layout and natural light received the fewest responses.

Some community members indicated that all services and facilities displayed as part of Activity 3 would be beneficial to the community at various scales.

Key Insights

- A community and civic hub in Adelaide Plains should include large multi-use indoor and outdoor spaces.
- A community and civic hub in Adelaide Plains should provide activities and services outside of the regular council offerings, with youth programs, active community space, programs for seniors and community gardens rating highly.

What are your ideas for a Community and Civic Hub in Adelaide Plains Council? – Community members shared on post-it notes their ideas for what services, facilities, design elements and functions should be included in a new community and civic hub. These ideas were then shared on the display boards.

Table 8.   Activity 4 Responses

What are your ideas for a Community and Civic Hub in Adelaide Plains Council?

- Quiet work pods
- Reduce red tape and make planning process easier
- Communal areas for sharing ideas
- Dog park
- Men's shed
- Social activities e.g., pool table
- Mental health services
- More youth services
- Repurposing unused/underutilized council facilities as meeting rooms and offices
- IT support
- Tourism and information centre
- Printing and computer services
- Hot desks

- Training programs and business support
- Accommodation for visitors
- Toy library
- Games and activities in the facility
- Playground
- Health services
- Youth education programs
- School partnerships
- More shopping and general goods stores
- Childcare centre
- Pop up immunization service
- All council services in one location
- Bookable meeting rooms and workspaces

Key Insights

Several responses at the drop-in sessions related to the integration of technology within a community and civic space. It was highlighted that the use of printing and computer services should be supported by IT training and education for the public. Online booking systems for the use of meeting rooms and workstations were also identified by participants.

Many of the ideas shared with the consultation team were in relation to expanding Council's current service and facility offerings and filling gaps in services within Adelaide Plains. Some key gaps that were identified by both drop-in sessions participants and survey respondents were the need for more health services including mental health resources and immunisation clinics and activities and programs for youth outside of organised sport.

Interestingly, several community members indicated that they would prefer existing services to be expanded and augmented in the bigger towns such as Two Wells rather than additional services provided in smaller towns, as they would still need to travel to the bigger towns for other purposes anyway, such as grocery shopping.
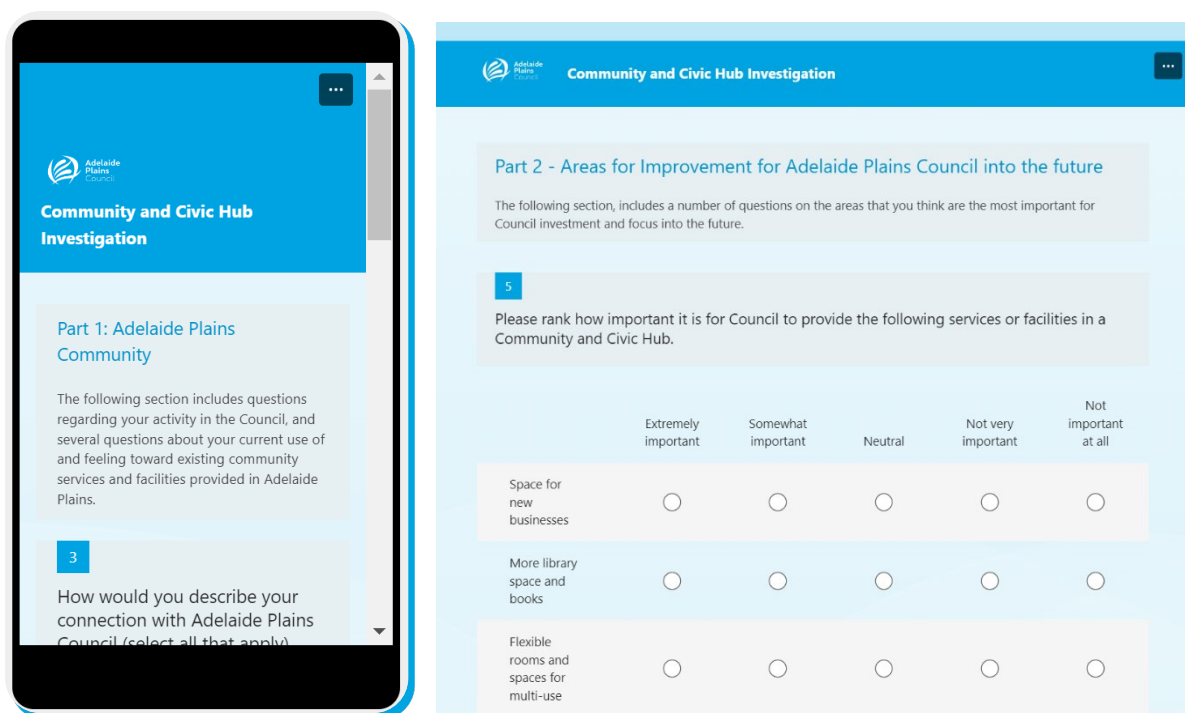
6 – COMMUNITY SURVEY

6. Community Survey

6.1. Approach

The *Adelaide Plains Community and Civic Hub Investigation Survey* was made available to the public online via the Council's website through a dedicated Community and Civic Hub Investigation landing page. The survey was advertised through similar channels as the drop-in sessions, including newsletter articles, media posts, fact sheets and direct email correspondence. All promotional engagement material was accompanied by a QR code that could be scanned on an individual's mobile phone and take them directly to the online survey.

Figure 8.   Mobile and website survey

The survey asked 15 questions, including several demographic questions such as age bracket, place of residence and gender; long answer questions which gave the respondent an opportunity to share ideas and concerns with detail; and a Likert scale to rate levels of importance against key topics. The 15 responses received as part of the survey is representative of a very small segment of the Adelaide Plains Community and may make it difficult to determine if a particular outcome is shared by the community or is unique to the individual. However, this information combined with the finding from the vision workshop and drop-in session can give a clearer picture of the community's priorities and needs.

A full transcript of survey responses can be seen in Appendix 3.

6.2. Findings

6.2.1. Respondent Profile Snapshot

Respondents ages ranged from under 18 to 74 years. The largest respondent age group was 45-54, which captured 27% (4) of survey responses, followed by 20% (3) responses from those aged 35-44. The gender balance of the survey responses identified that 47% (7) of respondents were female and 47% (7) were male. There was 1 (7%) respondent who preferred not to state their gender.

Figure 9.   What is your age bracket?

● <18	0
● 18-24	2
● 25-34	2
● 35-44	2
● 45-54	4
● 55-64	3
● 65-74	2
● 75-85	0
● 85+	0

Question 3 asked respondents to best describe their connection with Adelaide Plains Council. Respondents were instructed to select all options that applied. The majority stated that they were a resident (87%, 13), were a member of community group or organisation in Adelaide Plains (33%, 5), or were an operator/business owner (27%, 4).

Figure 10.   How would you describe your connection with Adelaide Plains Council?

● Resident	13
● Operator/business owner	4
● Work/employed in Adelaide Plai...	3
● Nearby business operator/owner	0
● Member of community group o...	5
● Student	1
● Other	1
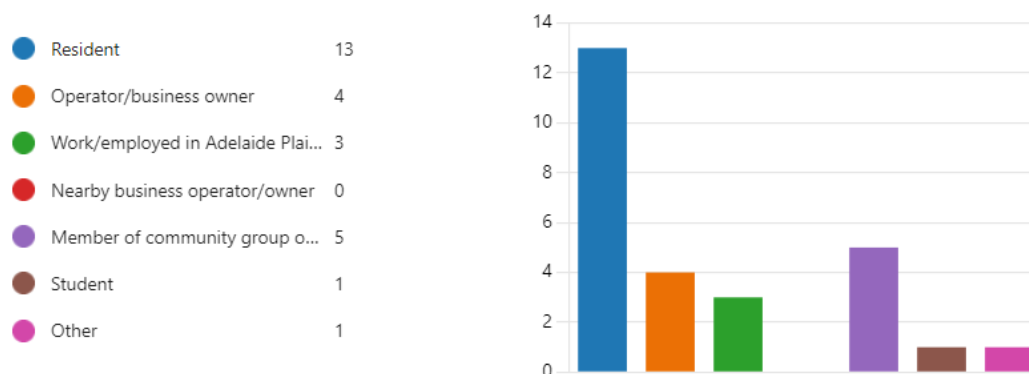
The survey was largely responded to by Two Wells residents (53%, 8). Other responses included Mallala (2), Dublin (1), Thompson Beach (1), Windsor (1) and outside the Adelaide Plain Council area (2). Respondents who identified that they live within the Adelaide Plains Council area had predominantly lived in the LGA for more than 30 years.

Respondents predominantly frequented Adelaide Plains community facilities seasonally (6) and weekly (4), with the main reasons for to access the library (9) and attend community events (6).

6.2.2. Analysis of Responses

Question 8: Word Cloud

Respondents were asked to describe Adelaide Plains in one word, with responses including similar results than those provided at the drop-in session. There were several distinctive words identified by respondent, but the recurring theme of community resonated strongly.

Figure 11.   Word Cloud

Question 9: What services or facilities in Adelaide Plains Council are important to you?

Respondents were asked to identify the services and facilities provided in Adelaide Plains that are important to them and were provided with a long answer question box. Respondents were able to list as many responses as they desired. This question provides an insight into the usage levels of service and facilities and suggests areas of the community that are successful and could be expanded upon, replicated, or maintain the same level of provision.

Table 9.   Question 9 Responses

Open Space	Service Provision
- Village green as a place to hang out and study - Open space - Good outdoor seating - Walking trails and good footpaths - Two Wells oval - Green spaces in the town and shops - Wells to Green walk - Sporting and recreational spaces - Greenspace - Fisheries infrastructure Thompson beach and wildlife	- Ease of availability to community services - Being able to drop into council office without driving too far - Transfer Station for recyclables and green waste - Book Club - Library for family use - JP services - Community groups - Local businesses - Library - Library's convenience in centre of town

Key Insights

Responses could be separated into two main themes of open space and service provision. Responses relating to open space included the provision of green spaces such as the Village Green, the Wells to Green walk, and sporting ovals. Responses that referenced service provision focused on the library and services accessible in a library space. A unique response was the "heritage feel of the buildings in Two Wells", referring to the character, sense of place and continuity that the preservation of historic buildings creates.

Design elements were a key response to creating a 'welcoming feeling' community building. Phrases like "open space", "open feel" and "open plan" were used in half of all responses. The service style of staff was also frequently referenced as a key factor in the feeling of a space, with respondents highlighting the importance of staff presence and friendly service. Other responses for this question are outlined below.

Table 10.   Question 10 Responses

Design Elements	Usage
• Open, bright, and connected to nature • Clean and spacious • Single storey • Welcoming architecture and design • Modern design • Clear signage • Cheerful colours • Country style • No big glass urban buildings that don't match the character of the area	• Light with good facilities for the community • Friendly staff • Accessible • Accessible entry doors for prams and disabled people • Seating for waiting • Easy parking • Garden

Key Insights

To create a community and civic centre that feels welcoming, design elements such as open plan spaces, access to natural light and connection to nature should be considered. The style of service provided by staff is also a key consideration and should be implemented across all council services and departments.

Question 11: How important it is for Council to provide the following services or facilities in a Community and Civic Hub?

This is an insightful question, as it enables community priorities to be understood, appreciating that there will be limitations to the implementation of these topics and variation between Council's strategic objectives and community importance.

There was a wide range of responses for each topic in the Likert scale, with many service or facility options receiving "extremely important" rankings all the way through to "not important".

The top 4 responses with the highest proportion of "extremely important" rankings included:

- General health and immunisation services (12)
- More activities for aging persons (8)
- Retention of heritage and character (8)
- Flexible rooms and spaces for multi-use (8)

Figure 12.   Question 11 Responses
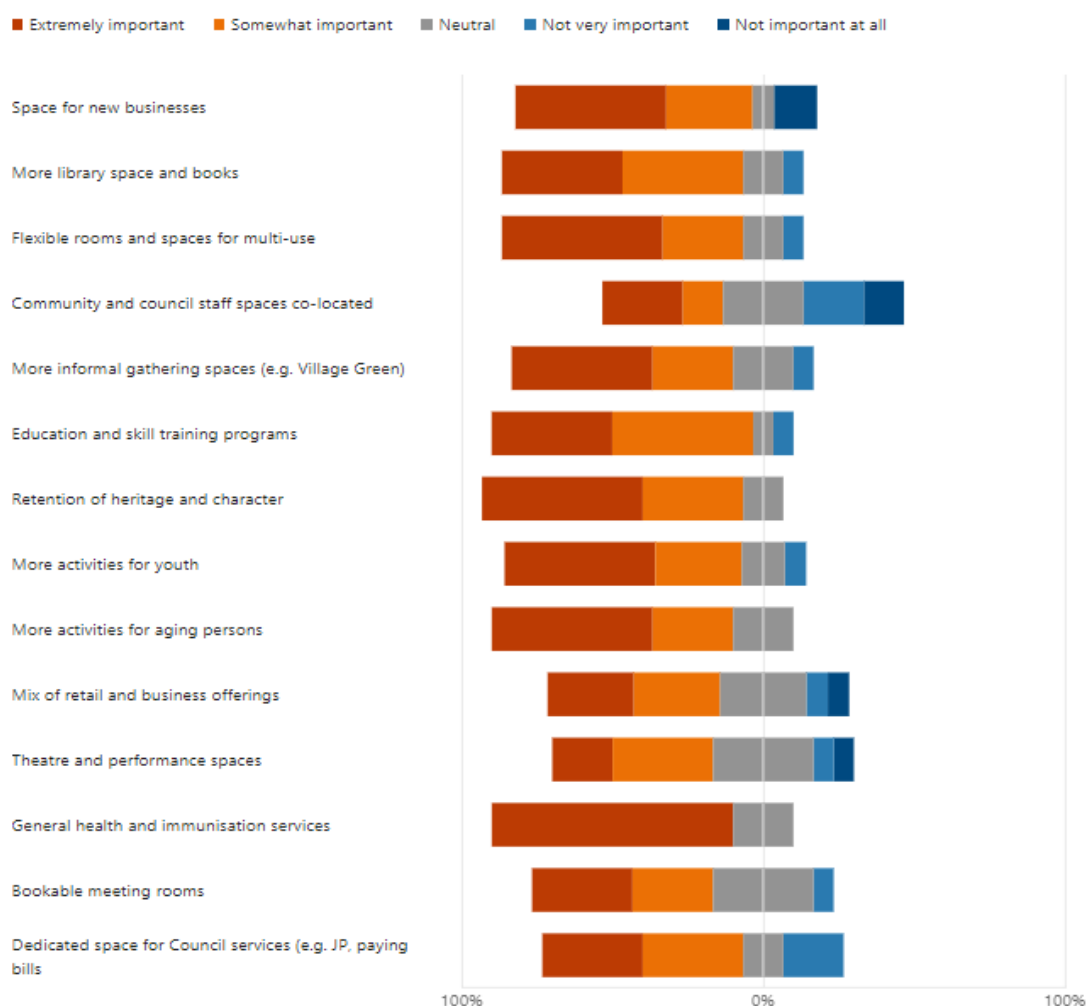
Key Insights

Most services and facilities were considered important to some extent, which demonstrates the need for a diverse offering in any new community facility. The high importance ranking of general health and immunisation services highlights a gap in community services currently available in Adelaide Plains Council. It also solidifies Council's role in supporting community health services and providing for the welfare, wellbeing, and interests of its community. Council should seek to assist the provision of general health services by incorporating commercial/consulting room spaces in any new community and civic facility.

Question 12: What services or facilities do you think are needed in Adelaide Plains Council, and why?

Respondents were provided with a long answer question box, allowing them to list as many responses as they desired.

The most commonly occurring response was the need for increased health services, followed by publicly accessible meeting and working spaces. Gym and other recreational spaces were identified by several respondents as important. Other ideas shared in response to this question are outlined below.

Table 11.   Question 12 Responses

Space Elements	Services
- Co-working spaces - Private and collaborative study spaces - Device charging - Parkrun path - Swimming pool - Space for students and community to meet and work/study - Pool, spa, and gym - Accommodation to attract tourism - Bookable meeting rooms - Dog park - Modern amenities - Rentable working spaces available from private sources - Interactive whiteboards	- Health services » GP » Dental » Physio » Aged care - Businesses support services - Reliable internet - Childcare (early morning) - Project managers - Free hard waste pickup - Free green waste drop-off - Community wellbeing resources - Development unit at Council aimed at catering for future rapid growth - Trains to Mallala and Two Wells - Public transport - After hours meeting rooms

Key Insights

Following the trend of responses in Question 11 (How important it is for Council to provide the following services or facilities in a Community and Civic Hub?), the need for increased general health services was identified by several respondents as a service required in Adelaide Plains. This response was also collected in other survey questions and demonstrates its priority level to the community.

Question 13: How can we share spaces with different user groups, so everyone benefits from any investment?

Question 13 was designed to test people's attitudes and views toward a community and civic facility being a shared place for various user groups. Most responses refenced meeting rooms, workstations or study spaces that are adaptable in terms of technology and space configuration. It was noted that these spaces should be bookable and free through a public online system. Two respondents identified the potential to combine any new community development with the development of shopping and commercial activities to create a one stop destination.

Figure 13.   Question 13 Responses

Design Elements	Services
- Open plan - Extended library space - Adaptable design of building and spaces - Multipurpose building's - Combined with the development of the new shopping precinct - Spaces need to be flexible, and able to be closed off into smaller sections if needed. - Dedicated room with kitchen and facilities	- Clear and easy booking and sign up process - Tap into local Facebook groups network with interested and likeminded people - Free meeting rooms for volunteer groups - Council, community groups and students can use the same meeting rooms to do private or collaborative work

Key Insights

Like several other survey questions, responses to Question 13 could be separated into two key categories: design elements and services. Responses to this question reiterated the need for a space to be multifunctional, open, adaptable, and linked to other community and commercial uses. Free and bookable meeting rooms were highlighted as a key service provision.

Question 14: How can a future Council investment contribute to broader placemaking and township activation improvements?

Ideas around placemaking and township activation through Council investment were mostly linked to extending current community services and facilities including meeting rooms, picnic areas, commercial and retail activities, and a caravan park.

Several responses also considered the importance of maintaining and enhancing the identity and character of the community as well as engaging with and keeping community members involved in the process of township activation and placemaking.

Figure 14.   Question 14 Responses

All Responses

- Extend the current community centre with a smaller meeting room for community groups and a freezer for Meals on Wheels.

- Maintain heritage areas like petticoat land.

- Location in the Main Street and not a building out of town

- Provide a caravan park with facilities open to the public, more picnic areas, and guided tours of the region.

- You need good infrastructure planners with a vision for the future.

- Something for youth, especially if there's public transportation; childcare support.

- Activate the Main Street and bring in new commercial and retail as a community hub draws in lots of people.

- Send out surveys to current residents seeking evaluation and feedback.

- By attracting people through a variety of recreational, natural, and commercial elements, without losing the identity of the area.

Key Insights

Question 14 generated several key insights, including that a community and civic hub should be a multifunctional space with opportunities to partner with other private, commercial or community uses; and that a location in the Main Street is desirable to activate the surrounding area. Other responses outlined community priorities and needs that fall outside the scope of a community and civic hub.

Question 15: Do you have any further ideas to improve Adelaide Plains Council's community and civic services and spaces?

Survey respondents were given an opportunity to provide any further feedback or ideas in Question 15. Responses generally fit within the categories of a physical asset: something that could be built or facilities that could be enhanced through investment; or service-based assets including new Council-led services or intangible actions.

Figure 15.   Question 15 Responses

Physical Assets	Service Based Assets
- World class modern well thought out amenities that can house emergency services as well. - A place to access multiple services at one time. - A dedicated caravan overnight facility. - Pool, spa, gym, and community activities area in one space. - Clean up Hart Reserve to encourage people to stop and have a break. - Better health services including a medical hub with everything from X-rays to chiropractic services and a chemist that stays open until at least 9pm. - Aged living options, retirement living. - Investment in existing centres i.e., sporting clubs and community organizations to give that feeling of belonging and community and not alienation.	- Amalgamate APC with adjoining council to create population able to support a multicultural, diverse aged area where employment is created. - Promote and maintain our rural feel and identity while modernising the facilities on offer to residents. - Keep engaging with residents, improve on participation. - Loosen up on the planning permissions. - This must be staffed by local population with community commitment not out of area workers. - Hard rubbish collection twice a year - A proper bus with more frequent stops and times. - A self-lead tour of cemeteries and historical areas in the region.

Key Insights

"Promote and maintain our rural feel and identity while modernising the facilities on offer to residents" is a clear statement of the character and feeling a new community and civic space should create.

Other responses to Question 15 were generally linked to additional services and facilities that could be considered in combination with a community and civic hub but do not fall fully within the scope of this investigation. Recreational spaces, commercial activities and accommodation should be considered as potential value-add opportunities or partnerships in the next stage of investigation.

7 – FUTURE DIRECTIONS

7. Future Directions

7.1. Vision

The project vision is underscored by the key insights identified during consultation with community members, Elected Members and Council staff and will be used to guide Phase 2 of the investigation.

The vision for the Community and Civic Hub Investigation is:

"Creation of a community and civic hub which provides for the growing needs of the community in an open, welcoming and sustainable facility with adaptable and flexible spaces, while improving the efficiency, effectiveness and functionality of Council's community, administrative and civic operations through building design and service delivery development".

Figure 16. Community Consultation Vision Cards

7.2. Guiding Principles

Based on Council's vision for a community and civic hub, best practice trends in facility location, design and management, and the feedback and ideas shared by stakeholders and the community, seven principles have been developed to guide the formulation of recommendations in Phase 1 of this investigation. These recommendations have been summarised under the headings 'Workplace Model', 'Service Provision Model' and 'Facility Requirements' and follow the guiding principles below. These principles and the recommendation will guide Phase 2 of the investigation, including location selection, procurement process, governance, and concept design.

Optimise community and staff outcomes

Opportunities to optimise community and staff outcomes from a new community and civic hub can come from including complimentary uses such as health services, childcare or retail, generating private and public partnerships and investing in the surrounding infrastructure, including parks, plazas, or transportation. Improved quality of space, function and environmental performance can enhance outcomes for the community and staff alike.
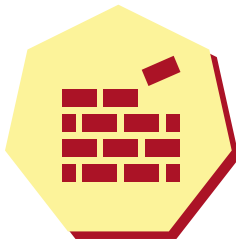
Improve and expand community facilities and services

Adelaide Plains Council is experiencing unprecedented population growth, and community and council administration facilities are reaching their capacity. Improving and expanding community facilities and services will assist the health, social wellbeing, and economic prosperity of APC. The community has identified particular areas of facility and service improvement including youth and aging services and facilities, better library facilities, more meeting spaces and inclusion of health care service in any future development.

Provide seamless customer service

Customer service in Adelaide Plains Council has been via a traditional front counter service, with limited space or facility and information access for customers. Streamlining the customer service experience should include introducing automation that reduces effort and the likelihood of errors or delays and providing front desk staff with the training and tools to respond to a multitude of requests and queries. Enlarged foyers with or without concierge services, opening up to the range of community facilities and services on offer, provide greater inclination to entice the community to utilise those services.

Seek best practice building and environmental outcomes

As the owner and operator of many different types of significant buildings, councils are uniquely able to demonstrate leadership in sustainability. Council should adopt best practice building standards and strive to achieve high NatHERS and Green Star ratings to minimise operational costs and contribute to the wellbeing of building occupants and visitors.
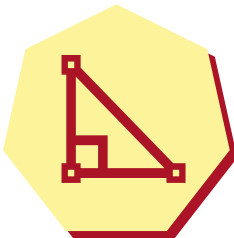
Optimise floor space usage and maximise efficiency

A number of best practice co-located library and civic projects explored as case studies have been developed with other government services, such as community health centres, employment services and council administration. The co-location of Council's civic services and community spaces is an opportunity to share resources, encourage wider public use, reduce duplication of resources and coordinate service delivery. Shared staff and community spaces provides further efficiency opportunities but will require buy-in from staff. Meeting spaces available for staff or community use provides an important space optimisation outcome.
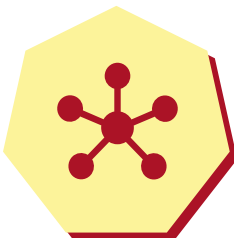
Provide future-proof flexible/adaptable/shared spaces

The community identified the desire for a multi-purpose community space integrated with key council services. Council should aspire to produce a new facility that is adaptable for different uses during its life cycle and incorporates both transient and fixed elements that can be temporarily disassembled, altered, or removed to maximise the various ways a space can be used. Development of commercial spaces that can be converted for council use as the Council grows is another flexible approach to accommodating an expanding staff workforce.

Free up existing Council sites and repurpose where possible

The inefficiency of some existing council facilities requires the rationalisation of single purpose community facilities to a smaller number of multi-purpose facilities. This would include disposal of some facilities, redevelopment of others and change of use for some community and council operated facilities to venues for hire or commercial uses.

7.3. Facility Distribution Model

Through our investigation into best practice facility design and operation, council consultation and engagement with the local community, the following recommendation for a facility delivery model have been proposed:

- Combined community and civic hub.
- Centralised but with minor outreach opportunities.
- Possible use of Mallala depot as an outreach facility.
- Relocation of Two Wells depot to an out of town centre near rural location.
- Conducting of occasional Council meetings outside the main hub.

It is recommended that the Adelaide Plains Council follow a "hub and spoke" model where there is a central headquarters (the hub) in the centre and small satellite offices in parts of the Council area serving smaller population concentrations (the spokes).

7.4. Workplace and Service Provision Model

It is recommended that the following considerations are made in terms of the workplace and service provision model across council and particularly in a new community and civic hub:

- Open plan with a limited number of offices.
- Flexible and adaptable workspaces.
- Shared spaces between staff and community to manage costs and engender cohesion but with some dedicated spaces for staff only.
- Meeting rooms, pods, collaboration spaces, quiet spaces to support open work areas.
- Open plan to facilitate teams based and department based working.
- Staff open to some level of operational change but only commencing the journey.
- Limited hybrid working for Council staff (occasional work from home).
- Some fixed assets (servers, printers etc.) requiring specific fixed locations.
- Improved customer interface arrangements and inviting foyer with direct access to community spaces.
- Cost constraints will force floorspace and operational efficiencies (e.g., providing for 0.6 or 0.8 desks/staff number).

It is suggested that the workplace style adopted by Council should reflect an activity-based working (ABW) model where employees divide their time between working remotely and in their primary workplace, with remote working generally limited to 1-2 days per week. Staff would not have an assigned desk in the office and instead share workspaces based on the particular activity. A typical ABW office has a sharing ratio of eight desks (or less) for every 10 people.

7.5. Facility Requirements

The use and usage groups of a community and civic hub are diverse and should foremost respond to community needs. As such, the community, Council staff and Elected Members have identified a number of key community facility requirements that should be included in the development of a new Community and Civic Hub. These include the following:

- Civic obligations can overlap with community facility needs.
- Must accommodate growing staff numbers and deliver practical and efficient workspaces.
- Community priorities are for multi-functional library, community spaces, meeting places, youth facilities and health services along with accessing traditional Council services such as paying rates etc.
- Commercial space provides flexibility for future Council growth requirements.
- Increased and formalised car parking with secure staff parking.
- Associated outdoor space e.g., Village Green.

8 – NEXT STEPS

8. Next Steps

8.1. Phase 2 Investigations

The Phase 2 investigation will deliver the following outcomes:

- Location assessment
- Schedule of areas
- Order of costs
- Risk, governance, and procurement plan
- High-level project milestone program
- Services delivery model (to inform architectural brief)

Much of this additional work will be required as part of a future prudential management report, to inform the Long-Term Financial Plan and forward budget estimates and project business case. These tasks are discussed in more detail in the following paragraphs.

8.1.1. Schedule of Area Development

- Detail a floor area breakdown of existing facilities, including storage areas, meeting rooms, reception foyers, and amenities to be used as a base line to identify the potential efficiencies that could be achieved by combining multiple facilities into a single building or connected within one precinct.
- Define Council's core facility needs through expanded floor area benchmark analysis for current and future population using benchmark areas for circulation and workplace design.
- Develop a detailed schedule of areas table to be used for the initial order of costs and updated site locations, including documented assumptions and principles underpinning the floor areas adopted to provide an evidence-based transparency. This will set the parameters for an architect to meet as part of future concept work in respect to facility size, inclusion, and the associated budget.
- The schedule of areas can include a staged floor space option, that identifies an area that could be leased out as a commercial floor space opportunity until such time as this may be required to meet the staff and community floor space requirements.

8.1.2. Multi-Criteria Matrix – Location Assessment Tool

- Research land ownership constraints, encumbrances, heritage overlays and planning guidelines that may impact the spatial arrangements of the buildings to expand on the preliminary site options identified in the Holmes Dyer technical report.
- Refine conceptual 'blocking plan' for each of the site options identified in the Technical Report including high level consideration of placement and volume of carparking, to reflect the refined schedule of areas on each site option.
- Utilising the vision and guiding principles endorsed within Phase 1, Holmes Dyer would prepare a ranked set of criteria and balanced scoring matrix to assess the refined site options and identify a preferred location that will best meet the community and administrative need.
- Each site analysis and any sub-option would be assessed against the scoring matrix, identified strengths and challenges, potential partners and identify secondary development triggers that would need to be considered to develop a short list for consideration by Council to identify a preferred site. Holmes Dyer would write up the outcomes of this analysis for presentation to Council for a future decision, noting the exact design placement will change once an architect is engaged to develop the concept.
- It would not be recommended that community engagement on multiple site options be undertaken, rather the community engagement in Phase 1 should be used to identify what is important and a preferred solution be put to the community that best responds to their vision and identified needs with enough information so people can visualise the potential outcome.

8.1.3. Order of Costs

- As outlined in the Holmes Dyer technical report, Adelaide Plains does not have a 'do nothing' option given the level of population growth forecast for the district and the state of the current accommodation. However, we recommend establishing a base line cost for the lowest cost possible upgrade that would be required at Mallala and Two Wells to address the compliance building upgrades and transportable/building extension solutions required for a 'business-as-usual' outcome. Committing to this lowest cost upgrade would effectively push a major investment decision out and the funds would in the most part be a 'sunk cost'. While this is not a recommended option, the cost differential between this 'sunk cost' option and the permanent solution will provide balanced context to underpin future decisions.

- We recommend engaging a cost consultant to produce an order of cost estimate for both the base line option outlined above along with two options for the recommended facility schedule of areas (one a standalone new build and the other an extension to an existing heritage building with the associated upgrades as may be required).

- This high-level order of cost should be benchmarked against recent similar Local Government project costs, adjusted to reflect dollars estimated at the time of APC building. Importantly this cost estimate should include not only the base build, fit out, carparking, ICT, design, and preliminaries but also builder margin, contingency, consultants, and fees reflective of the actual complete cost to Council.

- This order of costs can be used to establish a forecast project budget, set budget boundaries within a future architectural brief, informing future grant, private investor partnership and long-term financial planning forecasts, business case and prudential management report. Holmes Dyer can prepare a consultant brief and secure quotes for this project component; if required an optional fee has been included in the fee proposal.

- To balance the cost of a new facility and understand the full financial picture we would recommend engaging a property valuer and securing valuations for the existing Council facilities, assuming the community land classification is removed, to provide an accurate estimate of potential revenue return that Council could secure should any of these sites be identified as surplus and able to be sold to offset costs for the delivery of the project. Holmes Dyer can prepare a consultant brief and secure quotes for this project component; if required an optional fee has been included in the fee proposal.

- Cost comparison for construction as part of the initial build of additional commercial floor space that will likely be required for future staff /community use as the population grows that could be leased out in the short/medium term versus cost of a future extension can be explored at a high level with the nominated cost manager for NPV calculations.

8.1.4. Risk, Governance & Procurement Plan, Program and Service Delivery Model

- Prepare a Project Risk Plan for consideration of Council. The plan would be prepared in a format that could be used across the full project lifecycle, with mitigation and responsibility assignment. The Holmes Dyer fee incorporates a risk workshop with APC staff to populate this plan.

- Prepare a Project Governance Plan including identification of a possible project advisory reference panel and community reference panel to support Adelaide Plains throughout the project lifecycle.

- Prepare a Project Procurement Discussion Paper to set out options for architectural and principal contractor engagement and the impact this would have on overall project timing assumptions, balanced against the relevant risks and benefits of the different models.

- Prepare a Service Delivery Model discussion paper for library and customer service to inform the architectural brief, including running staff workshops relating to customer journey mapping to inform the recommended position.

- Produce a high-level Project Milestone Program for the project next steps that would include the development of an architectural project brief and engagement of consultant team as may be required subject to the procurement and governance approach adopted.

8.1.5. Phase 2 Summary Report and Elected Members Briefing

- Prepare a summary report to outline the findings and recommendations for a Council decision to proceed with a preferred site and project building scope.
- Elected Member Briefing of the outcomes of Phase 2 and the next steps.
- Finalise Summary Report, reflecting feedback from staff and Elected Members.

8.2. Timing

We would suggest an allowance of 4 months for the completion of Phase 2 investigation, following the adoption of the Phase 1 outcomes. Timing of meeting with Elected Members would be in addition to the 4-month investigation period.

APPENDICES

Appendix 1. Communication and Engagement Plan
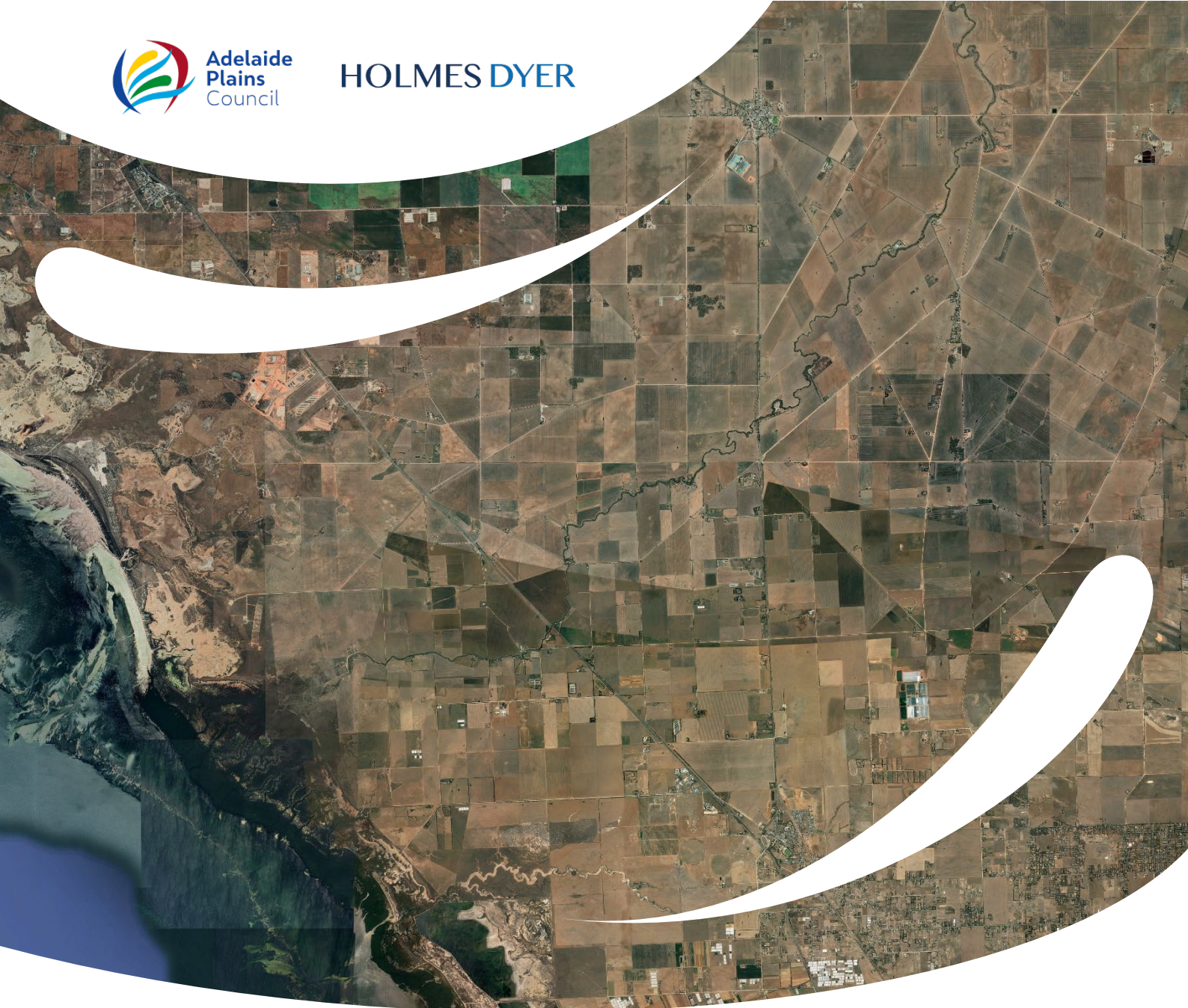
COMMUNITY AND CIVIC HUB INVESTIGATION

Communication and Engagement Plan – Final

PREPARED FOR: ADELAIDE PLAINS COUNCIL   DATE: 17.03.2023

Document Control

Revision	Description	Author	Date
V1	Draft for Council Feedback	NH	30.01.2023
V2	Final	NH	17.03.2023

Approved by:			Date Approved:
Adelaide Plains Council			27.03.2023

Contents

Executive Summary

The transformation of community and civic spaces and services reached a significant milestone in 2022 with the Adelaide Plains Council endorsing the recommendation from the Council Accommodation & Service Review Technical Report. The technical report considered current Council facilities, identifying inadequacies and changing usage needs, and presented a recommendation for the investigation of a new space for Council's operations and community activities into a civic centre. It was recommended that this preferred course of action be substantiated by a series of community and stakeholder consultation sessions in the form of workshops, drop-in sessions and other online material to explore the important considerations in future facility planning.

This document sets out an overall communication strategy between the project team, council staff, Elected Members, community and other relevant stakeholders as the project moves through its various phases. The document's purpose is to give clear direction to the running and operation of formal and informal consultation and engagement proceedings as part of the Community and Civic Hub Investigation. This document is to act as a point of reference at each phase of the investigation to ensure messaging remains consistent. The Communication and Engagement Plan has been prepared to support Adelaide Plains Council's commitment to open, transparent relationships and two-way communication with the community and stakeholders.

1. Introduction

Adelaide Plains Council is a growing local government area, providing a wide breadth of services to its community.

In late 2022, the Adelaide Plains Council endorsed the recommendations from the Council Accommodation & Service Review Technical Report. The technical report was an analysis of current Council facilities and identified a number of inadequacies, shortfalls and changes to the use of Council's civic and community spaces. The technical report explored three options for the future of Council accommodation and services and presented a recommendation for the consolidation of Council's operations and community activities into a civic centre. The recommendation further noted the importance of conducting thorough and targeted stakeholder consultation to understand scope and needs.

Adelaide Plains Council engaged Holmes Dyer to prepare a Community and Civic Hub Investigation (the Investigation). The Investigation will provide vision and clear principles to which the next phases of the project will follow. The investigation aligns to a number of key themes identified in the Adelaide Plains Strategic Plan (2021-2024). The themes and the relevant strategies are as follows:

Enviable Lifestyle

- Provide, support and acquire facilities, assets, services and programs that build community capacity, health and connection.

Emerging Economy

- Facilitate greater access to local opportunities from public and private investment; and

- Reinforce Adelaide Plains Council as a place of choice for business, residents and visitors.

Proactive Leadership

- Actively seek funding and partnerships to deliver Council initiatives;

- Actively engage with and inform our communities;

- Strategic and sustainable financial management; and

- Proactively engage in Local Government Reform and continuous improvement.

Figure 1: *Adelaide Plains Council Strategic Plan 2021-2024*

1.1. Purpose of the Communication and Engagement Plan

The Communication and Engagement Plan has been prepared to guide engagement and communication between the community, stakeholders and council to inform the Community and Civic Hub Investigation. The Communication and Engagement Plan highlights the methods and actions that will be used to ensure clear and consistent messaging and a wide cross section of stakeholders are engaged in the project.

Council's Strategic Plan 2021-2024 focuses on Council's role in delivering the community's vision for the Adelaide Plains Municipality. This Communication and Engagement Plan is fundamentally linked to the key themes of the Strategic Plan, in particular 'Proactive Leadership'. This Communication and Engagement Plan has been prepared in accordance with the International Association for Public Participation (IAP2) Australasia Engagement Design principles and reviewed by an IAP2 Accredited Professional. Some engagement processes are already prescribed by legislation and Council's practice will always meet these requirements. The Communication and Engagement Plan has had specific regard to the Adelaide Plains Public Consultation Policy (PCP) and the Community Engagement Strategy (Forums across Adelaide Plains Council) (CES).

2. Objectives of the Communication and Engagement Plan

The objectives of this Communication and Engagement Plan centre around the provision of clear direction and strategy for the successful facilitation of engagement activities and conversations as part of the Community and Civic Hub Investigation. The objectives identified below were developed with consideration of the Community Engagement Charter (State Planning Commission, April 2018), Council's Community Engagement Strategy (CES) and the IAP2 Engagement Design Principles (IAP2). This document is a commitment to undertaking and achieving the following:

Communication Objective 1: Communication and engagement is ongoing to keep the community and stakeholders well informed about the Community and Civic Hub Investigation, their ability to provide input and be involved in the decision-making processes. Communication resources will consider the needs of culturally and linguistically diverse members of the community, with documentation focusing on **accessibility and inclusivity**.

Communication Objective 2: Ongoing, meaningful engagement between Council, the community and other stakeholders to **generate a sense of ownership** in the investigations. Fostering inclusiveness and **transparency** by actively engaging these groups in all the project's phases.

Communication Objective 3: Build a reputation and identity through **consistent, accurate and timely messaging**. Strengthen networks, relationships, cooperation and partnerships amongst stakeholders to act collectively on things that matter most.

The objectives of the Communication and Engagement Plan will be achieved through a number of ongoing actions. These actions will include clear statements and messaging on the purpose and process of the investigation, adequate time for engagement and feedback that aligns with community and stakeholder expectations, and an open and transparent investigation process. These actions will ensure the community and stakeholders don't feel left behind or blindsided by decisions or operations, maintaining trust with community and stakeholders so that all interested groups feel they have been heard and represented. The following table aligns the aforementioned objectives to a set of actions that Council will employ.

Table 1.   Communication Objectives

	Action	Responsibility	Timeline	Resources	Desired Outcomes
Communication Objective 1	Develop formal online portal for providing information/updates to the community about the investigation and develop a clear process for receiving feedback (IAP2)	Council and communications/IT officer	March 2023	Existing	Affected and interested people have the opportunity to participate and be heard
	Improve access to those experiencing barriers to services and participation such as engaging community members with limited internet or phone services, through in person methods or letter drops and providing culturally and linguistically diverse material (IAP2)	Council and project team	March 2023	Existing	Keep community informed about current resources, services and initiatives
Communication Objective 2	Enhance participation and inclusion of a broad group of community members and stakeholders across Adelaide Plains through nominated community spokespersons (CES, 1.3)	Project team, Community Partnerships, groups and organizations	March 2023	Engage identified community members	Obtain a comprehensive cross-section of the community's views

Increase the influence and reach of messaging and information |

	The engagement process is targeted, flexible, scalable and timely. People have access to all relevant information at the time it is needed so that they can participate fully.	Project team	On-going	Existing	People are effectively engaged and satisfied with the process People understood how their views were considered and the rationale for final decisions
Communication Objective 3	Shifting from operational and reactive messages to more strategic and proactive messages with greater consistency, interest and relevance is a priority.	Council and project team	On-going	Existing	Timely information to create a sense of priority about the community's participation and involvement
	Changing the narrative, developing Council's communications language to ensure the community is placed at the centre of what we do (CES, 1.6)	Council and project team	On-going	Existing	People had faith and confidence in the engagement process

3. Engagement Techniques

3.1. Community Characteristics

The Adelaide Plains residential and business population has the following characteristics that have been considered in the adoption of the recommended engagement techniques. The key community characteristics are summarised below.

- From 2016 to 2021 the population of Adelaide Plains Council increased approximately 1,065 persons.
  - » 2.6% of the population identify as Aboriginal and/or Torres Strait Islander
  - » 88.2% of persons speak only English at home
- Council's operations and services are currently in a decentralised formation, delivered from a number of facilities in both Mallala and Two Wells.

3.2. Best Practice Engagement Research

Research into best practice community engagement by Holmes Dyer identified that the following should be considered in the recommended engagement techniques:

- The project team should look to limit the engagement touch points and repetitive engagement through a bigger and deeper conversation with the community that is focused in one or two different forums or methods.
- The project team should create engagement that was memorable, shareable, describable, post-able and readable.
- The people who are going to incorporate the engagement in their decision making were involved from the start in defining the scope and designing the activities.
- The most successful community engagement will seek to capture the community as part of their normal weekly activity, and invitations to drop-in sessions or scheduled community meetings are likely to be less successful than techniques that take the engagement activities to where the people already are, including the school, organised sport or scheduled major community events.
- The distance between council facilities requires consultation material and sessions to be held at different locations to accommodate people who may not be able to travel and ensure there is no preferential treatment.
- The community consultation period should run for at least 4 weeks to allow time to distribute information and provide sufficient opportunities for the community to be involved and provide feedback.
- Initial phase of engagement should be completed in approximately 3 months from start date.

3.3. Recommended Engagement Methods

The development of the Community and Civic Hub Investigation is not a specified consultation type under the Local Government Act, as per *Adelaide Plains Public Consultation Policy V5*. However, Holmes Dyer has had regard to the consultation methods as set out in this document to inform this project given its strategic importance to both the Adelaide Plains community, surrounding businesses and council operation.

To ensure the project engagement techniques are aligned with the *Community Engagement Charter (State Planning Commission, April 2018),* Council's *Community Engagement Strategy (CES)* and the *IAP2 Engagement Design Principles (IAP2),* the following minimum engagement techniques will be used for the Community and Civic Hub Investigation.

Case Studies (Site Visits)

A core group of Adelaide Plains staff and/or elected members visit key sites to increase understanding of the opportunities and considerations for the Adelaide Plains future facility planning. These site visits will be an opportunity to not only walk through the facilities, but discuss lessons learnt relating to process, budget procurement model and governance structures with Council staff responsible for the projects. The sites will include:

- Salisbury Community Hub
- Para Hills Community Hub
- City of Prospect Payinthi
- Gawler Civic Centre

Holmes Dyer will document the outcomes of the site visits and how these discussions should inform the future scoping for the Adelaide Plains project. See Appendix 1 *Engagement Method Plans* for Site Visit agenda.

Informational Material

A collection of engagement material and advertisements should be prepared to provide the community with basic information on the purpose of the investigation and details of the engagement activities. Such material will include:

- Publication of a project Fact Sheet, Frequently Asked Questions document.
- Notification of the various opportunities for community engagement on Council's website and Council operated Facebook page.
- Advertisement of the project and details of how to be involved in Council's Newsletter *Communicator* and independent newspapers *Plains Producer* and/or *Two Wells and District Echo*.
- Direct letters to key stakeholders as identified in Section 4.0 Community & Stakeholders to ensure regional, state and national perspective on the project is received, inviting open feedback across a 4-week period.
- Fixed displays, community notice boards, flyers and posters at key locations/facilities around the town.

Survey

An online survey will be distributed through Councils website. A QR code to the survey should be included in informational and advertisement material as an additional means to capture community. This advertisement material will be provided to local businesses, community and sporting facilities and Council offices help capture feedback and ideas from those unable to attend a consultation session in person. The survey can be provided in hard copy format upon request.

Workshops

Holmes Dyer will prepare and facilitate a structured program of up to three vision workshop sessions. Holmes Dyer will prepare workshop presentation material (both hard copy and digital), facilitate the sessions and prepare an engagement outcome report and key recommendations. The workshops will be interactive, involving a range of engagement methods to be developed in consultation with Adelaide Plains Council. These methods would be targeted toward the specific stakeholder groups in each session. See Appendix 1 *Engagement Method Plans* for an outline of the draft workshop format and group planning.

- Up to two Staff Sessions, providing an opportunity for involvement of all staff, with workshops staggered to support ongoing operations of facilities with only partial staff absent at any one time.
- One Elected Member workshop, assumed to be out of hours at the Adelaide Plains Council chamber.

As a part of the vision workshops Holmes Dyer will prepare a range of informational material to be distributed prior to the sessions, including:

- Introductory email with background information.
- Staff workplace assessment survey to understand how staff currently work and what their preferred work environment is.
- Workshop agenda highlighting;
    - o Background
    - o Brainstorming activity
    - o Discussion time
    - o Next steps
- Follow up email with opportunity to provide written feedback.

Drop-in Sessions

Holmes Dyer will prepare and facilitate the equivalent of three (3) 2-hour drop-in sessions for attendance by the public. The drop-in sessions hosted in Two Wells, Mallala and Dublin are opportunities for the local community and community groups to ask questions about the investigation and provide their own thoughts and identify needs for consideration in the next steps of the project. Ideas and discussions from these sessions will influence the decision-making stage in terms of future facility functions, operational models and locational decisions among many other. Holmes Dyer will prepare drop-in session material (both hard copy and digital), facilitate the sessions and prepare an engagement outcome report and key recommendations. The drop-in sessions will be interactive, involving a range of engagement methods to be developed in consultation with Adelaide Plains Council. These methods would be targeted towards a broad group of stakeholders and included opportunities for people to verbally share ideas, provide written notes and highlight ideas. The following outlines key elements that will be included in the development and facilitation of the drop-in sessions

Three (equivalent of 6 hours) Community stakeholder 'drop-in sessions' made up of:

- Community drop-in sessions, at Two Wells, Mallala, Lewiston and Dublin to seek general community feedback on the vision and key facility inclusions using a range of medium tools and an online survey.
    » Two Holmes Dyer staff in attendance at each session.
    » Minimum of one Council staff in attendance at each session.
    » Location selected based on regular foot traffic, ease of access, visibility and well known in the community.

As a part of the drop-in sessions Holmes Dyer will prepare a range of promotional and informational material including posters, flyers, newspaper advertisements, social media posts and letter to be distributed prior to the sessions.

Digital and print promotional material will outline;

- Summary of the Community and Civic Hub Investigation
- Why Adelaide Plains Council are seeking participation from the community
- How to attend the drop-in session
- How to access additional information and provide written feedback
- Access to the online survey

Letters addressed to key community stakeholders (social, cultural and charity-based groups and organisations) inviting them to participate at one of the drop-in sessions and to use their platform/network to share information and ideas.

4. Community and Stakeholders

Adelaide Plains Council refers to the community as all people who live, work, pay rates, conduct private or government business, visit, utilises services, facilities and public space within the Council. 'Community' is also understood as shared geographical locations, demographics, culture, interests and identity. Council is committed to providing engagement and communication channels to all those who may be affected or have interest in Council's decision making.

Community engagement is considered invaluable in the way it enhances Council's capacity to partner with the community, to make well-informed, accepted and sustainable decisions. Communication with the community and stakeholders should make clear that, engagement does not substitute the final decision-making power of Councillors or the Chief Executive Officer and that the results of community engagement activities are to be balanced against the evidence provided by professional staff to provide a well-rounded and highly informed outcome.

IAP2 Public Participation Spectrum

The IAP2 has developed an international framework for engagement and is considered the best practice benchmark worldwide. It was designed to assist with the selection of the level of participation that defines the communities and stakeholder's role in any engagement and participation process. The actions identified in this Communication and Engagement Plan will assist Council staff to adhere to this spectrum. The below spectrum has been reproduced with the permission of IAP2 Federation.

Table 2.   IAP2 Participation Spectrum

	Inform	Consult	Involve	Collaborate	Empower
Public Participation Goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/ or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.

Promise to the Public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

Matrix Identifier Refer Section 5.0	Stakeholder Group	Individual Stakeholder	Level of interest in the project (i.e., high, medium or low)	Level of influence/power in the project (i.e., high, medium or low)	Engagement Purpose	Level of engagement and proposed technique (i.e., inform, consult, involve, collaborate, empower)
A.	Owner	Adelaide Plains Council (Elected Members & Staff)	High	High	Council is the owner/driver/decision maker for the Community and Civic Hub Investigation and as such will play a core role at both an Elected Member and Staff level.	Empower – with Elected Members and Staff at all stages of the project development. Ultimate project decision maker. Case study site visits with Council Elected Members/Staff to initiate the first stage of collaboration and stimulate ideas and views. Undertake workshops with Council staff including representees from each tier of Council management and staff structure to ensure a cross section of views. Undertake workshop with Council Elected Members and Mayor.
B	Adjacent Council	Light Regional Council	Low	Low	To be made aware of the project and provided opportunity to comment if interested	Inform – notified in writing via dual signed letter (Council CEO and Holmes Dyer) or via email of the proposal and invited to comment during the formal consultation period.
B	Adjacent Council	City of Playford	Low	Low	To be made aware of the project and provided opportunity to comment if interested	Inform – notified in writing via dual signed letter (Council CEO and Holmes Dyer) or via email of the proposal and invited to comment during the formal consultation period.
B	Adjacent Council	Wakefield Regional Council	Low	Low	To be made aware of the project and provided opportunity to comment if interested	Inform – notified in writing via dual signed letter (Council CEO and Holmes Dyer) or via email of the proposal and invited to comment during the formal consultation period.
C	Directly Affected Community	Owners and occupiers of residential land within Adelaide Plains	Medium	Medium	To be made aware of the Community and Civic Hub Investigation Encouraged to participate through a range of different techniques to attract as much interest as possible.	Consult – the landowners-occupiers of the residential land in Adelaide Plains Council and invite participation and sharing of ideas through a range of engagement techniques to support individual choice of how/when people are involved both physically and/or digitally, including survey (hard copy/online) and community drop-in sessions.
C	Directly Affected Community	Owners and occupiers of retail, industrial, commercial land within Adelaide Plains Council Area	Medium	Medium	To be made aware of the project and provided an opportunity to comment. Encouraged to participate through a range of different techniques to attract as much interest as possible.	Consult – the landowners-occupiers-business operators of the retail, industrial, commercial land or business operations of the Adelaide Plains Council and invite participation and sharing of ideas through a range of engagement techniques to support individual choice of how/when people are involved both physically and/or digitally, including survey (hard copy/online) and community drop-in sessions

D	Political Stakeholders	State and Federal Members of Parliament including Penny Pratt – Member for Frome and Rowan Ramsay MP - Federal Member for Grey	Low	Medium	To be made aware of the project and provided an opportunity to comment. To be informed of the outcome.	Inform – notified in writing via dual signed letter (Council CEO and Holmes Dyer) or via email of the proposal and invited to comment during the formal consultation period.
E	Agencies/Authorities General	Department for Infrastructure and Transport Department of Primary Industries and Regions Department for Health & Wellbeing South Australian Tourism Commission Department for Environment & Water	Low	Low	To be made aware of the project and provided an opportunity to comment	Inform – notified in writing via dual signed letter (Council CEO and Holmes Dyer) or via email of the proposal and invited to comment during the consultation period.
F	Planning & Land Use Services	Department of Trade and Investment (formerly AGD) – Planning and Land Use Services – possible stakeholder if the project results in the need for a future Code Amendment	Low	Low	To be made aware of the project and provided an opportunity to comment	Inform – notified in writing via dual signed letter (Council CEO and Holmes Dyer) or via email of the proposal and invited to comment during the formal consultation period.
H	Community Groups	All community groups and associations as identified by Adelaide Plains contacts and records.	Medium	Medium	That they be made aware of the Community and Civic Hub Investigation and encouraged to participate at a later stage of the project through a range of different techniques to attract as much interest as possible.	Consult – interested community groups are invited to participate and sharing ideas through a range of engagement techniques to support individual choice of how/when people are involved both physically and/or digitally, including survey (hard copy/online) and community drop-in sessions
I	Aboriginal & Torres Strait Islander Leaders	Aboriginal Community Leaders	Low	Low	Direct engagement with the nominated community spokesperson is recommended	Inform – notified in writing via dual signed letter (Council CEO and Holmes Dyer) or via email of the proposal and invited to comment during the consultation period.

5. Stakeholder Level of Influence and Positioning Matrix

Identifier	Stakeholder
A.	Owner (Adelaide Plains Council)
B.	Adjacent Councils
C.	Directly Affected Community
D.	Political Stakeholders
E.	Agencies/Authorities General
F.	Planning & Land Use Services
G.	Community Groups
H.	Aboriginal & Torres Strait Islander Leaders

Stakeholder Matrix

High Influence / Low Interest

Stakeholder within this group should be actively consulted to encourage participation

Low Influence / Low Interest

Stakeholder within this group should be kept informed with minimum resource assignment

High Influence / High Interest

Stakeholders within this group should be regularly engaged and promoted as project spokespersons to encourage participation by other stakeholders

Low Influence / High Interest

Stakeholder within this group should be regularly engaged to maintain interest

Influence / Power

Interest

6. Engagement Assumptions/Limitations

There are many barriers to conducting effective community engagement, including digital capabilities of the community and council, time and location limitations, clarity of communication and other external influences. Holmes Dyer has attempted to mitigate some of the known barriers and have provided the following assumptions.

- All aspects of the engagement period, including informational material and in person sessions will reiterate the key aim of this engagement period:
  - » Engagement with the community and stakeholders is the first step of this Investigation to share ideas, opinions and feedback;
  - » The first phase of Investigation, including engagement is not about decision making, rather exploring community ideas;
  - » There is a rigid process that the Investigation will follow into the next phases to ensure the community is appropriately consulted and that the feedback received critically influences any future decision making.
- All posters, flyers and hard-copy surveys will be graphically produced by Holmes Dyer, to distribute to Adelaide Plains Council digitally, for printing and distribution locally.
- The electronic distribution of all stakeholder letters will be undertaken by Holmes Dyer.
- The content for a letter/Information Flyer/direct mail-out to all identified stakeholders will be digitally produced by Holmes Dyer, with printing and mail-out the responsibility of Adelaide Plains Council on Council letterhead/envelopes to maximise open rate.
- Should the community drop-in or face to face sessions need to be cancelled due to Covid-19 or other unplanned event, all best endeavours will be made to either reschedule within the 4-week consultation period or the engagement transitioned online via a web-based video conference format.
- Holmes Dyer Staff (x2) will be physically present in Adelaide Plains Council for up to 6 days during the initial 4-week consultation period to host the facilitated workshops (Staff, Elected Members, 3 x equivalent community drop-in sessions)
  - » It should be acknowledged that further consultation with stakeholder groups and the community will occur in the next phases of investigation not outlined in this document. Therefore, there will be future opportunities outside this 4-week period for participation and response.
- Co-attendance by Adelaide Plains Council staff at the community drop-in sessions to support Holmes Dyer staff would be encouraged as some community members may feel more comfortable talking to members.

7. Communication Approach

All communications, whether by Council or Holmes Dyer in respect to the Community and Civic Hub Investigation should be directly aligned to the content and timing set-out in this Communication and Engagement Plan.

To achieve the overarching objectives as per above, the following (non-exhaustive) list of communication tasks will be used:

- At the 2021 Census 88% of Adelaide Plains Residents recorded English as the language used at home. A review of the community ancestry identifies that there is no dominant ancestry outside of native English-speaking countries. As a result of this analysis, for the purpose of this engagement it has been determined that it is not necessary to translate the information into any other language as part of this engagement.
- All feedback will be directed through a central point of contact being the Holmes Dyer email engagement@holmesdyer.com.au– Attention Community and Civic Hub Investigation for central coordination and analysis of feedback.
- Holmes Dyer staff will keep a record of email addresses by community members/ stakeholders who participated in the engagement and wish to stay informed on the outcomes, to be used as part of the Closing the Loop process set out in Section 10.
- Given the overall population and demographics of the Adelaide Plains Council, as well as the potential volume of feedback received, Holmes Dyer will aggregate or redact portions of the responses to as best as possible ensure the anonymity of any individual response in the consultation outcome summary that will be made publicly available at the end of the engagement period. Unredacted responses and the unedited responses will be provided confidentially to Council staff for information, future reference.
- A Frequently Asked Questions flyer will be produced and updated across the 4-week period to address questions and any misunderstandings as they arise and manage community expectations in respect to the project and timelines for delivery.
- All material distributed in respect to this engagement will be prepared by Holmes Dyer and provided to Adelaide Plains Council for review and approval prior to distribution.
- Any press enquiries should be directed to the Chief Executive Officer and Mayor of Adelaide Plains Council for public comment. Holmes Dyer will not provide any comment to the press.

The following key messages will underpin the engagement regarding the Community and Civic Hub Investigation:

- The Community and Civic Hub Investigation is a strategic vision for the proactive and planned growth and investment in Adelaide Plains.
- The Investigation will not make any statutory changes to the planning system or to existing use of Council-owned land or buildings; this will be subject to future formal consultation processes prior to implementation.
- The Investigation will be used by Council to inform the next phase of the project, budget, planning and investment, and to advocate with Federal, State and

Private Developers for investment in Adelaide Plains to support the growth and vision set out in this Investigation.

- The Investigation will identify prioritised actions, from immediate through to short (1-3 year), medium (3-5 year) and long term (5 years plus) priorities, to enable planned delivery in line with population growth within Council's budget and resource capacity.
- The Investigation will seek to establish a draft project vision and set of guiding principles and facility scope recommendations out of the vision workshops. These visions and principles will be critical to guide future decisions, such as site location and key requirements in an architectural brief or Principal Project Requirements document.
- The findings from the Investigation will be used to appropriately inform the Phase 2 Summary Report including draft Risk, Governance & Procurement Plan to Council.
- Initial community consultation will occur for a period of 4 weeks. Input from the community will be ongoing throughout the next phases of this investigation.

The following paragraph represents a suitable introduction for communicating the intended and current status of the investigations with the Adelaide Plains community. The following paragraph is intended to be used across various information and consultation material.

"Adelaide Plains Council is one of the fastest growing local government areas in South Australia. This growth brings with it both changing community expectations regarding the nature and delivery of services and facilities and the need to accommodate an increasing population and staffing numbers.

In recognition of this growth, Council commissioned an independent third party to review Council's current community and civic facilities with a view to understanding their suitability to meet the needs of this rapidly growing population. That study identified a critical need to improve the efficiency, functionality and space available to meet the expectations of a rapidly growing population. Council endorsed the findings of that report in late 2022.

The key recommendation was to undertake a "Community and Civic Hub Investigation" which would seek to establish a project vision, guiding principles and a scoping of required facilities through a series of investigations, workshops and community engagement, which would then form the basis for recommended facility requirements, locations options, delivery models, budgeting, risk analysis, project brief, cost estimates, governance and procurement planning as part of the next phase of investigations. None of these investigations represent a commitment to proceed with a Community and Civic Hub. Rather, they provide the necessary basis for Council to make an informed decision about the delivery of that Hub at a future point in time."

8. Staging the Engagement

The following considerations relating to timing for the engagement have been considered in the preparation of this Community and Engagement Plan, relating to the availability of community members and key stakeholders.

- **Elected Members** – Workshop to follow soon after the case study/site visit to ensure ideas and findings from visit is captured in the development of the vision and principles.
- **Council Staff** – Workshop to be undertaken soon after the EM workshop to explore workplace operations and styles. Specifically structured sessions and facilitated - but not exclusive invite.
- **Community Groups -** Council will directly notify community groups by formal letter, encouraging them to share the engagement with their local networks.
- **Drop-in Session Venues** – Drop-in session will be held post workshops with Elected members and Council staff and informational material going live. Drop-in sessions will be held in Two Wells, Mallala and Dublin. The use of venues such as a council buildings, community centres or town halls is to be directed by Council, to ensure a prominent and accessible location is used.
- **Weekday and Weekends** – One community drop-in session will be held during the week and one across the weekend to ensure a variety of times are offered.

Considering the above, the recommended engagement period for the Adelaide Plains Community and Civic Hub Investigation is four (4) weeks, commencing in early May and concluding in late May Early June, over a period equating to at least 21 business days.

Holmes Dyer suggests the following key dates, to be confirmed by Council:

- Holmes Dyer suggests the following key dates, to be confirmed by Council:
- Elected Members Site Visit (Case Studies) – 23 January 2023
- Senior Staff Project Workshop – 8 February 2023
- Elected Members Vision Workshop – 28 February 2023
- Staff Vision Workshop – 28 February 2023
- Communication and Engagement Plan Endorsed 27 March 2023
- Informational Material and community consultation support material approved by Council – Early April 2023
- Informational material and advertising of consultation submitted to publications – Mid/late April
- Informational material and advertising of consultation goes live – Mid/late April 2023
- 4-week public consultation period starts – Early May
- Community Drop-in Session 1 – Saturday Mid May
- Community Drop-in Session 2 – Thursday Mid May
- Community Drop-in Session 3 – Saturday Mid May
- 4-week public consultation period ends – Late May
- Summary of engagement outcomes – Early/mid June

These dates may be subject to change depending on location availability and Council direction.

Stage	Objective	Engagement Activity	Stakeholders	By when/whom
Stage 1	Direct engagement with Elected Members and Council Staff to inform the Investigation	Facilitated Workshop Session (x2)	Elected Members Adelaide Plains Staff	Senior Staff Project Workshop – 8 February 2023 Elected Members Vision Workshop – 28 February 2023 Staff Vision Workshop – 28 February 2023
Stage 2	Direct letters and invitations to attend the facilitated drop-in sessions for identified community groups, businesses and organisations. Distributed via email/ or post to ensure arrival prior to the "go live" date	Personally addressed letter to identified local community groups, business and organisations Link to survey and further information Adelaide Plains website Printed flyers/posters distributed by Council to facilities ready for start of community engagement period.	Adelaide Plains Council Personally address Letters to community groups, businesses and organisations as identified by Council.	Identify and collect stakeholders contact details with support from Council two (2) weeks before drop-in sessions. Letters/Invitations to participate in drop-in session and online material sent two (2) weeks before drop-in sessions (Mid-April)

Stage 3	Ensure consultation material content is signed off and ready to "go live"	Provision of community consultation material to Adelaide Plains Council for printing and distribution/ display in community facilities/ buildings and online on the website ahead of the Engagement "go live" date.	Adelaide Plains Council	Holmes Dyer to provide content two (2) weeks before commencement of community consultation (Mid-April excluding public holidays)
Stage 4	Inform stakeholders and the community about the Investigation	Emails sent to advise of commencement of consultation and provide information regarding the Investigation and how to provide feedback. Website and displays at Council Library / Council Office goes live Prepare FAQ's Online Survey goes live	Business Stakeholders Community /Sporting Groups Adjacent Councils State and Federal Members of Parliament Department for Infrastructure and Transport (DIT) Department of Trade & Investment (PLUS) Utility Organizations Government Agencies Aboriginal & Torres Strait Islander Leaders	First day of the consultation period (Late April)

		Place an advertisement in the digital edition of 'Plains Producer' and 'Two Wells and District Echo'	Community	Informational and advertising material to be submitted for publication 21 days clear notice of the end of the consultation period.
		Promotion on Adelaide Plains Council Facebook Page	Community	Plains Producer and The Bunyip are published each Wednesday
				Echo published in the first week of each month.
Stage 5	Broad community ideas gathering sessions via direct face to face (Drop-in Session)	Community drop-in sessions / pop-up information stands as part of planned community activities in Two Wells and Mallala	Community	Community Drop-in Session 1 – Saturday in May
				Community Drop-in Session 2 – Thursday in May
				Community Drop-in Session 3 – 1 hour split two locations Saturday in May
Stage 6	Inform stakeholders and the community about the impact of the engagement and outcome of the proposal via a summary engagement outcome report	Direct letter and/or email	All participants who made a submission	As soon as practicable following consideration of the engagement outcome report and Community and Civic Hub Investigation by Adelaide Plains Council.

9. Evaluation Approach & Closing the Loop

An engagement outcome summary of all meetings, responses and outcomes of the four-week engagement period will be prepared by Holmes Dyer and presented to Council to inform decision making and serve as a record of issues raised on the project.

As part of the online/hard copy survey, questions will be included to seek feedback on the quality and type of engagement material used to help the community form a view and participate in this engagement. Participants will also be asked if they wish to be kept informed of the Investigation outcomes and contact details will be recorded for distribution of a "Closing the Loop" email/letter and the project website page will be updated.

Holmes Dyer will retain a record of all participants who lodge formal submissions, attend a community drop-in session or make telephone or email enquiries during the engagement period.

It is possible that the survey will receive a relatively small sample size, due to the typical online participation rates. As a result, the confidentiality of responses to maintain anonymity, except where someone is speaking publicly on behalf of an organisation, will be considered by aggregation and redaction in the public version of the outcome report. A full unredacted copy will be provided to the Council in confidence.

Appendix 1. Engagement Method Plans

Site Visit Itinerary
Community and Civic Hub Investigation
Council Staff and Elected Members – 23rd January 2023, 9:00am

Item	Site	Site Representees	Time
1.0	**Salisbury Community Hub**	Charles Mansueto	**1 Hour 15 Mins**
	• 34 Church St, Salisbury SA 5108		*9:15 – 10:30am*
2.0	**Payinthi Prospect**	David O'Loughlin Scott McLuskey	**1 Hour 15 Mins**
	• 128 Prospect Rd, Prospect SA 5082		*11:00am – 12:15pm*
3.0	**Lunch**		**40 Mins**
	Lunch at Prospect		*12:20 – 1:00pm*
4.0	**Para Hills Community Hub**	Jarred Collins	**45 Mins**
	• 22 Wilkinson Rd, Para Hills SA 5096		*1:30 – 2:15pm*
5.0	**Gawler Civic Centre**	Henry Inat David Barrett	**1 Hour 15 Mins**
	• 89-91 Murray St, Gawler SA 5118		*2:30-3:45pm*
6.0	**Return to Adelaide Plains Council**		**4pm**

Workshop Method Design – Council Staff & Elected Members – 28th February 2023	
Method:	Council staff workshop - Interactive session - High level interest, high level influence group
Project Stage:	Early: Phase 1 of Community and Civic Hub Investigation consultation program.
Engagement Purpose:	Collaborate: Understand the needs of staff and council operations and desired vision for potential community and civic spaces.
Rational Aim:	Staff experience and knowledge to formulate a preferred workstyle, work environment, and interface with community.
Experiential Aim:	Understand how staff best work with one another, how tasks are best completed and how community and civic spaces can be shared.

Risks	**Risks**	**Mitigation**
	Underrepresentation from various levels of Council	Ensure a representative from various departments, hierarchical levels and skill sets are present at the workshop.
	Dominant opinions pushing out ideas, visions, statements	If needed, utilise small groups and break out activities to allow for EMs to talk with one another and facilitators. Provide opportunities for ideas, comments and feedback to be scribed or written by individuals during workshop. (Post-it notes and theme trees with discussion topics)
	Skipping ahead in the sequence of investigation to ideas around design, location etc.	Provide simple workshop discussions framework ahead of session so staff have a clear understanding of the sessions purpose and aims. Facilitators to redirect discussion when needed.
Question Design Consideration:	- Different roles in Council will have different needs/views - Asking questions for specific tangible response or general feeling and principle - A selection of outcomes required from workshop therefore some questions need to be pointed	
Roles and Responsibilities:	**Planning**	Holmes Dyer

Facilitation	Holmes Dyer and Adelaide Plains Council	
Participation Liaison	Adelaide Plains Council Project Lead – Sheree Schenk & Clarisse Semler-Hanlon	
Recording	Holmes Dyer	
Data Analysis	Holmes Dyer	
Reporting	Holmes Dyer	

Method Evaluation	If a consensus decision was met: - If a preferred working environment identified - If a selection of workstyles are identified Project team analysis of feedback from staff - Direct communication with staff about the general experience on the day (e.g., felt heard, had multiple opportunities to contribute)
Pre-Work Activities	Online survey - Provide an online survey link a week prior to workshop Discussion topics - Provide a set of discussion topics to stimulate ideas and thinking ahead of the session (include as part of the agenda)
Follow-up Activities	- Summary of responses to be distributed - Additional idea/feedback sheet to be distributed
Discussion Topics	- Preferred administration and community facility distribution models (centralised, hub and spoke, distributed, precinct etc.) - Preferred customer service model (location offer, traditional separation of civic and library service enquires, front desk or floating concierge etc.) - Workplace design models (Combination of closed offices/open plan office, Activity based Working, Hybrid working and recommended Staff Desk Ratio). - Key facility community service provisions/services that could include relocation of existing and/or new service offerings not currently offered to the Adelaide Plains community.

Tools and Activities:	SOAR Brainstorm
	Strengths, Opportunities, Aspirations and Results
	
	The focus is on what the organization already does well, and on converting weaknesses and threats into opportunities.
	
	- Facility Models
	  o Hybrid Model
	  o Activity Based Working
	  o Hub and Spoke
	  o In-Person Workplace
	- Key Service Provisions
		3 X Facility Model SOAR Brainstorm
		3 X Service Provision SOAR Brainstorm
		3 X Customer Service Model Brainstorm

- o Library
- o Staff workspace
- o Justice of the Peace
- o Council Chambers
- o Event Space
- o Community Groups
- o Youth Centre
- o Theatre
- Customer Service Models
  - o Self Service
  - o Front Desk Request and Response
  - o Service Stations
  - o Floating Concierge

In groups of 6 use post-it notes and write down your thoughts the under the heading "strengths", "challenges" for a identified topic. After 10 minutes of brainstorming, swap topic page with another group

Adelaide Plain Council Staff Workshop Agenda
Community and Civic Hub Investigation
All Council Staff – 28th February 2023, 2:00pm – 4:00pm

Item	Description	Presenter	Time
1.0	**Introduction to the Community and Civic Hub Investigation**	SPH	**10 Min**
1.1	• Welcome from Adelaide Plains Council		
1.2	• Acknowledgement of Country		*2:00pm – 2:10pm*
1.3	• Run through key points/intended outcomes of Investigation • Outline the workshop proceedings		
2.0	**Review Pre-workshop Survey**	NH	**15 Min**
2.1	• Discuss the outcomes of the workplace assessment survey		

2.2	• Identify reoccurring trends and ideas
	  » Preferred workplace environment
	  » Relationship and interface with community, customers and colleagues
	  » Space needed for activities/tasks
			2:10pm – 2:25pm

3.0	**Group Brainstorm Activity**	NH	**35 Min**
3.1	• Introduction to the SOAR brainstorm activity	NH	

3.2	• Breakout into groups of 5 or 6 for the brainstorm activity
	  » Workplace Model
	  » Facility Function
	  » Service Provision Model
		All Discussion	*2:25pm – 3:00pm*

	10 Min Break		
4.0	**Preliminary Discussion of Brainstorm Activity Findings**	NH	**25 Min**
	• Sharing of ideas by groups • Discussion of reoccurring ideas	All Discussion	*3:10pm – 3:35pm*
5.0	**Additional Facility Considerations**	SPH	**20 Min**

	• Opportunity for staff to raise other categories of consideration
	  » Challenges/limitations with implementing workplace change
	  » Interface with the community
	  » Use of current Council facilities
	  » Questions to discuss with community
		All Discussion	*3:35pm – 3:55pm*

6.0	**Next steps**		
	• Follow up of outcomes from workshop • Future opportunities to engage • Our next steps		**5 Min** *3:55pm – 4:00pm*

Elected Members Workshop Agenda
Community and Civic Hub Investigation
Elected Members – 28th February 2023, 4:30pm – 6:30pm

Item	Description	Presenter	Time
1.0	**Introduction to EM Workshop**	SPH	**10 Min**
1.1	• Welcome from Adelaide Plains Council	APC	
1.2	• Acknowledgement of Country	APC	*4:30pm – 4:40pm*
1.3	• Outline the workshop proceedings • Provide summary of Communication and Engagement Plan		
2.0	**Learnings from Site Visits**	NH	**20 Min**
	• Review site visit locations and learnings » Salisbury Community Hub » Para Hills Community Hub » Prospect Payinthi » Gawler Civic Centre		*4:40pm – 5:00pm*
3.0	**Group Brainstorm Activity**	NH	**30 Min**
3.1	• Introduction to the SOAR brainstorm activity	NH	
3.2	• Breakout into small groups for a brainstorm activity » Workplace models » Facility functions » Service provision model	EM Discussion	*5:00pm – 5:30pm*
	10 Minute Break		
4.0	**Preliminary Discussion of Brainstorm Activity Findings**	NH	**30 Min**
	• Sharing of ideas by groups • Discussion of reoccurring ideas	EM Discussion	*5:30pm – 6:00pm*
5.0	**Additional Facility Considerations**	SPH	**20 Min**
	• Opportunity for EM to raise other categories of consideration » Use of current Council facilities » Questions to discuss with community » Community Reference Group	EM Discussion	*6:00pm – 6:20pm*
6.0	**Next steps**		6:20pm – 6:30pm

Workshop Method Design – Council Staff & Elected Members – 28th February 2023

Method:	Council staff workshop - Interactive session - High level interest, high level influence group
Project Stage:	Early: Phase 1 of Community and Civic Hub Investigation consultation program.
Engagement Purpose:	Collaborate: Understand the needs of staff and council operations and desired vision for potential community and civic spaces.
Rational Aim:	Staff experience and knowledge to formulate a preferred workstyle, work environment, and interface with community.
Experiential Aim:	Understand how staff best work with one another, how tasks are best completed and how community and civic spaces can be shared.

Risks	**Risks**	**Mitigation**
	Underrepresentation from various levels of Council	Ensure a representative from various departments, hierarchical levels and skill sets are present at the workshop.
	Dominant opinions pushing out ideas, visions, statements	If needed, utilise small groups and break out activities to allow for EMs to talk with one another and facilitators. Provide opportunities for ideas, comments and feedback to be scribed or written by individuals during workshop. (Post-it notes and theme trees with discussion topics)
	Skipping ahead in the sequence of investigation to ideas around design, location etc.	Provide simple workshop discussions framework ahead of session so staff have a clear understanding of the sessions purpose and aims. Facilitators to redirect discussion when needed.

Question Design Consideration:	- Different roles in Council will have different needs/views - Asking questions for specific tangible response or general feeling and principle - A selection of outcomes required from workshop therefore some questions need to be pointed

Roles and Responsibilities:	**Planning**	Holmes Dyer

	Facilitation	Holmes Dyer and Adelaide Plains Council
	Participation Liaison	Adelaide Plains Council Project Lead – Sheree Schenk & Clarisse Semler-Hanlon
	Recording	Holmes Dyer
	Data Analysis	Holmes Dyer
	Reporting	Holmes Dyer

Method Evaluation	If a consensus decision was met: - If a preferred working environment identified - If a selection of workstyles are identified Project team analysis of feedback from staff - Direct communication with staff about the general experience on the day (e.g., felt heard, had multiple opportunities to contribute)	
Pre-Work Activities	Online survey - Provide an online survey link a week prior to workshop Discussion topics - Provide a set of discussion topics to stimulate ideas and thinking ahead of the session (include as part of the agenda)	
Follow-up Activities	- Summary of responses to be distributed - Additional idea/feedback sheet to be distributed	
Discussion Topics	- Preferred administration and community facility distribution models (centralised, hub and spoke, distributed, precinct etc.) - Preferred customer service model (location offer, traditional separation of civic and library service enquires, front desk or floating concierge etc.) - Workplace design models (Combination of closed offices/open plan office, Activity based Working, Hybrid working and recommended Staff Desk Ratio). - Key facility community service provisions/services that could include relocation of existing and/or new service offerings not currently offered to the Adelaide Plains community.	

Tools and Activities:	SOAR Brainstorm
	 Strengths, Opportunities, Aspirations and Results
	
	 The focus is on what the organization already does well, and on converting weaknesses and threats into opportunities.
	
	 - Facility Models
	     o Hybrid Model
	     o Activity Based Working
	     o Hub and Spoke
	     o In-Person Workplace
	 - Key Service Provisions
		3 X Facility Model SOAR Brainstorm
		 3 X Service Provision SOAR Brainstorm
		 3 X Customer Service Model Brainstorm

- o Library
- o Staff workspace
- o Justice of the Peace
- o Council Chambers
- o Event Space
- o Community Groups
- o Youth Centre
- o Theatre
- Customer Service Models
  - o Self Service
  - o Front Desk Request and Response
  - o Service Stations
  - o Floating Concierge

In groups of 6 use post-it notes and write down your thoughts the under the heading "strengths", "challenges" for a identified topic. After 10 minutes of brainstorming, swap topic page with another group

Appendix 2. Council Staff Workplace Assessment Survey

Adelaide Plains Council Workplace Assessment Survey

46	**10:00**	**Closed**
Responses	Average time to complete	Status

1. **Which of the following best describes your position/role at the Adelaide Plains Council?**

- 🔵 Executive/Senior Leadership — 3
- 🟠 Manager/Team Leader — 8
- 🟢 Professional/Technical Staff — 15
- 🔴 Administrative/Customer Servic... — 9
- 🟣 Construction/Maintenance Staff — 8
- 🟤 Other — 3
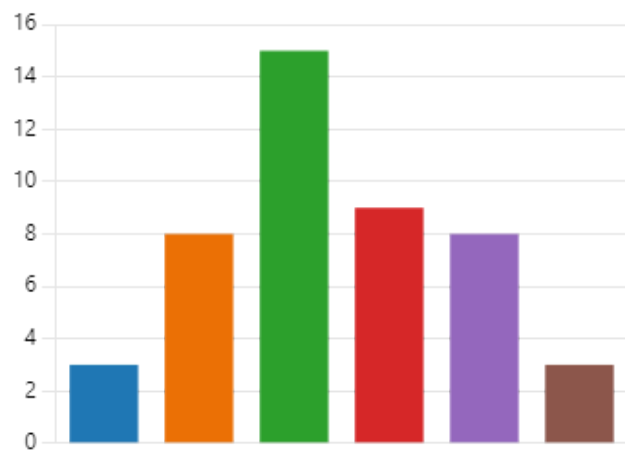
2. **Which of the following best describes the number of hours you work per week?**

- 🔵 Full-time — 39
- 🟠 Part-time — 7

3. If part-time, please specify how many days/hours you work

6
Responses

Latest Responses

2 respondents (**33**%) answered **days per week** for this question.

days at work **hours per week**

days per week home
hours a day
hrs
hours per fortn

4. **Excluding when you work from home, how many days in an average week do you spend at your <u>primary</u> workplace?** *('primary workplace' - the location where you are predominantly located during work hours, e.g. Council offices, library, depot or other Council facility)*

● 0	0
● 1	0
● 2	3
● 3	3
● 4	19
● 5	21
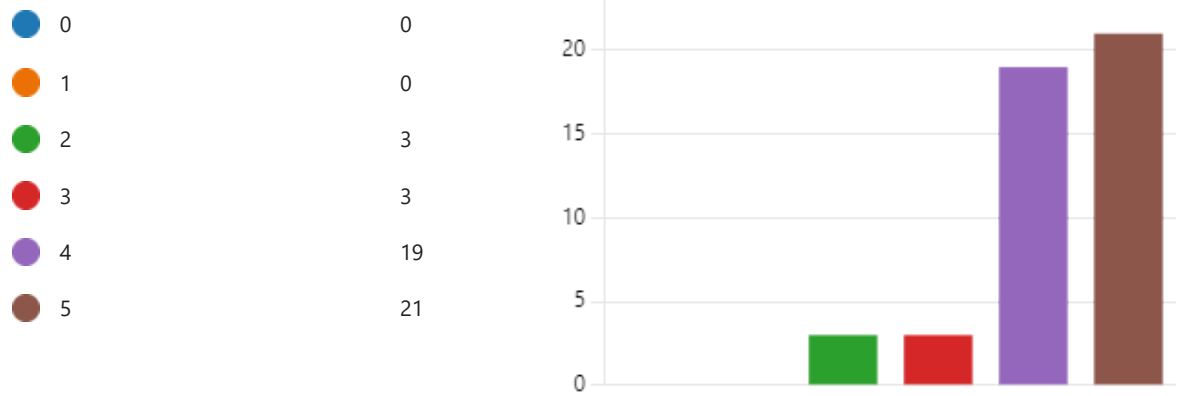
5. **How many days in an average week do you work remotely or from home?**

🔵 0	16
🟠 1	25
🟢 2	5
🔴 3	0
🟣 4	0
🟤 5	0

6. **What is your ideal home/workplace breakdown**

🔵 Full time at your primary workpl…	15
🟠 1 or two days from home and th…	24
🟢 3 or 4 days from home and the …	6
🔴 Full time working from home	1
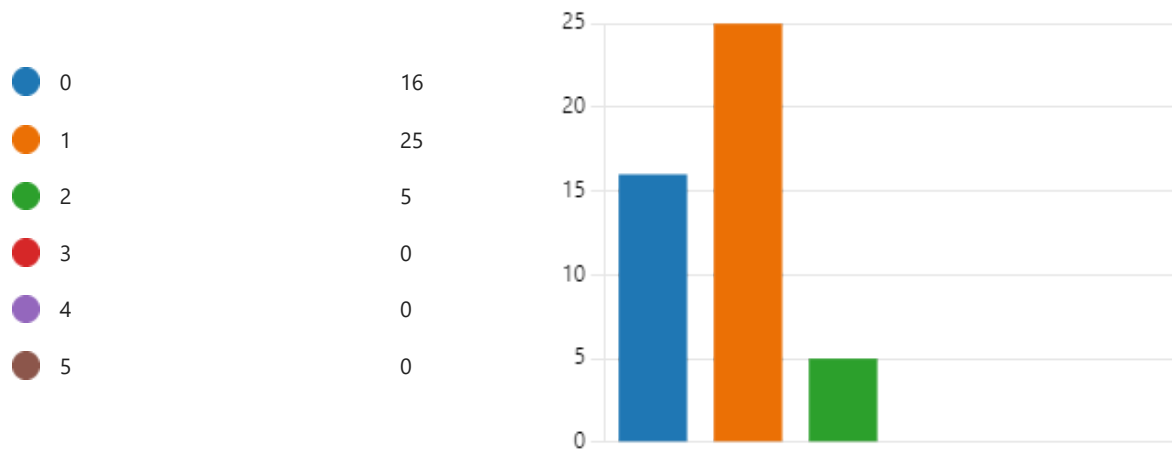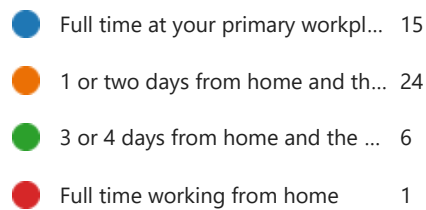
7. **Does your role require frequent (weekly or more) interactions with clients, customers, or other non-Council staff?**

🔵 Yes	30
🟠 No	16

8. **Which of the following best describes your <u>current</u> workplace environment?**

🔵 Fully open plan: No private spac…	11
🟠 Mostly open plan: Quiet zones, …	3
🟢 Somewhat open plan: Individual…	10
🔴 Mostly shared offices: Separate …	9
🟣 Mostly Private: Mostly private of…	13
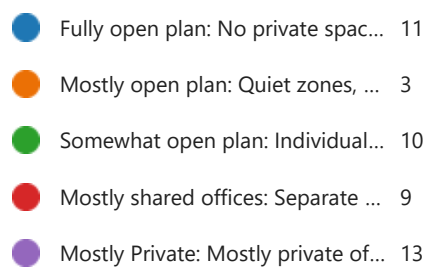
9. **Which of the following best describes your _ideal_ workplace environment?**

- 🔵 Fully open plan: No private spac...   5
- 🟠 Mostly open plan: Quiet zones, ...   10
- 🟢 Somewhat open plan: Individual...   17
- 🔴 Mostly shared offices: Separate ...   5
- 🟣 Mostly Private: Mostly private of...   9

10. **Share an example of what your _ideal_ workplace would look like.** (eg. hybrid workspace, shared spaces with the community, private offices or hub and spoke facilities)

36
Responses

Latest Responses

"_Outside_"

"_Hybrid Workspace_ "

"_Outdoor worker_"

22 respondents (**61**%) answered **space** for this question.

private rooms   office spaces   Quiet spaces
planned space   open plan   private meeting   needs   rooms and a few
spaces for staff   meeting rooms   **space**   staff   community space
  senior staff   private offices   plan office
spaces with the community   rooms and collaboration   work a
spaces and facilities

11. **How much do you agree with the statement "My _current_ workplace allows me to effectively complete my daily task/activities"**

- 🔵 Strongly Disagree   1
- 🟠 Disagree   7
- 🟢 Neither Disagree or Agree   11
- 🔴 Agree   17
- 🟣 Strongly Agree   10

12. **How much do you agree with the statement "My <u>current</u> workplace allows me to effectively interact with clients/colleagues/customers"**

|		
🔵	Strongly Disagree	2
🟠	Disagree	13
🟢	Neither Disagree or Agree	8
🔴	Agree	15
🟣	Strongly Agree	8

13. **How do you and your immediate work team/colleague(s) communicate about tasks and projects?** *(select all that apply)*

🔵	Emails	38
🟠	Phone calls	34
🟢	In person	42
🔴	Zoom/Video call	21
🟣	Other	5

14. **What types of tasks do you perform on an average workday?** *If your tasks vary greatly from one day to the next, respond to this question based on your previous full work day. (Select all that are applicable)*

🔵	Focus work: Individual work req...	27
🟠	Process work: Individual work w...	34
🟢	Phone/video conversations: Pho...	28
🔴	Small Group Work: Working in a...	22
🟣	Small Group Discussion: Professi...	28
🟤	Specialist Work: Completing tas...	19
🟣	Large Group Work: Working in a...	6
⚪	Formal Meetings: A scheduled ...	18
🟡	Information Sharing: Knowledge...	14
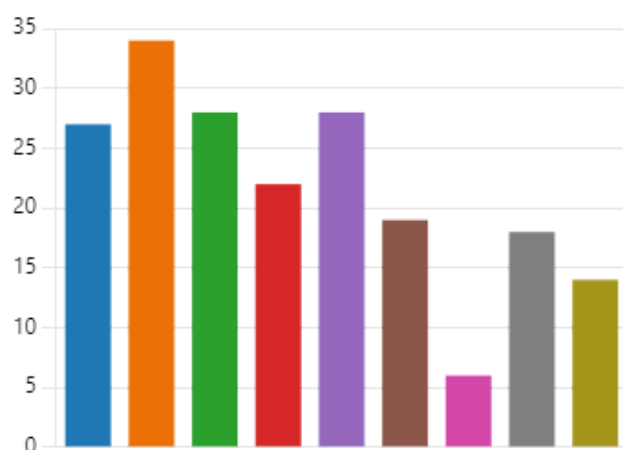
15. **What work activities/tasks do you <u>prefer</u> to do at your primary workplace?** *(select all that apply)*

🔵 Focus work: Individual work req...	15	
🟠 Process work: Individual work w...	26	
🟢 Phone/video conversations: Pho...	13	
🔴 Small Group Work: Working in a...	24	
🟣 Small Group Discussion: Professi...	21	
🟤 Specialist Work: Completing tas...	18	
🩷 Large Group Work: Working in a...	15	
⚫ Formal Meetings: A scheduled ...	20	
🟡 Information Sharing: Knowledge...	16	
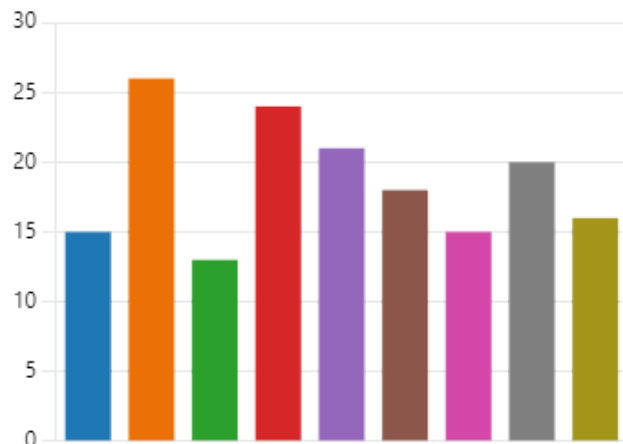
16. **What work related activities/tasks do you <u>prefer</u> to do when working from home/remotely?** *(select all that apply)*

🔵 Focus work: Individual work req...	31	
🟠 Process work: Individual work w...	26	
🟢 Phone/video conversations: Pho...	33	
🔴 Small Group Work: Working in a...	8	
🟣 Small Group Discussion: Professi...	11	
🟤 Specialist Work: Completing tas...	12	
🩷 Large Group Work: Working in a...	5	
⚫ Formal Meetings: A scheduled ...	5	
🟡 Information Sharing: Knowledge...	8	
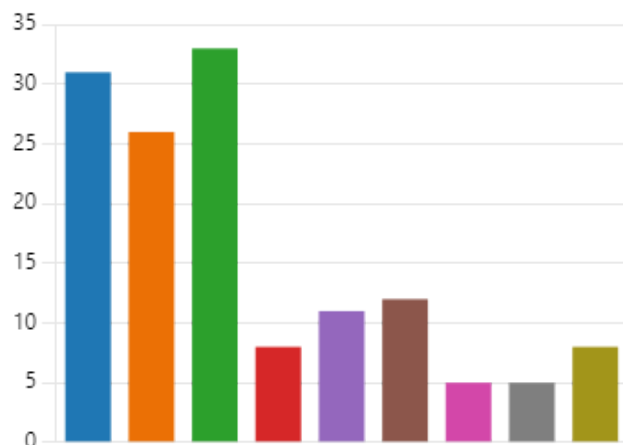
Appendix 3. Adelaide Plain Community and Civic Hub Investigation Survey

Adelaide Plain Community and Civic Hub Investigation Survey

16	**13:52**	**Closed**
Responses	Average time to complete	Status

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1. What is your age bracket

🔵	<18	0
🟠	18-24	2
🟢	25-34	2
🔴	35-44	2
🟣	45-54	4
🟤	55-64	3
🟣	65-74	2
⚫	75-85	0
🟡	85+	0

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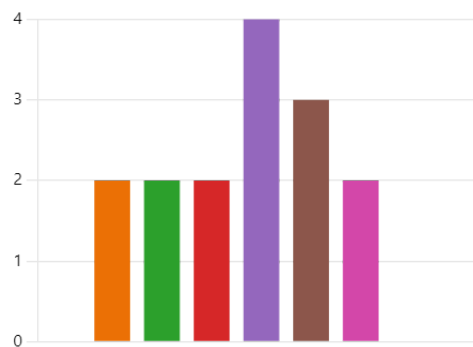
2. What is your gender?

🔵	Woman	7
🟠	Man	7
🟢	Non-binary	0
🔴	Prefer not to say	1
🟣	Other	0

---

3. How would you describe your connection with Adelaide Plains Council (select all that apply).

🔵	Resident	13
🟠	Operator/business owner	4
🟢	Work/employed in Adelaide Plai...	3
🔴	Nearby business operator/owner	0
🟣	Member of community group o...	5
🟤	Student	1
🟣	Other	1
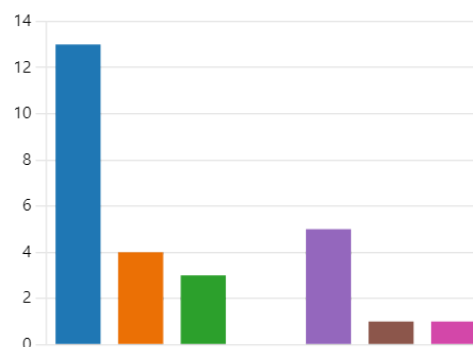
4. Do you live in Adelaide Plains? If so, where?

🔵	Mallala	2
🟠	Two Wells	8
🟢	Dublin	1
🔴	Thompson Beach	1
🟣	Long Plains	0
🟤	Windsor	1
🔴	No, I don't live in Adelaide Plain...	2
⚫	Other	0
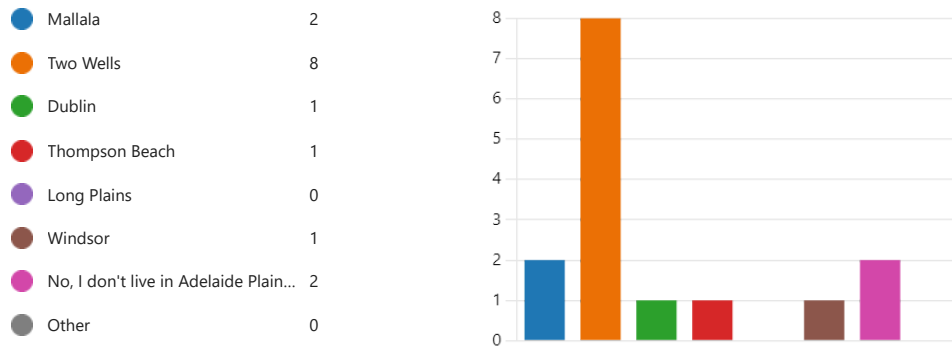
5. How long have you lived in the Adelaide Plains Council area?

🔵	Less than 1 year	0
🟠	Between 1 and 5 years	2
🟢	Between 5-10 years	2
🔴	Between 10-20 years	2
🟣	Between 20-30 years	1
🟤	More than 30 years	6
🔴	Other	0
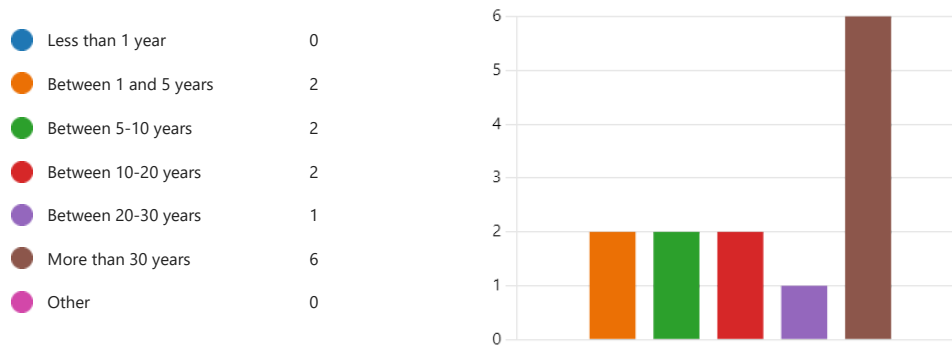
6. How often on average would you visit a Adelaide Plains Council facility (e.g. Library, Council Depot, Community Centre).

🔵	Daily	1
🟠	Weekly	4
🟢	Monthly	3
🔴	Seasonal	6
🟣	Yearly	1
🟤	Never	0
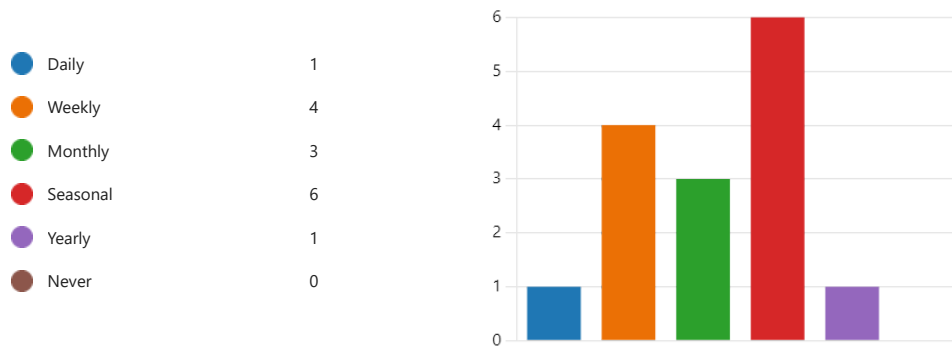
7. Identify the main reasons why you typically visit an Adelaide Plains Council facility.

🔵	Work	4
🟠	Business activities	4
🟢	Community events	6
🔴	Justice of the Peace	5
🟣	Pay rates, bills or fees	4
🟤	Library	9
🔴	Council run programs	4
⚫	Community group or organisati...	5
🟡	Other	0
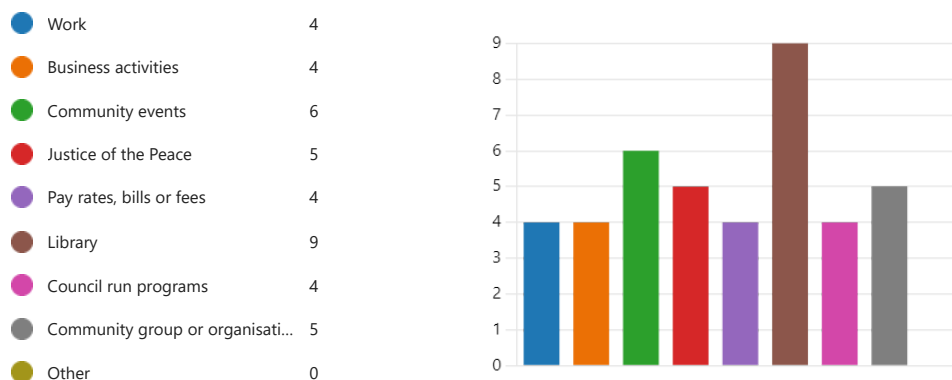
8. If you needed to describe Adelaide Plains to someone using one word, what word would you choose?

12
Responses

"unattractive"

"Poor services "

---

2 respondents (**17**%) answered **Community** for this question.

Poor services little Outdated unattractive Growing

Shit old **Community** Periurban Friendly

rural public facilities location fashioned Family flat

---

9. What services or facilities in Adelaide Plains Council are important to you, and why? (e.g. Village Green, justice of the peace, library space etc.)

14
Responses

Latest Responses

"sporting and recreational"

"parks and gardens, community groups, library, ovals and sporting facilities, …

"These are all important services. Better shops would be good. Sewage line w…

---

10. What makes a community building feel welcoming to you?

11
Responses
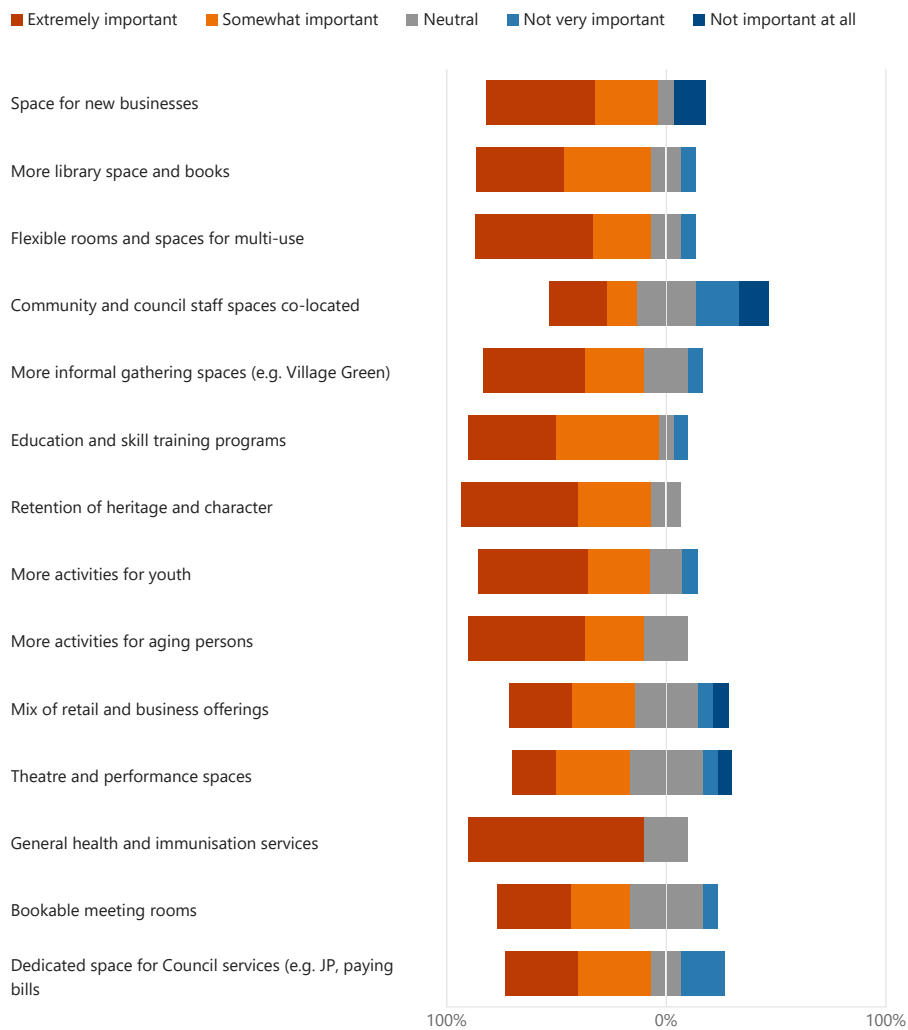
Latest Responses

"gardens, green, flowers, country style, single storey, not big glass urban buil…

---

4 respondents (**36**%) answered **staff** for this question.

single storey car parks staff presence Open and accessable

friendly staff

cheerful colours Clean **staff Open** entry doors

modern design facility helpful staff happy staff easy parking

prams and disabled

11. Please rank how important it is for Council to provide the following services or facilities in a Community and Civic Hub.

Legend: ■ Extremely important ■ Somewhat important ■ Neutral ■ Not very important ■ Not important at all

- Space for new businesses
- More library space and books
- Flexible rooms and spaces for multi-use
- Community and council staff spaces co-located
- More informal gathering spaces (e.g. Village Green)
- Education and skill training programs
- Retention of heritage and character
- More activities for youth
- More activities for aging persons
- Mix of retail and business offerings
- Theatre and performance spaces
- General health and immunisation services
- Bookable meeting rooms
- Dedicated space for Council services (e.g. JP, paying bills

100%   0%   100%

12. What services or facilities do you think are needed in Adelaide Plains Council, and why? (e.g. health services, bookable meeting rooms, co-working spaces etc.)

14
Responses

Latest Responses

"Plenty of available existing community centres that are under utilised and a..."

"aged living options, health services, meeting rooms for volunteers."

"Health services would be good "

7 respondents (**50**%) answered **health services** for this question.

community members work/study community wellbeing
working spaces available health hub services would be good
Youth services health services wells students and community
tourism businesses hours health benefits
community centres meeting rooms services are not community
health professionalscommon community groups

13. How can we share spaces with different user groups, so everyone benefits from any investment?

11
Responses

3 respondents (**27**%) answered **groups** for this question.

doves that are adaptable smaller sections modern facility minded people
community groups room with kitchen groups network adaptable design
booking system **groups** **meeting rooms**
volunteer groups **booking** adaptable community doves
shopping precinct Dedicated room **community** facebook groups
building and spaces

14. How can a future Council investment (e.g., a new community and civic centre), contribute to broader placemaking and township activations improvements?

10
Responses

3 respondents (**30**%) answered **centre** for this question.

community groups Maybe send **council** **building** maybe extend
commercial and retail **Main Street** **centre** **new community** picnic areas
community civic civic centre **people**
new commercial **public** area community hub community centre
vision for the future current residents

15. Do you have any further ideas to improve Adelaide Plains Council's community and civic services and spaces?

12
Responses

4 respondents (**33**%) answered **community** for this question.

historical areas Adelaide area Virginia gym and community area workers
groups in Two Wells new **area**
population able **services** **community** health services
Wells country communities
community organizations stop area in one space community commitment
businesses in the town feel and identity

16. Would you like to be kept informed of the outcomes of the Community and Civic Hub Investigation?

- Yes   8
- No   6

17. If you answered Yes, how would you prefer to be kept informed

- Email   8
- Mail   0
- Phone Call   0
- Council Website 0

18. Please provide your email address below

8
Responses

19. Please provide your best contact phone number below

6
Responses

20. Please provide your preferred mailing contact list

3 respondents (**50**%) answered **SA** for this question.

Hayman Road **Box** SA PO Email Dublin
Belinda Wells
Road Two Wells Hoffmann