NOTICE

of

ORDINARY COUNCIL MEETING

Pursuant to the provisions of Section 84(1) of the Local Government Act 1999

TO BE HELD IN

COUNCIL CHAMBERS
PLAYFORD CIVIC CENTRE
10 PLAYFORD BOULEVARD, ELIZABETH

ON

TUESDAY, 28 APRIL 2026 AT 7:00 PM

THIS MEETING WILL ALSO BE VIEWABLE AT
https://www.youtube.com/user/CityOfPlayford

SAM GREEN
CHIEF EXECUTIVE OFFICER
Issue Date: Thursday, 23 April 2026

MEMBERSHIP

MAYOR GLENN DOCHERTY – PRINCIPAL MEMBER

Cr Akram Arifi	Cr Marilyn Baker	Cr Zahra Bayani
Cr Andrew Craig	Cr Shirley Halls	Cr Chantelle Karlsen
Cr David Kerrison	Cr Clint Marsh	Cr Misty Norris
Cr Jane Onuzans	Cr Peter Rentoulis	Cr Gay Smallwood-Smith
Cr Tanya Smiljanic	Cr Rebecca Vandepeear	

City of Playford
Ordinary Council Meeting

AGENDA
TUESDAY, 28 APRIL 2026 AT 7:00 PM

1 ATTENDANCE RECORD

1.1 Present

1.2 Apologies

1.3 Not Present

2 CONFIRMATION OF MINUTES

RECOMMENDATION

The Minutes of the Ordinary Council Meeting held 24 March 2026 be confirmed as a true and accurate record of proceedings.

3 DECLARATIONS OF INTEREST

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8 QUESTIONS ON NOTICE

Nil

9 QUESTIONS WITHOUT NOTICE

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Nil

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Nil

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6.1 INFORMATION SESSION RECORD OF ATTENDANCE

Contact Person: Sarah Schutz

Information Session Record of Attendance

- The Information Session Record of Attendance for April 2026 is provided below.

	21 April 2026 Start: 7:01pm	
	Attendance	**Attendance Comment**
Mayor Glenn Docherty	✓	
Cr Akram Arifi	✓	*Via Zoom*
Cr Andrew Craig	✓	
Cr Chantelle Karlsen	✓	
Cr Clint Marsh	✓	
Cr David Kerrison	✓	
Cr Gay Smallwood-Smith	*Apology*	
Cr Jane Onuzans	✓	
Cr Marilyn Baker	✓	
Cr Misty Norris	✓	*Via Zoom*
Cr Peter Rentoulis	*Apology*	
Cr Rebecca Vandepeear	✓	
Cr Shirley Halls	✓	
Cr Tanya Smiljanic	✓	*Via Zoom*
Cr Zahra Bayani	✓	*Arrived 7:05pm*

Motions on Notice

12.1 MOTION ON NOTICE - RESCHEDULE OF THE JUNE 2026 ORDINARY COUNCIL MEETING (CR MISTY NORRIS)

Contact Person: Skye Nitschke

Why is this matter before the Council or Committee?

Councillor Misty Norris has submitted the following Motion on Notice for Council's consideration.

MOTION ON NOTICE

That Council:

1. Approves the rescheduling of the June 2026 Ordinary Council Meeting from Tuesday 23 June 2026 to 7:00pm on Monday 29 June 2026 in the Council Chambers at the Playford Civic Centre.

2. Note that this change will:

    a. Support equitable representation across all wards, ensuring Elected Members are able to attend and participate in Council decision-making.

    b. Enable the Mayor to preside over and chair the meeting, in accordance with standard governance practice.

    c. Avoid a scheduling conflict with the Australian Local Government Association National General Assembly, which a number of Elected Members are attending in an official capacity.

3. Requests the Chief Executive Officer to make all necessary administrative arrangements and provide public notice of the revised meeting date in accordance with legislative requirements.

COMMITTEE REPORTS

STRATEGY AND SERVICES COMMITTEE

Matters which cannot be delegated to a Committee or Staff

14.1 GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY - DRAFT ANNUAL BUSINESS PLAN AND BUDGET 2026-27

Responsible Executive Manager : Luke Culhane

Report Author : Vincent Rigter

Delegated Authority : Matters which cannot be delegated to a Committee or Staff

Attachments :

1⇩. Draft 2026-2027 Gawler River Floodplain Management Authority Annual Business Plan
2⇩. Gawler River Floodplain Management Authority Consolidated Draft Budget 2026-2027
3⇩. GRFMA Letter to Councils for Draft Annual Business Plan and Budget

PURPOSE

This report provides the Draft 2026-2027 Gawler River Floodplain Management Authority Annual Business Plan (the Draft ABP) (Attachment 1) and Gawler River Floodplain Management Authority Consolidated Draft Budget 2026-2027 (the Draft Budget) (Attachment 2) for Council's consideration.

STAFF RECOMMENDATION

Council endorses the Draft 2026-2027 Gawler River Floodplain Management Authority Annual Business Plan (Attachment 1) and Gawler River Floodplain Management Authority Consolidated Draft Budget 2026-2027 (Attachment 2).

COMMITTEE RECOMMENDATION **6537**

Council endorses the Draft 2026-2027 Gawler River Floodplain Management Authority Annual Business Plan (Attachment 1) and Gawler River Floodplain Management Authority Consolidated Draft Budget 2026-2027 (Attachment 2).

EXECUTIVE SUMMARY

The Gawler River Floodplain Management Authority (GRFMA) is a regional subsidiary under the *Local Government Act 1999* (the Act), and the City of Playford is one (1) of six (6) GRFMA Constituent Councils. The GRFMA Executive Officer has written to Council seeking approval of the Draft ABP (Attachment 1) and the Draft Budget (Attachment 2).

1. BACKGROUND

The City of Playford is one of six (6) Constituent Councils of the GRFMA. The GRFMA was formed in 2002 and is a regional subsidiary under Section 43 and Schedule 2 of the Act. To enable the GRFMA to function, following a consultation process, Council is obliged to support the operation of the GRFMA by paying funds.

The GRFMA is required to have a rolling business plan for the ensuing three (3) years.

Prior to setting the Draft Budget each year, the GRFMA must review the Business Plan in conjunction with Constituent Councils. A requirement of the GRFMA charter is to provide the Draft ABP and Draft Budget to Constituent Councils by 31 March 2026. The budget must not be adopted by the GRFMA until after 31 May 2026 but before 30 September 2026.

The documentation forwarded to Councils consists of:

1. Draft 2026-2027 Gawler River Floodplain Management Authority Annual Business Plan (Attachment 1)
2. Gawler River Floodplain Management Authority Consolidated Draft Budget 2026-2027 (Attachment 2)
3. GRFMA Letter to Councils for Draft Annual Business Plan and Budget (Attachment 3)

These documents are attached to this report and the contents discussed below.

2. RELEVANCE TO STRATEGIC PLAN

The Community Themes considered relevant to funding of the GRFMA activities are:

Community Theme 1: Improving safety, accessibility and ease of movement around our city

Gawler River flooding reduces access to areas and poses a safety risk.

Council support to the collective and holistic approach to managing Gawler River flood risk, via a Regional Subsidiary, achieves economies of scale and shares costs in an equitable manner.

3. PUBLIC CONSULTATION

This item does not require public consultation in line with Council's Community Engagement Policy and Procedure.

4. DISCUSSION

4.1 The Draft ABP (Attachment 1) and the Draft Budget (Attachment 2) sets out the program of the GRFMA for the next financial year.

4.2 Key elements of the Draft ABP include:

Gawler River Flood Management Business Case

- An update has been provided on the Gawler River Flood Management Business Case (the Business Case) which was outlined at Council's Ordinary Council meeting held on 22 April 2025 (Gawler River Floodplain Management Authority - Draft Annual Business Plan and Budget 2025-26).

- The Business Case provides a detailed assessment of options, technical feasibility, detailed costings, and analysis of the return on investment for investment in Gawler River infrastructure. This will provide sound evidence of the preferred flood mitigation solution for the Gawler River and will support future funding requests to the State and Federal Governments.

- In December 2023, the Business Case was presented to the GRFMA and other stakeholders with four main elements recommended as a preferred strategy to cope with a 1 in 100-year flood event. These elements included:

- Increasing the height of the Bruce Eastick Dam on the North Para River by 10m.

- Improving planning controls for developments near the Gawler River that will reduce the likelihood of flood and flood impacts on new developments.

- Implementing a Community Flood awareness campaign.

- Undertaking the repair and maintenance of existing riverside levee banks in the lower Gawler River.

- The Business Case was facilitated by the Department of Environment and Water (DEW) and submitted to Infrastructure SA (ISA) for review and adoption through the ISA Assurance Framework (ISAAF). This review highlighted several areas that required further work before submission to State Cabinet for funding approval. The main areas identified included:

    - Further confirmation that a 10m raise of the Bruce Eastick North Para Dam was feasible considering the structural integrity of the dam.

    - The requirement of a funding model to fund the works (with capital works estimated at $227 million).

- The GRFMA endorsed the recommended further work identified by the ISA and agreed to lead this final work to enable submission to the State and Federal governments for a funding decision which has been the main focus of the GRFMA for the past 18 months.

- Funding of $774k has recently been received by the GRFMA from the Federal Government's Disaster Ready Fund. The GRFMA resources also total $290k which together with the grant funding will assist with finalising the Business Case.

- The Department of Housing and Urban Development have offered to work collaboratively with the GRFMA, including resources that the State Government could offer to finalise work for the Business Case.

- The key issue to resolve is funding sources for the infrastructure works which includes the following potential funding sources:

    - Federal and State Government grants;

    - Property developer contributions who benefit from flood mitigation; or

    - Local beneficiaries such as residents and businesses.

GRFMA Strategic Management Framework Review

- In conjunction with the finalisation of the GRFMA Business Case, the GRFMA is required to undertake a comprehensive review of its Strategic Plan every four (4) years as per the requirements of the GRFMA Charter.

- The Strategic Management Framework review will be undertaken in late 2026-27 financial year which consists of the following plans:
    - GRFMA Strategic Plan 2021 - 2026

    - GRFMA Long Term Financial Plan 2022/23 - 2031/32

- GRFMA Asset Management Plan 2023 - 2032
- Gawler River Stormwater Management Plan 2025

- The recommendations outlined within the Gawler River Stormwater Management Plan 2025 will be considered during the review of other relevant framework plans.

Bruce Eastick North Para River Flood Mitigation Dam

- Information provided on the maintenance and operations program for 2026-27 of the Bruce Eastick North Para River Flood Mitigation Dam site includes depreciation of the dam wall and facilitation of a Dam Safety Review as per an independent consulting dams engineer report. Further information is provided within Attachment 1.

- The Dam Safety Review will assess the overall performance of the dam for the GRFMA to demonstrate that works being undertaken to maintain and operate the dam are in accordance with contemporary dam guidance for Australia (ANCOLD 2003). An allocation of $100,000 will be required to complete this safety review.

- Information provided on the continuation of the partnership with Landscape SA Northern and York for the revegetation program upon land associated with the dam.

4.3 Each of the six (6) Constituent Councils contribute towards the revenue and infrastructure programs of the GRFMA. The proportion of contribution varies from council to council depending on impact of the works, contributing catchment, length of river and council size. The proportion of contribution by the City of Playford is as follows:

- Capital works 34.68%
- Maintenance of assets 34.68%
- Operational costs 16.66%

Capital works refer to infrastructure that is constructed to mitigate the flooding of the Gawler River. Maintenance of assets refer to the regular maintenance requirement for this infrastructure such as routine inspections. Operational costs refer to the subscription cost for the day-to-day operations of the GRFMA.

4.4 The Draft Budget proposes a total contribution from the City of Playford of $110,163, which is an increase from $75,423 in 2025-26. This is comprised of $26,997 for operational costs and $83,166 for maintenance costs which is relevant to our share of costs as referenced above. The increase comes from the requirement to facilitate a Dam Safety Review as recommended by an independent consulting dams engineer for the GRFMA to demonstrate that works being undertaken to maintain and operate the dam are in accordance with ANCOLD 2003.

4.5 The Draft ABP and the Draft Budget have been drafted to support the GRFMA current operations and program of works with an inclusive approach undertaken for 2026-27 for identified service and project requirements. This approach has endeavoured to minimise cost increases in the delivery requirements of functions, operations and project management.

5. OPTIONS

Recommendation

1. Council endorses the Draft 2026-2027 Gawler River Floodplain Management Authority Annual Business Plan (Attachment 1) and Gawler River Floodplain Management Authority Consolidated Draft Budget 2026-2027 (Attachment 2).

Option 2

2. Council requests that the Gawler River Floodplain Management Authority consider including the following items in the Draft 2026-2027 Gawler River Floodplain Management Authority Annual Business Plan (Attachment 1) and Gawler River Floodplain Management Authority Consolidated Draft Budget 2026-2027 (Attachment 2).

   - _____
   - _____
   - _____

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

The recommendation would fulfil Council's obligations as a Constituent Council of the GRFMA. The recommendation will ensure the ongoing operation of the GRFMA and the positive impacts this can have on properties potentially affected by flooding and the community at large. Horticulture businesses around Virginia, residents of Virginia and future residents of northern Angle Vale are three (3) groups particularly impacted.

Risk Appetite

Regulatory Compliance

Council has a zero tolerance for non-compliance with applicable legislation including but not limited to: Local Government Act (LGA) 1999; Independent Commissioner Against Corruption (ICAC) Act 2012; Work Health & Safety (WHS) Act 2012; Environment Protection Act (EPA) 1993; Development Act 1993; Equal Employment Opportunity legislation; and Public Consultation legislation.

This decision will support the good governance of the GRFMA, ensuring the GRFMA Board is compliant with its Charter. Supporting the GRFMA will assist in achieving the objectives of reducing flooding of the Gawler River. This will have a positive outcome to the communities impacted by flooding, especially the horticulture industry and townships of Angle Vale and Virginia.

6.1.2 Financial Implications

The financial implications of the recommendation are that Council would need to provide for operational funding of $110,163 in 2026-27 which is an increase from $75,423 in 2025-26. This funding will cover the combined costs of maintenance of assets and operational costs.

Council has allocated $110,163 in the recurrent budget in Council's draft 2026-27 Annual Business Plan and Budget towards its GRFMA contribution.

The information above is outlined in the table below:

	Current Year* 2025-26 $'000	**Future Years 2026-27 $'000**	**Ongoing $'000**
Operating Revenue	$0	$0	$0
Operating Expenditure	$75,423	$110,163	To be determined annually
Net Operating Impact	**$75,423**	**$110,163**	**TBD**
Capital – Revenue	$0	$0	$0
Capital - Expenditure	$0	$0	$0
Net Capital Expenditure	**$0**	**$0**	**$0**

**Current Financial Year 2025-26 reflects Council's actual contribution for the year.*

$278,189 has also been allocated in Council's draft 2026-27 Annual Business Plan and Budget towards its contribution to the overall loss of the GRFMA. This is an increase from $196,113 in the 2025-26 Annual Business Plan.

Option 2 Analysis

Analysis & Implications of Option 2

Council may form the view that the GRFMA should be considering additional works or activities that are not incorporated in the Draft ABP. The GRFMA Board would need to consider these requests and determine if they are achievable and what the financial implications are. This option may delay the finalisation of the Draft ABP as the other Constituent Councils would need to consider any variation to the plan.

Financial Implications

The GRFMA Board would need to determine if there were any additional financial implications associated with this option.

GRFMA ANNUAL BUSINESS PLAN

2026-2027

Draft February 2026

Gawler River Floodplain Management Authority

Constituent Councils:

Adelaide Hills Council
Adelaide Plains Council
The Barossa Council
Town of Gawler
Light Regional Council
City of Playford

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Business Plan 2026-2027

Gawler River Floodplain Management Authority (GRFMA)

The Gawler River

The Gawler River is formed by the confluence of the North Para and South Para in the town of Gawler and is located in the Adelaide Plains district of South Australia. The district surrounding the river produces cereal crops and sheep for both meat and wool, as well as market gardens, almond orchards and vineyards. The farm gate output of the Gawler River floodplain horticultural areas is estimated to be at least $500 million.

History

The river is subject to periodic flood events.

Desirable Levels of Protection Cost of Flooding

Flood Frequency (ARI)	Total Estimated Damages Direct and Indirect
1 in 20	$66.7m
1 in 50	$189m
1 in 100	$439.2m
1 in 200	$627.1m
Average Annual Damage	$14.7m

GRUMP Mitigation Options Analysis Report, Table7 January 2022

Properties at Risk

Flood Frequency (ARI)	Number of residential properties within each hazard rating			
	Low	Medium	High	Extreme
1 in 50	1056	785	483	236
1 in 100	1559	1451	1179	457
1 in 200	1814	1652	1419	615

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Purpose of the GRFMA

The Gawler River Floodplain Management Authority (GRFMA) was formed as a Regional Subsidiary under Section 43 and Schedule 2 of the Local Government Act 1999 on 22 August 2002. The Constituent Councils are the Adelaide Hills Council, The Adelaide Plains Council, The Barossa Council, The Town of Gawler, Light Regional Council, and the City of Playford.

The Authority has been established for the following purposes:

- to co-ordinate the construction, operation and maintenance of flood mitigation infrastructure for the Gawler River. This purpose is the core business of the Authority;
- to raise finance for the purpose of developing, managing and operating and maintaining works approved by the Board;
- to provide a forum for the discussion and consideration of topics relating to the Constituent Council's obligations and responsibilities in relation to management of flood mitigation for the Gawler River; and
- upon application of one or more Constituent Councils pursuant to clause 12.4:
  - to coordinate the construction, maintenance and promotion and enhancement of the Gawler River and areas adjacent to the Gawler River as recreational open space for the adjacent communities; and
  - to enter into agreements with one or more of the Constituent Councils for the purpose of managing and developing the Gawler River.

Numerous factors have a significant influence on the operations of the Authority. These include arrangements for managing stormwater in South Australia are very complicated, reflecting incremental changes over time in legislation, guidelines, structures, and funding arrangements.

For the Authority, specific concerns are:

- There is no clear definition of the responsibilities of levels of government for managing stormwater.
- Floodplain management is not well recognised in the current framework for stormwater management.
- Responsibilities for different aspects of managing the Gawler River sit with various (mostly SA Government) agencies, yet there is no overarching structure, body, or plan to ensure an integrated approach to managing it.
- Most of the Gawler River is located on private land (a common situation in South Australia) which restricts the ability of the Authority (and other bodies) to carry out its functions.
- Most flood management initiatives within the Gawler River catchment and floodplain are beyond the capacity of Constituent Councils to fund and State and Federal Government engagement and funding support will be required before any such initiatives are to be realised.
- The effects of flooding on intensive food production and residential properties on the Northern Adelaide Plains.
- Impacts of climate change on the timing, frequency, and volumes of flows into the river.
- Changes in stormwater flows and the risks of flooding associated with new residential development in the Gawler River catchment.

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- The level of community understanding of the risks of flooding within the entire catchment and how individuals can reduce the risks.
- Signs of growing interest in the concept of water cycle management with greater integration of different aspects of water management, including stormwater and floodwater.
- Differences in perspectives and priorities between upstream and downstream Constituent Councils in relation to beneficiaries, funding arrangements, and priorities.
- The limited resource base of the Authority, which is supplemented on an ad-hoc basis through partnering with Constituent Councils.

Governance

The Authority is governed by the Board of Management. The Board comprises of:

- One independent person, who is not an officer, employee or elected member of a Constituent Council, to be appointed as the Chairperson of the Board of Management of the GRFMA for a term of two years.
- Two persons appointed from each of the six Constituent Councils (12 members in total). Council appointees comprise of the Council CEO, or delegate and one Elected Member.
- Deputy Board members as appointed by each Constituent Council.

The Board

The Members of the Board are:

Council	Board Members	Deputy Board Members
Chairperson and Independent Member	Mr Lino Dilernia	
Adelaide Hills Council	Cr Malcolm Herrmann Ms Jade Valentine	Cr Leith Mudge Ms Sharon Leith
Adelaide Plains Council	Cr Terry Anne Keen Mr James Miller	Cr Mel Lawrence Mr Tom Jones
The Barossa Council	Cr Tony Hurn Mr Jake Mc Vicar	Mr Ben Clark
Town of Gawler	Cr Brian Sambell Mr Ashley Curtis	
Light Regional Council	Cr Bill Close Mr Mark Mc Shane	
City of Playford	Cr Clinton Marsh Mr Greg Pattinson	Cr Peter Rentoulis Mr Dale Welsh

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A Technical Assessment Panel has been appointed to support the decision-making processes of the Board with delegated powers to provide advice and manage the technical aspects of the design, assessment and construction of the various parts of the Scheme.

The Members of the Panel are:

- Mr Lino Di Lernia , Independent Chair
- Ms Ingrid Franssen, Manager Flood Management, DEW
- *Vacant*, SA Water
- 1 Constituent Council representative Philip Kuhn , City of Playford
- 1 Constituent Council representative, Mr. Ben Clark, The Barossa Council
- Mr David Hitchcock, Executive Officer

An Audit and Risk Committee has been appointed to review:

- The annual financial statements to ensure that they present fairly the financial state of affairs of the Board; and
- The adequacy of the accounting, internal control, reporting and other financial management systems and practices of the Authority and reporting to the Board on a regular basis.

The Members of the Audit and Risk Committee are:

- Mr. Peter Brass, Independent Member and Chair
- Cr Malcolm Herrmann, Adelaide Hills Council
- Mr. Greg Pattinson, City of Playford

A suite of Policies has been adopted to provide management guidelines for the day-to-day business of the GRFMA.
Policies include.

- Fraud, Corruption, Misconduct and Maladministration Prevention
- Public Consultation
- Procurement and Procedures
- Code of Practice for Meeting Procedures
- Internal Review of Decisions
- Freedom of Information Statement
- Work Health and Safety
- Anti-Discrimination/Fair Treatment
- Dam Valuation
- Treasury Management
- Internal Review of Decisions
- Information Asset Management Manual and Policy

To meet the statutory and operational responsibilities the Authority maintains appointment of a part time Executive Officer, and External Auditor, on a contract basis.

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The GRFMA has engaged LUVROK Pty Ltd to undertake GRFMA Executive Officer services, in accordance with the agreed contract for service, for the term 1 July 2025 to 31 December 2027. Mr David Hitchcock is identified as the key person providing the services pursuant to agreed terms.

Dean & Newbery Pty Ltd was appointed as GRFMA External Auditor for a term of three plus two years, effective 1 July 2024.

The Authority has also facilitated the appointment of a part time administrative assistant on a contract basis.

The Authority is required to hold a minimum of 6 meetings per year and to provide the required Business Plans, Budgets Reports and Audited Statements to its Constituent Councils required by the Charter and Local Government 1999.

The format of the Annual Business Plan has been constructed referencing the GRFMA Strategic Plan 2021-2026, the GRFMA Long Term Financial Plan 2022/23 – 2031/32 and the GRFMA Asset Management Plan 2023-2032.

The Authority will conduct two reviews each year of its performance against the targets set in this Annual Business Plan that will form part of the report to its Constituent Councils and will be included in its Annual Report.

Cost of Operations

The budget revenue is sourced from predetermined "formula based' financial contributions by the six Constituent Councils, opportunistic funding applications and some interest from financial institutions. Recently any shortfalls in income (over expenditure) have been met from reserves.

Expenditure is budgeted on estimated costs of executive management and administrative and governance requirements of the Authority according to its charter. Other costs are incurred with maintenance of the Bruce Eastick North Para River Flood Mitigation Dam site and access.

Work, in partnership with the Department for Environment and Water, to facilitate the Gawler River Flood Mitigation Business Case continues to progress. This is an important and complementary project to the Gawler River Stormwater Management Plan and collaborative approaches will be of benefit to all parties. There is an expectation by the state Government that the GRFMA (including Constituent Councils) will contribute to the development and completion of the business case.

The contributions of the Constituent Councils are based on the following percentage shares for capital works, maintenance of Scheme assets and operational costs of the Authority. (GRFMA Charter Clause 10).

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Constituent Council Shares for Contributions

Constituent Council	Capital Works Percentage Share	Maintenance of Assets Percentage Share	Operational Costs Percentage Share
Adelaide Hills Council	1.73%	1.73%	16.66%
Adelaide Plains Council	28.91%	28.91%	16.66%
The Barossa Council	8.67%	8.67%	16.66%
Town of Gawler	17.34%	17.34%	16.66%
Light Regional Council	8.67%	8.67%	16.66%
City of Playford	34.68%	34.68%	16.66%
Total	100%	100%	100%

Priority Actions 2026/2027

Priority actions for 2026/27 will focus on completion of the Gawler River Flood Management Business Case and review of the Authority's strategic management framework,

Gawler River Flood Management Business Case

The State Government, through the Department of Environment and Water working with the GRFMA, delivered a business case on flood management strategies for the Gawler River environs.

The business case was presented to the GRFMA and other stakeholders in December 2023 and recommended a preferred strategy to cope with a 1:100-year flood event. The recommended option includes four elements:

- The raising by 10 metres of the Bruce Eastick North Para Dam
- A levee upgrade
- A community awareness program
- Planning Control amendments

The business case had been reviewed by a State agency, Infrastructure South Australia (ISA), and its report highlighted a number of areas that required further work before it could be recommended to State Cabinet for funding approval.

The key shortcomings of the business case were identified as:

- The need to confirm that a 10-metre raise is feasible considering the structural integrity of the dam
- The lack of a funding model to fund the works (with capital works estimated at $227 million)

The GRFMA endorsed the recommended option and agreed to lead the work required to complete the business case so that it could be presented to the State and Federal governments for a funding decision.

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Completion of the business case has indeed been the focus of the GRFMA over the last 18 months or so with several matters raised by the ISA already dealt with, such as undertaking further flood mapping investigations.

The GRFMA has recently received funding of a $774k grant from the Federal Government's Disaster Ready Fund (DRF), which, together with GRFMA resources, of around $290k, will assist the business case to be finalised.

The GRFMA will now work collaboratively with the SA Department of Housing and Urban Development, who have offered leadership in finalising the business case including resources that the State Government could offer as completion of the business case requires.

The key issue to ultimately resolve is funding of the infrastructure works.

There are multiple potential funding sources that need to be considered such as:

- Federal and State Government grants.
- Property developer contributions who benefit from flood mitigation.
- Local beneficiaries such as residents and businesses.

The GRFMA will continue to engage with all stakeholders, including members of parliament, industry representatives and key State Government agencies to work through the funding options.

GRFMA Strategic Management Framework

Recognising the imminent and strategic importance of finalising the Gawler River Flood Management Business Case review of the GRFMA Strategic Management Framework will be undertaken in the latter part of the 2026/2027 financial year. The recommendations outlined in the Gawler River Stormwater Management Plan (2025) will be taken into account during the review of other relevant framework plans.

The GRFMA Strategic Management Framework consists of:

- GRFMA Strategic Plan 2021-2026,
- GRFMA Long Term Financial Plan 2022/23 – 2031/32
- GRFMA Asset Management Plan 2023-2032.
- Gawler River Stormwater Management Plan (2025)

GRFMA Strategic Plan 2021-2026 is arranged under three themes, each with its own objective, related to the outcomes to be pursued.

- Theme 1: Design, build, and maintain physical flood mitigation infrastructure.
  Objective: To have in place an agreed extent of physical flood mitigation infrastructure that is fit for purpose and achieves the targeted levels of performance.
- Theme 2: Develop and evolve key relationships.
  Objective: To maintain key relationships that are most important to the Authority achieving its purpose.
- Theme 3: Ensure good governance and ongoing financial sustainability.

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Objective: To ensure that the Authority meets legislative requirements and contemporary standards of governance and is financially sustainable for the long term.

GRFMA Long Term Financial Plan 2022/23 – 2031/32
The purpose of the long-term financial plan (LTFP) is to guide the future direction of Gawler River Floodplain Management Authority (GRFMA) in a sustainable manner. It describes the way that GRFMA is responding to requirements of its charter and flood mitigation investment. The Long-Term Financial Plan is linked with GRFMA's strategic objectives, goals and desired outcomes and is expressed in financial terms.

The GRFMA Asset Management Plan 2023-2032 is a comprehensive process to ensure delivery of services from infrastructure is provided in a financially sustainable manner. This plan covers the infrastructure assets that provide Flood Mitigation comprising of:

- Bruce Eastick North Para Flood Mitigation Dam
- Associated land
- Road Access

Gawler River Stormwater Management Plan (2025)
The main findings and recommendations from the development of the Gawler River SMP are:

- The flood risk remains and the recommended approach to mitigate that flood risk is to repair / reinstate the existing levees (and ensure ongoing maintenance) and raise the height of the Bruce Eastick Flood North Para Mitigation Dam.
- Revisit and determine the most effective way forward regarding the complicated land ownership and
- responsibility arrangements along the length of the Gawler River including the channel itself and the
- associated levee banks.
- The communities are continually changing within the catchment area and there are many opportunities (and needs) for ongoing community education and awareness programs covering many topics including flooding, climate change, benefits of river systems and opportunities to be involved in the protection and enhancement of the local environment.

Maintenance and operations of the scheme during 2026 to 2027

- Work identified in the previously established, Bruce Eastick North Para Flood Mitigation Dam Maintenance Cost Analysis 2023-2032.
- Action recommendations from the *Intermediate Surveillance Report North Para Dam Gawler River Floodplain Management Authority 23 December 2025(GHD)*
  Principally
  - Facilitate a Dam Safety Review, which will document the overall performance of the dam assessed against contemporary dams guidance for Australia and summarise recommended actions to address any potential deficiencies. A Safety Review is typically completed at 20-year intervals after construction.
  - Develop a Dam Safety Management Plan
  - Undertake a comprehensive update to the Dam Safety Emergency Plan (DSEP).

11

- Undertake a comprehensive update the to the Operations Maintenance Manual (OMM)

➢ Scheduled inspections and environmental management of land associated with the Dam location. Routine (monthly), Intermediate (annually), Comprehensive (every 5 years due 2028/2029).

➢ In partnership with the Landscape SA Northern and York, implement year 3(of 3) of the revegetation program upon land associated with the Bruce Eastick North Para Flood Mitigation Dam.

GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY
CONSOLIDATED DRAFT BUDGET 2026/2027

STATEMENT OF COMPREHENSIVE INCOME

2025/2026 FULL YEAR REVISED ESTIMATE $		2026/2027 DRAFT BUDGET $
	INCOME	
290,670	Subscriptions	401,762
10,000	Grants Subsidies and Contributions	780,600
1,000	Investment Income	1,000
-	Other	-
301,670	TOTAL REVENUES	1,183,362
	EXPENSES	
227,170	Materials, Contracts and Other Expenses	1,403,362
15,000	Finance Costs	15,000
706,098	Depreciation, amortisation & impairment	706,098
948,268	Total Expenses	2,124,460
(646,598)	**OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS**	(941,098)
-	Net gain (loss) on disposal or revaluation of assets	-
-	Amounts specifically for new or upgraded assets	-
-	Physical resources received free of charge	-
(646,598)	**TOTAL COMPREHENSIVE INCOME**	**(941,098)**

GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY
CONSOLIDATED DRAFT BUDGET 2026/2027

CASH FLOW STATEMENT

2025/2026 FULL YEAR REVISED ESTIMATE $ Inflows (Outflows)		2026/2027 DRAFT BUDGET $ Inflows (Outflows)
	CASHFLOWS FROM OPERATING ACTIVITIES	
	RECEIPTS	
300,670	Operating Receipts	1,182,362
1,000	Investment Receipts	1,000
	PAYMENTS	
(309,170)	Operating payments to suppliers & employees	(1,403,362)
(15,000)	Finance Payments	(15,000)
(22,500)	**Net Cash provided by (or used in) Operating Activities**	(235,000)
	CASH FLOWS FROM INVESTING ACTIVITIES	
	RECEIPTS	
-	Grants specifically for new or upgraded assets	-
0	Sale of Assets	0
	PAYMENTS	
-	Capital Expenditure on renewal/replacement of assets	-
-	Capital Expenditure on new/upgraded assets	-
-	**Net Cash provided by (or used in) Investing Activities**	-
	CASH FLOWS FROM FINANCING ACTIVITIES	
	RECEIPTS	
-	Proceeds from Borrowings	300,000
	PAYMENTS	
27,000	Repayment of Borrowings	(55,000)
27,000	**NET CASH USED IN FINANCING ACTIVITIES**	245,000
4,500	**NET INCREASE (DECREASE) IN CASH HELD**	10,000
24,685	**CASH AT BEGINNING OF YEAR**	29,185
29,185	**CASH AT END OF YEAR**	39,185

GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY
CONSOLIDATED DRAFT BUDGET 2026/2027

BALANCE SHEET

2025/2026 FULL YEAR REVISED ESTIMATE		2026/2027 DRAFT BUDGET
	ASSETS	
$	**CURRENT ASSETS**	$
29,185	Cash and cash equivalents	39,185
53,432	Trade & other receivables	53,432
-	Inventories	-
82,617	**TOTAL CURRENT ASSETS**	92,617
	NON-CURRENT ASSETS	
-	Financial Assets	-
41,194,747	Infrastructure, Property, Plant & Equipment	40,488,649
41,194,747	**TOTAL NON-CURRENT ASSETS**	40,488,649
41,277,365	**TOTAL ASSETS**	40,581,267
	LIABILITIES	
	CURRENT LIABILITIES	
17,486	Trade & Other Payables	17,486
32,404	Borrowings	277,404
-	Short-term Provisions	-
49,890	**TOTAL CURRENT LIABILITIES**	294,890
	NON-CURRENT LIABILITIES	
-	Long-term Borrowings	-
-	Long-term Provisions	-
-	**TOTAL NON-CURRENT LIABILITIES**	-
49,890	**TOTAL LIABILITIES**	294,890
41,227,475	**NET ASSETS**	40,286,377
	EQUITY	
10,863,155	Accumulated Surplus	9,922,057
30,364,320	Asset Revaluation	30,364,320
-	Other Reserves	-
41,227,475	**TOTAL EQUITY**	40,286,377

GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY
CONSOLIDATED DRAFT BUDGET 2026/2027

STATEMENT OF CHANGES IN EQUITY

2025/2026 FULL YEAR REVISED ESTIMATE $		2026/2027 DRAFT BUDGET $
	ACCUMULATED SURPLUS	
11,509,753	Balance at end of previous reporting period	10,863,155
-646,598	Net Result for Year	-941,098
0	Transfer From Reserves	0
0	Transfer To Reserves	0
10,863,155	**BALANCE AT END OF PERIOD**	9,922,057
	ASSET REVALUATION RESERVE	
30,364,320	Balance at end of previous reporting period	30,364,320
0	Gain on revaluation of infrastructure, property, plant & equipment	0.00
0.00	Transfer to Accumulated Surplus on sale of infrastructure, property, plant & equipment	0.00
30,364,320	**BALANCE AT END OF PERIOD**	30,364,320
41,227,475	**TOTAL EQUITY AT END OF REPORTING PERIOD**	**40,286,377**

GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY
CONSOLIDATED DRAFT BUDGET 2026/2027

UNIFORM PRESENTATION OF FINANCES

2025/2026 FULL YEAR REVISED ESTIMATE $		2026/2027 DRAFT BUDGET $
301,670	Operating Revenues	1,183,362
(948,268)	less Operating Expenses	(2,124,460)
(646,598)	**Operating Surplus / (Deficit) before Capital Amounts**	(941,098)
	Less Net Outlays in Existing Assets	
-	Capital Expenditure on renewal and replacement of Existing Assets	-
(706,098)	less Depreciation, Amortisation and Impairment	(706,098)
-	less Proceeds from Sale of Replaced Assets	-
(706,098)		(706,098)
	Less Net Outlays on New and Upgraded Assets	
-	Capital Expenditure on New and Upgraded Assets	-
-	less Amounts received specifically for New and Upgraded Assets	-
-	less Proceeds from Sale of Surplus Assets	-
-		-
59,500	**Net Lending / (Borrowing) for Financial Year**	(235,000)

GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY
PO Box 366 Seacliff Park, SA 5049
P: 0407 717 368
E: eo@grfma.com
W: www.gawler.sa.gov.au/grfma

Mr. Sam Green
Chief Executive Officer
City of Playford
Playford Civic Centre, 10 Playford Boulevard
ELIZABETH SA 5112
By email playford@playford.sa.gov.au

12/02/2026

Dear Sam,

Draft 2026/2027 GRFMA Annual Business Plan and Draft Budget.

I am writing to seek Council's consideration of the draft 2026/2027 GRFMA Annual Business Plan and Budget.

I would be pleased if this matter could be included in the next available council meeting agenda and subsequent indication of Councils approval or otherwise of the draft 20262027 GRFMA Annual Business Plan and Draft Budget being provided to eo@grfma.com by Monday 15th June 2026.

The GRFMA Charter requires the Authority to prepare an Annual Business Plan and Budget for the upcoming financial year. The plan and budget format reference the GRFMA Strategic Plan 2021-2026, the Long-Term Financial Plan 2022/23 - 2031/32, and the Asset Management Plan 2023-2032.

Each year, the Authority must review its annual business plan with the constituent councils before setting the draft budget. The annual budget must align with the Authority's business plan and be submitted in draft to each constituent council by 31 March for approval.

The Authority may adopt the budget between 31 May and 30 September and must provide a copy to each council within five business days of adoption.

The 2026/2027 Annual Business Plan and draft Budget were endorsed by the GRFMA Audit and Risk Committee on 2 February 2026 and the GRFMA on 12 February 2026.

2026-2027 GRFMA Draft Annual Business Plan
The format of the Annual Business Plan has been constructed referencing the GRFMA Strategic Plan 2021-2026, the GRFMA Long Term Financial Plan 2022/23 – 2031/32 and the GRFMA Asset Management Plan 2023-2032. It also refers to anticipated options identified by the Gawler River Stormwater Management Plan.

Priority actions for 2026/27 will focus on completion of the Gawler River Flood Management Business Case, review of the Authority's Strategic Management fFamework and Maintenance and Operations of the Bruce Eastick North Para Flood Mitigation Dam

Gawler River Flood Management Business Case
The State Government, through the Department of Environment and Water working with the GRFMA, delivered a business case on flood management strategies for the Gawler River environs.

The business case was presented to the GRFMA and other stakeholders in December 2023 and recommended a preferred strategy to cope with a 1:100-year flood event. The recommended option includes four elements:

- The raising by 10 metres of the Bruce Eastick North Para Dam
- A levee upgrade
- A community awareness program
- Planning Control amendments

The business case had been reviewed by a State agency, Infrastructure South Australia (ISA), and its report highlighted several areas that required further work before it could be recommended to State Cabinet for funding approval.

The key shortcomings of the business case were identified as:

- The need to confirm that a 10-metre raise is feasible considering the structural integrity of the dam
- The lack of a funding model to fund the works (with capital works estimated at $227 million)

The GRFMA endorsed the recommended option and agreed to lead the work required to complete the business case so that it could be presented to the State and Federal governments for a funding decision.

Completion of the business case has been the focus of the GRFMA over the last 18 months or so with several matters raised by the ISA already dealt with, such as undertaking further flood mapping investigations.

The GRFMA has recently received funding of a $774k grant from the Federal Government's Disaster Ready Fund (DRF), which, together with GRFMA resources, of around $290k, will assist the business case to be finalised.

The GRFMA will now work collaboratively with the SA Department of Housing and Urban Development, who have offered leadership in finalising the business case including resources that the State Government could offer as completion of the business case requires.

The key issue to ultimately resolve is funding of the infrastructure works.

There are multiple potential funding sources for the capital works that need to be considered such as:

- Federal and State Government grants.
- Property developer contributions who benefit from flood mitigation.
- Local beneficiaries such as residents and businesses.

The GRFMA will continue to engage with all stakeholders, including members of parliament, industry representatives and key State Government agencies to work through the funding options.

GRFMA Strategic Management Framework.
The GRFMA Charter provides

> 13.2.1 The Authority must prepare and adopt in consultation with the Constituent Councils a Strategic Plan for the conduct of its business which will identify the Authority's objectives

over the period of the Strategic Plan and the principal activities that the Authority intends to undertake to achieve its objectives.
13.2.2 The Authority must review its Strategic Plan in consultation with the Constituent Councils.
13.2.3 The Authority must undertake a comprehensive review of its Strategic Plan every four years.

Recognising the imminent and strategic importance of finalising the Gawler River Flood Management Business Case review of the GRFMA Strategic Management Framework will be undertaken in the latter part of the 2026/2027 financial year. The recommendations outlined in the Gawler River Stormwater Management Plan (2025) will be considered during the review of other relevant framework plans.

The GRFMA Strategic Management Framework consists of:

- GRFMA Strategic Plan 2021-2026
- GRFMA Long Term Financial Plan 2022/23 – 2031/32
- GRFMA Asset Management Plan 2023-2032.
- Gawler River Stormwater Management Plan (2025)

Maintenance and Operations of the Scheme during 2026 to 2027

- Work identified in the previously established, Bruce Eastick North Para Flood Mitigation Dam Maintenance Cost Analysis 2023-2032.
- Action recommendations from the *Intermediate Surveillance Report North Para Dam Gawler River Floodplain Management Authority 23 December 2025(GHD)*

  Principally.
  - Facilitate a Dam Safety Review*, which will document the overall performance of the dam assessed against contemporary dams guidance for Australia and summarise recommended actions to address any potential deficiencies.
  - Develop a Dam Safety Management Plan
  - Undertake a comprehensive update to the Dam Safety Emergency Plan (DSEP).
  - Undertake a comprehensive update the to the Operations Maintenance Manual (OMM)
- Scheduled inspections and environmental management of land associated with the Dam location. Routine (monthly), Intermediate (annually), Comprehensive (every 5 years due 2028/2029).
- In partnership with the Landscape SA Northern and York, implement year 3(of 3) of the revegetation program upon land associated with the Bruce Eastick North Para Flood Mitigation Dam.

*A Safety Review is typically completed at 20-year intervals after construction, which is timely for the Bruce Eastick North Para Flood Mitigation Dam which was constructed approximately 20 years ago. The completion of a Safety Review progresses toward GRFMA demonstrating that works are being undertaken to maintain and operate the dam in accordance with ANCOLD (2003). In South Australia, other dam owners (like SA Water) complete Safety Reviews for their dams at 20-year intervals.

2026/2027 Draft Budget

The scope of the GRFMA annual budget is small in comparison to the extensive undertakings by Constituent Councils and the 2026/2027 GRFMA Budget has been constructed by referencing the GRFMA Strategic Management Framework.

Revenue

The budget revenue is sourced from predetermined “formula based’ financial contributions by the six Constituent Councils, opportunistic funding applications and some interest from financial institutions. Recently any shortfalls in income (over expenditure) have been met from reserves.

The GRFMA has recently received funding of a $774k grant from the Federal Government’s Disaster Ready Fund (DRF), which, together with GRFMA cash resources, of around $290k, will assist the business case to be finalised.

Revenues of, Council Subscriptions $401,762, Grants $780,600 and Interest $1,000 = Total $1,183,362

Expenditure

Expenditure is budgeted on estimated costs of Executive Management and administrative and governance requirements of the Authority; and actions to co-ordinate the construction, operation and maintenance of flood mitigation infrastructure for the Gawler River.

Other costs are incurred with maintenance of the Bruce Eastick North Para River Flood Mitigation Dam site and access

Cost escalator

The basic assumptions in relation to the major drivers of GRFMA expenditure include inflation (Consumer Price Index), as well as several expenditure influencers and capital expenditure projections.

The underlying assumption is that the levels of service being provided are relatively unchanged. As indicated above some of these levels are externally determined. Others depend on GRFMA policy. For instance, if GRFMA wishes to increase the level of expenditure on renewal of assets or to construct new assets then that is an increase in service level. This increase must be accompanied by an increase in funding either from an increase in income such as constituent council contributions, state or federal government funding or borrowings.

The Consumer Price Index (CPI) is regarded as Australia’s key measure of inflation. It is designed to provide a general measure of price inflation for the Australian household sector. The CPI measures change over time in a wide range of consumer goods and services acquired by Australian metropolitan households and is measured quarterly.

The CPI rose 3.4% in the 12 months to November 2025, down from a 3.8% rise in the 12 months to October 2025.

For the GRFMA budget, an operational cost escalator of 3.4% has been applied, with separate specified increases for certain items.

Significantly, $100,000 was allocated for a Dam Safety Review, $7,000 for Cyber Insurance, and the forward estimate for costs associated with the Gawler River Flood Management Business Case increased from $20,000 to $30,000

Operational Contributions (Member Subscriptions)

Operational contributions are calculated to include the costs reflective of Administration of the GRFMA, plus general costs for the provision of consultancies to pursue outcomes envisaged in flood mitigation strategies (Business Case, Stormwater Management Plan) and does not include

capital works or maintenance of Assets. Interest received is deducted from total subscriptions required.

Key Budget Outcome Operational Items

- Administration of the GRFMA $132,952 and Business Case, $30,000 minus $1,000 interest = Total Member Subscriptions $161,952.

- Completion Business Case- Investment-Ready Business Plan for Gawler River Floodplain Flood Management
  - Project Duration: 16 months (March 2026 - June 2027)
  - Total Project Value: $1,644,278
  - DRF Funding Request: $774,000
  - Co-contribution: Total: $870,278 comprising $290,000 cash, $432,277 historical (since July 2023) and $148,001 in-kind contributions
  - Net budget movement = $ 1,064,000 Expenditure
    $ 774,000 Income Grant Funding
    $ 290,000 GRFMA cash

Operation cost $2,024,460 - $706,098 (depreciation) = $1,225,952

Maintenance Contributions (Council Subscriptions)

Maintenance contributions are calculated from the costs reflective of capital works or maintenance works for the Bruce Eastick Flood Mitigation Dam and any approved flood mitigation capital works.

Key Budget Outcome Maintenance Items

Maintenance and operations of the scheme during 2026 to 2027 will include:

- Facilitate a Dam Safety Review, which will document the overall performance of the dam assessed against contemporary dams guidance for Australia and summarise recommended actions to address any potential deficiencies. A Safety Review is typically completed at 20-year intervals after construction. $100,000.
- Work, as relevant identified in the previously established programmed budget allocation from the Bruce Eastick North Para Flood Mitigation Dam Maintenance Cost Analysis 2023–2032 (Chris Sale Consulting, 26 July 2022). $69,550
- Additionally, the following will also be undertaken within the Mitigation Dam Maintenance Cost Analysis 2023–2032.
  - Develop a Dam Safety Management Plan (DSMP) for the Dam. P2a Consultant $5,000 - $10,000
  - Undertake a comprehensive update to the Dam Safety Emergency Plan (DSEP) in consideration of the recommendations made in the 2025 Intermediate Surveillance Report. P2a Consultant $10,000 - $20,000
  - Undertake a comprehensive update to the Operations Maintenance Manual (OMM) P2a in consideration of the recommendations made in the 2025 Intermediate Surveillance Report. Consultant $10,000 - $15,000.
  - Site based maintenance and minor repairs. P1and P2a GRFMA facilitate $5,000 - $10,000.

- Continuation of the partnership with Landscape SA Northern and York, of year 3 (of 3) of the revegetation program upon land associated with the Bruce Eastick North Para Flood Mitigation Dam. $10,000
- Repayment of $70,000 (Principal and Interest) of the Cash Advance Debenture previously raised to fund Dam repairs in 2022.
- Rates and Levies $200
- Less the $6,600 grant funding from Landscape SA Northern and York

Total Maintenance $246,410 - $6,600 = $239,810(Council Subscriptions)

Depreciation of Assets

URS Australia Pty Ltd, Dam Designers, have previously advised that a concrete RCC dam wall (as per the Bruce Eastick North Para Flood Mitigation Dam) can be expected to have a life of 80 years after completion.

On that basis the Bruce Eastick North Para Flood Mitigation Dam wall has been depreciated at the rate of 1.25% annually.

The GRFMA Asset Management Plan 2023-2032 provides:

> *Funding (cash allocation) of annual depreciation calculations is not undertaken, rather the policy is ensuring the GRFMA is provided with sufficient cash flow to maintain the Dam at required service provision levels.*
> *This plan covers the infrastructure assets that provide Flood Mitigation comprising of: • Bruce Eastick North Para Flood Mitigation Dam • Associated land • Road Access*
>
> *The projected outlays necessary to provide the services covered by this Asset Management Plan (AM Plan) includes operations, maintenance, renewal and upgrade of existing assets over the 10-year planning period is $1,233,642.*

The Current Valuation for the Bruce Eastick North Para Flood Mitigation Dam is $53,559,054 based on 2023/2024 market conditions and the Written Down Value at 30/6/2025 is $41,423,845.

Annual depreciation of the Dam, land and road access is $706,098.

The net equity share (of annual depreciation costs) of each Constituent Council is subsequently reflected in the (Financial Statements) Schedule of Constituent Councils interest in net assets as at 30 June each year and a statement is prepared to meet the requirements of clause 16.6 of the GRFMA Charter.

Summary

The 2026/2027 draft Budget has been constructed referencing the GRFMA Strategic Plan 2021-2026, the GRFMA Long Term Financial Plan 2022/23-2031/32, the GRFMA Asset Management Plan 2023-2032 and the 2025/2026 GRFMA draft Annual Business Plan.

The draft Budget proposal has been formulated with an inclusive approach to identified service and project requirements for 2026/2027. This has been achieved through allocation of capital and maintenance expense estimates.

The Authority has endeavoured to minimise cost increases in delivering the functions, operations and project management required.

However, allocation(expense) of $100,000 to facilitate a Dam Safety Review, is a material addition. The completion of a Safety Review (as recommended by independent consulting dams engineer) progresses toward GRFMA demonstrating that works are being undertaken to maintain and operate the dam in accordance with ANCOLD (2003). In South Australia, other dam owners (like SA Water) complete Safety Reviews for their dams at 20-year intervals.

There are ongoing annual commitment costs of $69,550 towards the 10-year Bruce Eastick North Para Flood Mitigation Dam maintenance program and $70,00 for annual payback reduction of the existing Cash Advance Debenture which was secured to facilitate capital repair to the Bruce Eastick North Para Mitigation Dam in 2022.

Revenue requirement calculations for Constituent Council contributions, shown at Table 1, have been based on this inclusive approach. Any budget amendments directed by meeting considerations will subsequently be reflected in the quantum of revenue to be sought from Constituent Councils.

Constituent Council contributions will rise to $401,762 in 2026/2027, up $111,092 (38%) from $290,670 in 2025/2026. The main reason is a $100,000 allocation for a Dam Safety Review.

A net Operating Loss of ($941,098), as per the uniform presentation of finances, is forecast for 2026/2027. This is from use of cash reserves for the Business Case contribution and unfunded depreciation of $706,098.

Reconciliation with the MYOB presentation is a net operating loss of ($941,098) less $55,000 repayment of borrowings for CAD = ($996,098).

See below Table 1 – Constituent Council shares proposed as per draft 2026/2027 GRFMA Budget and further copy of details (MYOB format) of the GRFMA Budget functions which identifies the current 2025/2026 Budget BR2 against Year to Date (20/01/2026) income and expenditure and the 2026/2027 Draft Budget income and expenditure proposals.

See separate attachment copies of GRFMA 2026/2027 budgeted financial statements presented, in a manner consistent with the uniform presentation of finances, pursuant to section 123(10)(b) of the Local Government Act 1999.

Table 1

Constituent Council shares proposed as per draft 2026/2027 GRFMA Budget – Refer 1.1 Member Subscriptions ($161,952) and 3.1 Council Subscriptions ($239,810).

Council	2025/2026 Operation	2025/2026 Maint	2025/2026 TOTAL	2026 2027 Operation	2026 2027 Maint	2026 2027 TOTAL
Adelaide Plains Council	$ 23,486	43,293	$ 66,779	$ 26,991	$ 69,329	$ 96,320
Adelaide Hills Council	$ 23,486	2,591	$ 26,077	$ 26,991	$ 4,149	$ 31,140
The Barossa Council	$ 23,486	12,983	$ 36,469	$ 26,991	$ 20,792	$ 47,783
Town of Gawler	$ 23,486	25,967	$ 49,453	$ 26,991	$ 41,583	$ 68,574
Light Regional Council	$ 23,486	12,983	$ 36,469	$ 26,991	$ 20,792	$ 47,783
City of Playford	$ 23,490	51,933	$ 75,423	$ 26,997	$ 83,166	$ 110,163
Total	140,920	149,750	$290,670	$ 161,952	$ 239,810	$ 401,762

Table 2 Percentage Share

Constituent Council	Capital Works	Maintenance of Assets	Operational Costs
	Percentage Share	Percentage Share	Percentage Share
Adelaide Plains Council	28.91%	28.91%	16.66%
Adelaide Hills Council	1.73%	1.73%	16.66%
The Barossa Council	8.67%	8.67%	16.66%
Town of Gawler	17.34%	17.34%	16.66%
Light Regional Council	8.67%	8.67%	16.66%
City of Playford	34.68%	34.68%	16.66%
Total	100%	100%	100%

Gawler River Floodplain Management Authority
Budget - Functions & Items
2025/2026 BR2 and 2025/2026 Budget

Code		2025/2026		2026/2027
		Budget	BR2 YTD	**Budget**
	REVENUE			
	Administration of the GRFMA			
1,1	Member Subscriptions	149,750	149,750	161,952
1,3	Interest LGFA	1,000	802	1,000
1,4	Interest BankSA			
1,5	Other		-75	
	Operations Flood Mitigation Scheme			
2,1	Council Subscriptions			
2,3	State Grant	10,000	10,000	6,600
2,4	Commonwealth Grant			774,000
2,5	Sale of Land			
2,6	Other			
	Maintenance Flood Mitigation Scheme			
3,1	Council Subscriptions	140,920	140,920	239,810
3,3	Other			
	Total			
	TOTAL INCOME	**301,670**	**301,398**	**1,183,362**
	EXPENDITURE	**2025/2026**		**2026/2027**
		Budget	**YTD**	**Budget**
	Administration of the GRFMA			
6,1	Executive Officer Contract	62,000	32,017	64,000
6,2	Advt, Print, Stat, Postage	1,000	269	1,000
6,3	Travelling Expenses	4,200		4,200
6,4	Insurance - PL & PI	16,000	13,499	17,500
6,41	Audit Committee	2,600	1,950	3,250
6,5	Audit Fees	6,500	6,005	6,700
6,6	Bank Fees	120	102	102
6,7	Legal Advice	2,000	0	2,000
6,8	Honorarium Chairperson	20,000	10,589	20,800
6,10	Other	13,0000	2,905	13,400
	Total	**127,420**	**67,336**	**132,952**
	Business Case			

9,7	Consultancies	20,000	0	30,000
9,8	EO Supervision			
9.9	Business Case			1,064,000
	Maintenance Flood Mitigation Scheme			
10,2	Maintenance Contractors	0	0	100,000
10,3	BENPFM Dam Maintenance	79,550	37,782	76,210
10,31	Rates - GST Free	200	134	200
10,4	Depreciation Dam	706,098		706,098
	Other Expense Finance **	70,000	137	70,000
	ALL EXPENDITURE	**$1,003,268**	**$105,388**	**2,179,460**
	SURPLUS/DEFICIT	**-706,096**	**196,010**	**996,098**

** MYOB cash format representing Interest and principal payments.
Local Government Model Financial Statements represent interest payments of $15,000 as operational expenditure and finance repayment $55,000, CAD, as reduction in liability (Balance Sheet).
*Rounding

Yours Sincerely

David Hitchcock, Executive Officer

Executive Officer

14.2 TEMPORARY ROAD CLOSURE - REEDY ROAD, RIVERLEA PARK

Responsible Executive Manager : Tina Hudson

Report Author : Sid Gurung

Delegated Authority : Matters which cannot be delegated to a Committee or Staff

Attachments :
1⇩. What We Heard Report - Proposed Temporary Road Closure Reedy Road, Riverlea Park
2⇩. Traffic Impact Statement and Endorsement

PURPOSE

The purpose of this report is to present to Council the outcomes of the public consultation on the proposed temporary closure of Reedy Road, Riverlea Park, and to recommend a pathway forward following consideration of this feedback.

STAFF RECOMMENDATION

That Council:

1. Having considered the written submissions made in accordance with Section 32 of the *Road Traffic Act 1961*, together with access and safety considerations, resolves to place the proposed temporary closure of Reedy Road, Riverlea Park on hold, whilst further access and traffic management solutions are investigated.

2. Write to the Department for Infrastructure and Transport advising of this decision and request their consideration of any additional road safety improvements at the intersection of Martin Road and Port Wakefield Road, Riverlea Park.

COMMITTEE RECOMMENDATION 6538

That Council:

1. **Having considered the written submissions made in accordance with Section 32 of the *Road Traffic Act 1961*, together with access and safety considerations, resolves to place the proposed temporary closure of Reedy Road, Riverlea Park on hold, whilst further access and traffic management solutions are investigated.**
2. **Write to the Department for Infrastructure and Transport advising of this decision and request their consideration of any additional road safety improvements at the intersection of Martin Road and Port Wakefield Road, Riverlea Park.**

EXECUTIVE SUMMARY

The City of Playford has received a written request from Walker Corporation to temporarily close Reedy Road, Riverlea Park for a period of five (5) years. The proposed closure is intended to reinforce the planned road hierarchy and access strategy for the Riverlea Park development. This is proposed to be achieved by directing traffic to the signalised intersection at Riverlea Boulevard and Port Wakefield Road.

This will reduce reliance on the Martin Road and Port Wakefield Road intersection, which operates as an uncontrolled local road to arterial road connection with inherent traffic safety risks as traffic volumes increase.

In accordance with Section 32 of the *Road Traffic Act 1961* and Council's Community Engagement Policy and Procedure, Council conducted a 28-day community consultation from Wednesday 8 October to Tuesday 4 November 2025 for the proposed temporary road closure of Reedy Road, Riverlea Park.

Community consultation on the proposed temporary closure of Reedy Road received 38 individual submissions:

- 33 Submissions (87%) opposed the closure, citing concerns about traffic congestion, safety, and daily convenience.

- Five (5) submissions (13%) supported the proposal through a signed letter emphasising safety and health benefits.

Overall, public sentiment regarding the proposal was negative, as reflected in the figures above.

1. BACKGROUND

On 27 February 2024, Council received a written request from Walker Corporation seeking approval for the temporary closure of a section of Reedy Road, Riverlea Park for a period of up to five (5) years. The proposed closure is intended to support the planned access arrangements for the Riverlea Park development by directing traffic to the signalised Riverlea Boulevard and Port Wakefield Road intersection which is designed to accommodate higher traffic volumes through controlled vehicle movements.

A temporary closure was requested by Walker Corporation as preferable to a permanent closure, with any extension subject to further review and Council approval prior to expiry. This approach provides flexibility while the Riverlea Park development continues to progress, and additional strategic access connections are planned and delivered. It also allows access arrangements to be reviewed and adjusted over time to reflect actual traffic conditions and network performance. Any extension beyond the five (5) year period would require further review and Council approval.

Council advised Walker Corporation that the request is subject to statutory requirements under the *Road Traffic Act 1961*, including consultation with affected stakeholders, public notification, engagement with relevant authorities, and reporting to Council for determination. Community consultation was subsequently undertaken, and the outcomes of that consultation are considered in this report.

The location and extent of the proposed road closure is shown below. The proposed temporary closure sought to ensure access to Martin Road and Port Wakefield Road was maintained for the residents living north of Martin Road. The proposal also included the use of removable bollards to retain access for emergency vehicles when required.

In accordance with the *Road Traffic Act 1961*, a Council resolution supported by a majority of Council members is required for any temporary road closure to become effective. Council must give due consideration to all written submissions received prior to the Council meeting.

2. RELEVANCE TO STRATEGIC PLAN

Community Theme 1: Improving safety, accessibility and ease of movement around our city.

The proposed temporary closure of Reedy Road is intended to improve road safety for sections of the Riverlea Park residential community.

3. PUBLIC CONSULTATION

The objectives of community engagement were to:

- Gather feedback on the proposed temporary closure of Reedy Road
- Adhere to Council's legislative requirements

A detailed summary of submissions can be found in the What We Heard Report - Proposed Temporary Road Closure Reedy Road, Riverlea Park (Attachment 1).

Council conducted a 28-day community consultation from Wednesday 8 October 2025 to Tuesday 4 November 2025 on the proposed temporary road closure of Reedy Road, Riverlea Park. The consultation was undertaken in accordance with the *Road Traffic Act 1961.*

The community were informed of the consultation in the following ways:

- Formal notification letters:
    - As required by *Roads (Opening and Closing) Act 1991*, Part 3—Road Process, Division 1—Preliminary Proceedings, a letter by post to each resident of land immediately abutting the road (or portion of road) subject of the proposal (six (6) properties)

    - In addition, letters were distributed to 124 additional properties in surrounding streets to ensure broader awareness

- Onsite signage - to inform residents of the proposed road closure and how to provide feedback
- Public notice in The Advertiser
- Engagement Hub project page on Council's community engagement website
- Information distributed through Council's Customer Contact Centres

Community engagement resulted in a high level of community awareness, as demonstrated by:

- 437 page views and 298 unique visitors to the Engagement Hub project page
- 46 document downloads, indicating active information-seeking by the community

Community consultation on the proposed temporary closure of Reedy Road received 38 individual submissions:

- 33 (87%) Opposed the closure, citing concerns about traffic congestion, safety, and daily convenience.
- Five (5) (13%) supported the proposal through a signed letter emphasising safety and health benefits.

It is noted that seven (7) opposing submissions were received from three (3) households, where multiple members provided individual feedback.

Of the total 38 submissions, 11 were from properties located near the proposed closure point. These responses showed mixed views, with five (5) submissions supporting the proposed closure and six (6) opposing it.

Key concerns raised in opposing submissions regarding the proposed road closure included:

- Increased congestion and delays at Riverlea Boulevard, the sole entry and exit point (18 mentions)
- Impacts on daily commute, school drop-offs, and access to essential services (17 mentions)
- Safety and emergency access implications of relying on a single access route at Riverlea Boulevard (eight (8) mentions)
- Disruption to local businesses due to reduced accessibility (two (2) mentions)

Supportive submissions highlighted issues such as hoon driving, speeding, crime, heavy truck movements and health impacts from emissions, arguing that closure would improve safety and amenity.

Community suggestions included upgrading the Reedy Road intersection, improving traffic light operations, introducing conditional access options, enforcing speed limits and installing speed cameras or speed breakers.

In accordance with the *Road Traffic Act 1961*, a Council, in considering the closure of a road under this Act must give due consideration to all written representations received.

Further details on engagement activities and performance measures are provided in Attachment 1.

4. DISCUSSION

4.1 The proposed temporary closure of Reedy Road was initiated to support the planned access strategy for the Riverlea Park development, which identifies Riverlea Boulevard as the primary access route to Port Wakefield Road via a signalised intersection.

4.2 Public consultation undertaken by Council regarding the proposed temporary closure received 38 submissions. The majority opposed the closure citing concerns about reliance on a single access point, traffic congestion, emergency access, and impacts on daily travel.

A smaller number of submissions supported the proposed temporary closure, primarily from residents in the immediate vicinity of Reedy Road.

These submissions raised concerns relating to hoon driving, excessive vehicle speeds, heavy truck movements, crime and health impacts associated with traffic emissions, while indicating that the proposed closure would improve local safety, residential amenity, and perceived security.

4.3 Implementation of the proposed road closure would remove access via the Martin Road and Port Wakefield Road intersection and would increase reliance on the Riverlea Boulevard and Port Wakefield Road signalised intersection as the primary access point for the development.

4.4 Council does not have direct control over the timing or delivery of additional strategic access connections to Port Wakefield Road. The identification and implementation of a second strategic access point is subject to broader strategic planning discussions with the Department for Infrastructure and Transport.

These discussions and considerations have commenced, taking into account future growth south of Riverlea Park, as identified within the Greater Adelaide Regional Plan. A future development application proposing to expand the existing approved precincts of the Riverlea Park development is anticipated to be lodged in late 2026, at which time consideration will be required on alternative access / egress locations. At present, no binding commitment exists regarding the delivery timing or approval of any such secondary connections to Port Wakefield Road.

4.5 Council staff have reviewed traffic conditions at the Martin Road and Port Wakefield Road intersection. Martin Road is a local road, and Port Wakefield Road an arterial road, which currently meet as an unsignalised intersection. The Martin Road and Port Wakefield Road intersection currently operates as an uncontrolled local road to arterial road connection, and functions as a secondary access point for the Riverlea Park development.

While recent crash data for the period 2020 to 2024 indicates no reported crashes at this location, intersections of this type are generally recognised to present an increasing safety risk as traffic volumes grow. This is due to vehicles needing to cross or turn across higher-speed traffic on Port Wakefield Road, increasing difficulty in identifying safe gaps during peak periods, and the presence of multiple conflict points between through traffic and turning movements.

4.6 Traffic counts undertaken on Reedy Road, south of Martin Road and Port Wakefield Road intersection, between 28 October 2025 and 4 November 2025 identified an average of 350 vehicle movements per day at an 85th percentile speed of 41.22km/ph. This was comparative to counts undertaken on Reedy Road, north of Martin Road and Port Wakefield Road intersection which identified an average of 160 vehicle movements per day at an 85th percentile speed of 57.80km/ph. Assuming vehicle numbers travelling north of Martin Road have remained relatively consistent, this data indicates that the number of vehicles using the Martin Road and Port Wakefield Road intersection, whilst still low, has tripled as a result of the Riverlea Park development. Vehicle speeds entering and exiting the Riverlea Park development are reflective of an urban environment.

4.7 While the above volumes and crash data does not indicate an immediate safety concern, Council staff recognise the importance of proactively managing community safety as traffic volumes increase over time and have sought advice and feedback from the Department for Infrastructure and Transport regarding opportunities to improve overall traffic safety at the Martin Road and Port Wakefield Road intersection. Any changes at this location involve the State-controlled arterial road network.

5. OPTIONS

That Council:

1. Having considered the written submissions made in accordance with Section 32 of the *Road Traffic Act 1961*, together with access and safety considerations, resolves to place the proposed temporary closure of Reedy Road, Riverlea Park on hold, whilst further access and traffic management solutions are investigated.

2. Write to the Department for Infrastructure and Transport advising of this decision and request their consideration of any additional road safety improvements at the intersection of Martin Road and Port Wakefield Road, Riverlea Park.

OPTION 2

Council considered the written submission made in accordance with Section 32 of the *Road Traffic Act 1961*, together with access and safety considerations, resolves to proceed with the temporary closure of Reedy Road, Riverlea Park between Polwarth Crescent and Martin Road for a maximum period of five (5) years, implemented using removable bollards, temporary warning signage, and edge treatments, to reinforce the planned road hierarchy and access strategy for the Riverlea Park development.

Option 3

Council does not proceed with the temporary closure of Reedy Road, Riverlea Park and retains the existing access arrangements via Reedy Road and Martin Road to Port Wakefield Road.

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

The recommendation involves deferring the temporary closure of Reedy Road, Riverlea Park until a firm commitment and delivery timeframe for an additional safe access connection is established. This seeks to balance traffic safety objectives with network resilience, emergency access considerations, and Council reputational risk under current conditions.

The intended access strategy for the Riverlea Park development identifies Riverlea Boulevard as the primary access route to Port Wakefield Road via a signalised intersection. At present, the Martin Road and Port Wakefield Road intersection functions as a secondary access point for the Riverlea Park development, supporting vehicle entry and exit from the development via Port Wakefield Road.

While unsignalised intersections between local roads and arterial roads are generally associated with increased safety risk due to vehicle speeds and turning movements across multiple lanes, a review of Department for Infrastructure and Transport crash data from 2020 to 2024 indicates that no reported crashes occurred at the Martin Road and Port Wakefield Road intersection. This information is relevant when considering current safety conditions. However, past crash history does not necessarily predict future safety performance, particularly as traffic volumes and demand increase.

Closure of Reedy Road would effectively remove access via the Martin Road and Port Wakefield Road intersection, resulting in the Riverlea Park development relying primarily on the Riverlea Boulevard and Port Wakefield Road signalised intersection as the main access point for day-to-day vehicle movements. The Carmelo Road and Port Wakefield Roadintersection, located further south, would remain available as a secondary access. However, this connection is not intended to serve primarily for daily traffic but as a secondary access for emergency vehicles and limited local movements.

Council does not have direct control over the timing or delivery of future access upgrades or additional strategic connections to Port Wakefield Road. Indicative structure planning for the Riverlea Park and Buckland Park development identifies potential future connections, including a grade-separated interchange at Riverlea Boulevard and a future overpass connection linking Carmelo Road across Port Wakefield Road to planned growth areas to the south.

It is important to note that these connections are indicative only. The structure plan does not represent a commitment by landowners to deliver or fund the proposed infrastructure, nor does it confirm timing or approval outcomes. Advice from Walker Corporation indicates that identification and delivery of a second strategic access point is subject to broader strategic planning discussions with the Department for Infrastructure and Transport, with a future development application anticipated in the third quarter of 2026. At present, no binding commitment exists in relation to delivery timing, funding responsibility, or approval certainty for any additional access.

Therefore, deferring the closure until a firm commitment and delivery timeframe for an additional safe access connection is established reduces community reliance on a single-access arrangement before adequate network redundancy is confirmed. While current traffic volumes on Reedy Road south of Martin Road are low and no reported crashes have occurred at the Reedy Road, Martin Road, and Port Wakefield Road intersection between 2020 and 2024, these factors alone do not fully capture future traffic safety risk as development intensifies and traffic demand increases.

The recommendation allows Council to retain flexibility while continuing to signal that Reedy Road is not intended to function as a long-term access route for the Riverlea Park development. It also responds to significant community concern regarding congestion, emergency access, and reliance on a single access point, while avoiding the reputational risk associated with implementing a closure ahead of confirmed downstream network capacity and access redundancy.

Risk Appetite

Reputation

Council has a low appetite for negative perceptions that compromise its credibility and reputation, achievement of its long-term vision (Playford Community Vision 2043) and strategic objectives, or ability to maintain its status as a progressive and major growth Council.

Community consultation on the proposed temporary closure of Reedy Road received 38 submissions, with 33 (87%) opposing the closure due to concerns about traffic congestion, safety and daily access, and five (5) (13%) supporting it on safety and health grounds.

In balancing local safety objectives with the need to maintain appropriate access to support the orderly growth of the Riverlea Park development and surrounding road network, Council considers it prudent to defer the closure until there is a confirmed commitment and delivery timeframe for an additional safe access connection to Port Wakefield Road. This approach manages safety, access, governance and reputational risks while preserving the option to reconsider the closure once supporting infrastructure is in place and network resilience improved.

6.1.2 Financial Implications

There are no immediate financial or resource implications. Should a second strategic access connection be confirmed in the future, further community consultation would need to be undertaken prior to implementation of the closure.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

Option 2 involves proceeding with the proposed temporary closure of Reedy Road to reinforce the planned road hierarchy and access strategy for the Riverlea Park development by directing traffic to Riverlea Boulevard and the signalised Port Wakefield Road intersection.

This option supports long-term access management objectives and reduces reliance on uncontrolled local road to arterial road connections. It also reduces the likelihood of Reedy Road and Martin Road functioning as rat run routes as development progresses.

Proceeding with this option would indicate that Council considers the existing signalised access via Riverlea Boulevard and Port Wakefield Road to be suitable for current traffic conditions. However, implementing the closure at this stage would result in the Riverlea Park development relying primarily on a single signalised access point until additional access connections are delivered. Emergency access would be maintained via removable bollards, but this introduces operational dependencies and potential response delays that would require ongoing management.

Given these factors, proceeding with the closure would require Council to accept higher level of reputational risk implementing access changes ahead of confirmed infrastructure delivery.

6.2.2 Financial Implications

Option 2 would require installation and maintenance of temporary closure infrastructure, including bollards and signage. These works would be undertaken as part of the Riverlea Park development and to be funded by Walker Corporation.

6.3 Option 3 Analysis

6.3.1 Analysis & Implications of Option 3

Option 3 involves retaining the existing access arrangements and not proceeding with the temporary closure of Reedy Road.

This option maintains existing access routes for residents, service vehicles, and emergency services, addressing concerns regarding reliance on a single access point and congestion.
It also aligns with the majority of community feedback and avoids the immediate impacts associated with restricting access.

However, this option conflicts with the intended road hierarchy and access strategy for the Riverlea Park development. The continued use of Reedy Road and Martin Road as access routes increases the likelihood of local roads functioning as short-cut routes over time, which can result in reduced safety and residential amenity impacts.

While no reported crashes have occurred at the Martin Road and Port Wakefield Road intersection between 2020 and 2024, crash history reflect historical conditions only and do not necessarily indicate future safety performance as traffic volumes and travel demand increase.

Retaining the current access arrangement may expose Council to reputational risk should a serious traffic safety incident occur at this location in the near term, noting that safety considerations at this location have previously been identified.

In response, Council staff have written to the Department for Infrastructure and Transport seeking advice on opportunities to improve traffic safety at the Martin Road and Port Wakefield Road intersection, noting that any changes at this location involve the State-controlled arterial road network.

6.3.2 Financial Implications

Option 3 does not involve direct costs to Council in the short term. However, increased traffic on local roads may result in future costs related to maintenance, traffic management, road upgrades or safety treatments.

City of Playford

Proposed Temporary Road Closure

Reedy Road, Riverlea Park.

What We Heard Report

November 2025

CITY OF Playford

Proposed Temporary Road Closure – Reedy Road Riverlea Park
What We Heard Report
November 2025

Purpose

This report outlines the community engagement process undertaken for the Proposed Temporary Road Closure (5 years) – Reedy Road, Riverlea Park. It provides the background for the proposed closure, the legislative requirements under Section 32 of the Road Traffic Act, and the methods used to inform and engage the community. The report also presents performance metrics to demonstrate Council's commitment to ensuring that Council decisions are informed by community input, maintaining transparency and alignment with local needs and aspirations.

Proposed Temporary Road Closure – Reedy Road Riverlea Park
What We Heard Report
November 2025

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Proposed Temporary Road Closure – Reedy Road Riverlea Park
What We Heard Report
November 2025

Executive Summary

Council conducted a 28-day community consultation from **Wednesday 8 October to Tuesday 4 November 2025** regarding the Proposed Road Closure (5 years) - Reedy Road, Riverlea Park. This process was undertaken in accordance with the *Road Traffic Act 1961.*

The community were informed of the consultation in the following ways:

- Formal notification letters
  - As required by legislation a letter by post to each resident of land immediately abutting the road (or portion of road) subject of the proposal (**6 properties**)
  - In addition, letters were distributed to **124 additional properties** in surrounding streets to ensure broader awareness. (refer to Map 1 for letter box drop area)
- Onsite signage – to inform local residents of the road closure and how to provide feedback
- Public notice in *The Advertiser*
- Engagement Hub project page – on Council's community engagement website.
- Information shared to Council's Customer Contact Centres

Community engagement resulted in a high level of community awareness, demonstrated by:

- 437 page views and 298 unique visitors to the Engagement Hub project page.
- 46 document downloads indicated information-seeking.

Community consultation on the proposed temporary closure of Reedy Road received **38 individual submissions**:

- **33 opposed (87%)** the closure, citing concerns about traffic congestion, safety, and daily convenience.
- **5 supported (13%)** the proposal through a signed letter emphasising safety and health benefits.

It is noted that seven opposing submissions were received from three households, where multiple members provided individual feedback.

Of the total submissions, 11 were from properties located near the proposed closure point. These responses showed mixed views, with five submissions supporting the closure and six opposing it.

Key concerns from opposing submissions of the proposed road closure included:

- Increased congestion and delays at Riverlea Boulevard as the sole entry and exit point. (18 mentions).
- Impacts on daily commute, school drop-offs, and access to essential services (17 mentions).
- Safety and emergency access implications of relying on a single access route at Riverlea Boulevard (8 mentions).

- Disruption to local businesses due to reduced accessibility (2 mentions).

Supportive submissions highlighted issues such as hoon driving, speeding, crime, heavy truck movements, and health impacts from emissions, arguing that closure would improve safety and amenity.

Community suggestions included upgrading the Reedy Road intersection, improving traffic light operations, introducing conditional access options, enforcing speed limits, and installing speed cameras or speed breakers.

In accordance with the *Road Traffic Act 1961*, a Council report is required for resolution on the proposed temporary road closure.

Further details on engagement activities and performance measures are provided in the full report.

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Proposed Temporary Road Closure – Reedy Road Riverlea Park
What We Heard Report
November 2025

1. Engagement background and objectives

Riverlea Park is growing quickly, and a key part of its design is the primary use of Riverlea Boulevard. This road connects straight to the signalised Port Wakefield Highway/Angle Vale Road intersection and has been purpose-built to safely handle increased traffic.

To support the planned traffic flow and maximise the benefits of the safer, signalised connection, Council proposed a temporary closure of a short section of Reedy Road. This proposal follows a request from Walker Corporation and, after Council's assessment, is considered the best way to improve safety and manage traffic as the area continues to grow.

The closure is proposed to occur along Reedy Road, Riverlea Park midway between Reedy Road's intersections with Polwarth Crescent to the south and Martin Road to the north (Figure 1). It will prevent new residents south of Martin Road from using Martin Road to access Port Wakefield Road. This change will encourage vehicles to use Riverlea Boulevard as the primary access route, creating a safer and more predictable traffic flow for everyone.

Figure 1: Map of temporary road closure

This arrangement has been planned as part of the Riverlea development, with all access to Port Wakefield Road from within the development intended via Riverlea Boulevard. Current traffic volumes on Reedy Road south of Martin Road are low (estimated at fewer than 100 vehicles per day), and the closure is intended to encourage early behaviour change by directing residents to use the purpose-built road network.

Should the road close, existing residents of rural properties north of Martin Road will continue to be able to access Port Wakefield Road via Martins Road but will be restricted in their access through to Riverlea Boulevard. This aligns with access arrangements to Port Wakefield Road prior to the commencement of the Riverlea development.

The road closure is proposed to be implemented using removable bollards, which can be opened for authorised and emergency vehicles as required. Temporary road closure warning signs will be installed on each approach and remain in place for three months following any closure. Landscape boulders will be placed on the road edges to seal the road reserve from vehicle penetration.

To meet both legislative requirements and Council's commitment to transparency, public consultation was undertaken in accordance with *Road Traffic Act 1961*, Section 32 - Road closing by councils for traffic management purposes.

This What We Heard Report provides an overview of community feedback for Council's consideration in deciding whether to proceed with the proposed temporary road closure.

Proposed Temporary Road Closure – Reedy Road Riverlea Park
What We Heard Report
November 2025

Engagement level and objectives

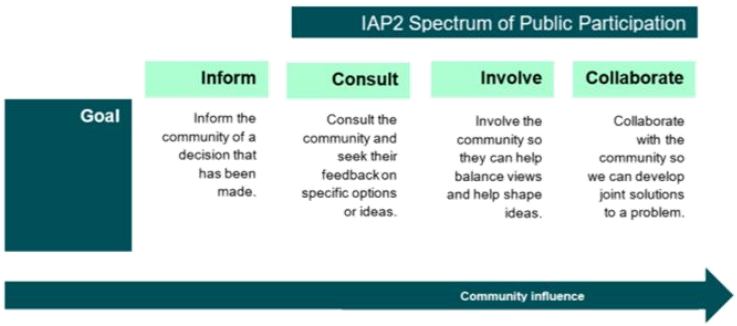
Engagement objectives:

- To inform and raise awareness of the proposed temporary closure of a portion of Reedy Road with directly affected property owners and stakeholders, in accordance with the *Road Traffic Act 1961*.
- To consult with the community and relevant stakeholders on the proposal to temporarily close a portion of Reedy Road, Riverlea Park, for period of five years.

Community engagement level:

This community engagement has been identified at the consult level due to legislative requirements.

Council uses the International Association of Public Participation (IAP2) to guide Council's practice in community engagement (image below). The IAP2 Spectrum of Public Participation helps clarify the role of, and level of influence the community has in decision making.



2. What we asked

Council asked the community if they would be supportive of the road closure. Community members were encouraged to share their views by making a submission between **8 October and 4 November 2025**.

Proposed Temporary Road Closure – Reedy Road Riverlea Park
What We Heard Report
November 2025

3. How we asked it (engagement approach)

The community were informed of the consultation in the following ways:

- **Formal notification letters**
  - As required by legislation a letter by post to each resident of land immediately abutting the road (or portion of road) subject of the proposal (**6 properties**)
  - In addition, letters were distributed to **124 additional properties** in surrounding streets to ensure broader awareness. (refer to Map 1 for letter box drop area)
- **Onsite signage –** to inform local residents of the road closure and how to provide feedback
- **Public Notice** in The Advertiser
- **Playford Council Engagement Hub**
- **Information made available at Council sites** and Customer Contact locations - Playford Civic Centre and Stretton Centre

Map 1. Letterbox drop area

Proposed Temporary Road Closure – Reedy Road Riverlea Park
What We Heard Report
November 2025

Community members were able to provide feedback through the following:

Feedback Options	Description
Engagement Hub	A dedicated online engagement listing provided a central location for all project-related documents, details on how to make a submission, and access to the submission form.
Direct Email	Community members were able to make a submission via email to Council.
Phone	Council staff were available to receive phone calls and answer questions associated with the engagement.
Letters/Hard Copy	Council staff were available to receive submission via hard copy

4. What we heard

4.1 Overview of community engagement and performance

To ensure Council met its engagement objectives, performance was measured throughout the consultation period by tracking the number of aware, informed, and engaged community members.

The engagement resulted in a **high level of community awareness**, demonstrated by:
- **437 page views and 298 unique visitors** to Engagement Hub project page.
- **46 document downloads**

The following table defines each engagement category and outlines the associated performance measures:

Category	Channels	Performance
Aware visitors Number of those who have visited the Engagement Hub page, website article containing consultation information.	Engagement Hub Page Views Engagement Hub Unique Views*	437 298
Informed visitors Number of those who have downloaded documents	Public notice	46
Engaged visitors Number of those who provided feedback	Individual submissions	38

**Unique Engagement Hub Document Downloads is based on the number of different users who have downloaded documents.*

Summary of submissions

Proposed Temporary Road Closure – Reedy Road Riverlea Park
What We Heard Report
November 2025

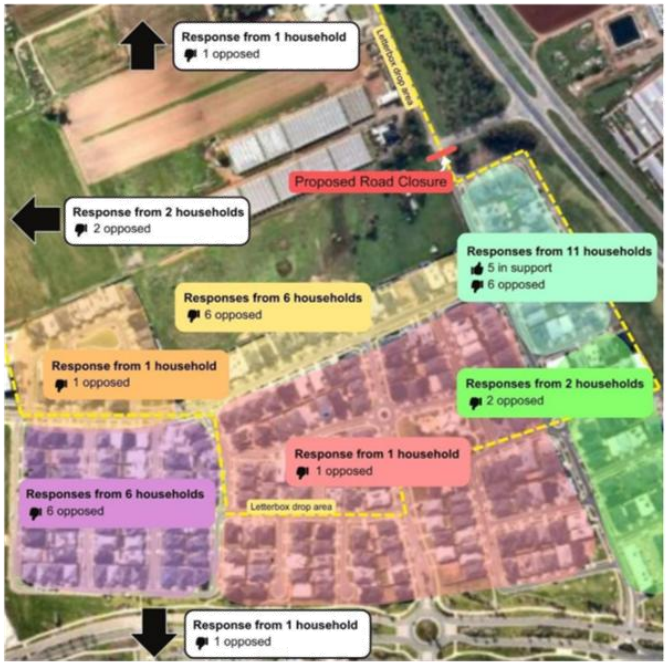
A total of **38 individual submissions** were received. Of these:

- **33 submissions opposed (87%)** the proposed temporary closure of Reedy Road, citing concerns primarily about the impact of a single access point on traffic congestion, safety, and daily convenience.
- **5 submissions supported (13%)** the proposal, which were provided collectively through a signed letter.

It is noted that seven opposing submissions were received from three households, where multiple members provided individual feedback.

Three responses came from outside Riverlea Park which include those who travel to the area regularly either for work or to visit friends and family.

Of the total submissions, 11 were from properties located near the proposed closure point, with 5 in support of closing the road and 6 opposed. *(refer to Map 2.)*



Map 2. Location of responses (Only one response per household located in Riverlea Park is represented on the map above).

Submissions opposed to the proposed road closure– key themes in feedback

- **Single access point and traffic congestion (18 mentions)**
  Respondents expressed strong concerns that closing Reedy Road would leave Riverlea Park with only one entry and exit point, increasing congestion on Riverlea Boulevard. Six respondents noted that existing short traffic light cycles already cause long queues, which are expected to worsen as the community grows.

  One respondent stated:
  "Using the main traffic light would be acceptable if Reedy Road was designed to be a straight road rather than the curve onto Kapinka Parade and there being a 'give way' on the T intersection".

- **Impact on daily commute (17 mentions)**
  Respondents described inconvenience if Reedy Road were to close. Impacts included longer travel times, higher fuel costs, and reduced accessibility for people living in Riverlea and surrounding areas. Parents particularly noted challenges in school drop-offs to Two Wells, while others noted impacts on work travel, errands, and access to essential services such as mail collection (currently unavailable within Riverlea).

- **Safety and emergency access (8 mentions)**
  Concerns about the safety implications of a single access route, citing potential delays for emergency services and the risk of being trapped during accidents or road blockages. Some also described unsafe conditions at current traffic lights, particularly where heavy vehicles fail to slow down on Port Wakefield Road.

  One respondent, a CFS volunteer, noted:

  "As someone who lives near this exit, diverting to the boulevard and waiting at the lights will increase my emergency response time by up to three minutes, and possibly longer when traffic is congested. It takes multiple sets of traffic lights to get through."

  Several respondents also questioned the necessity of closure given current low traffic volumes, arguing that turning onto Port Wakefield Road from Martins Road is no more dangerous than other nearby intersections (e.g., Park/Carmelo Road and Port Gawler Road).

- **Impact on local business (2 mentions)**
  Feedback from a local farm operator and contractor noted that the closure would disrupt daily operations and increase travel distances for deliveries and pickups.

Submissions in support – key themes in feedback

A signed letter from five residents of Reedy Road and Polwarth Crescent expressed strong support for the proposed temporary closure of Reedy Road. The letter emphasised safety and health concerns, citing issues such as hoon driving, speeding, serious accident risks, excessive traffic, loitering, break-ins, dumping of stolen vehicles, heavy truck movements, near misses involving pedestrians and cyclists, and respiratory problems from vehicle emissions. The residents argued that closing Reedy Road would significantly reduce crime, hooning, and pollution, prioritising community safety over convenience.

Proposed Temporary Road Closure – Reedy Road Riverlea Park
What We Heard Report
November 2025

Proposed community solutions (10 mentions)

Respondents suggested alternatives to address safety concerns while maintaining accessibility:

- Upgrade Reedy Road intersection (reduce speed limits, widen slip lanes, improve signage and line marking).
- Improve traffic light operations at Riverlea Boulevard (adjust timing to reduce congestion).
- Conditional access options (local traffic permits, limited access, emergency access).
- Increase enforcement of speeding and reckless driving; consider installing speed cameras.
- Extend 80 km/h speed limit further down Pt Wakefield Highway to reduce noise.
- Install speed breakers on Reedy Road.

5. Next steps

This *What We Heard* report, which summarises community feedback, will be presented to Council for consideration when deciding whether to proceed with the proposed temporary road closure of Reedy Road for a period of five years.

The outcome of Council's decision will be:

- Published in the Ordinary Council Meetings · City of Playford the City of Playford website.
- Made available on Council's **Engagement Hub project page** alongside this report.
- Communicated directly to individuals who provided contact details in their submissions.

Proposed Temporary Road Closure – Reedy Road Riverlea Park
What We Heard Report
November 2025

6. Appendices

A. Playford Engagement Hub

Proposed Temporary Road Closure - Reedy Road, Riverlea Park

Project Overview

Council is considering a proposal to temporarily close a section of **Reedy Road (between Polwarth Crescent and Martins Road)** for a period of five years. We're inviting community feedback to help shape this decision.

This proposal is being considered under Section 32 of the *Road Traffic Act 1961* and aims to support safer, more efficient traffic flow in the area.

Proposed location for temporary closure of Reedy Road

Why is this being proposed?

Riverlea Park is growing quickly, and a key part of its design is the new Riverlea Boulevard. This road connects straight to the signalised Port Wakefield Highway/Angle Vale Road intersection and has been purpose-built to safely handle increased traffic.

To support the planned traffic flow and maximise the benefits of the safer, signalised connection, Council proposes a temporary closure of a short section of Reedy Road. This proposal follows a request from Walker Corporation and, after Council's assessment, is considered the best way to improve safety and manage traffic as the area continues to grow. This change will encourage vehicles to use Riverlea Boulevard as the primary access route, creating a safer and more predictable traffic flow for everyone.

What would change if this went ahead?

- Only emergency services and Council-authorised vehicles (for essential services) will be able to access the closed section, using removable bollards.
- The closure would be in place for five years.
- Residents and the general public will not be eligible for authorised access.

Will this impact travel times?
Riverlea Boulevard provides a quick, direct, and signalised route to Port Wakefield Highway. While traffic volumes may increase as the community grows, any change to travel times due to the road closure is expected to be minimal.

Why five years?
This gives time for the community to settle into using Riverlea Boulevard as the main access point while development in the area continues.

Next steps

Once the consultation period closes, all submissions will be reviewed and considered. A report will then be prepared and presented to Council for a resolution on the proposed temporary road closure.

Contact Us

If you have any questions or need further information, please call 8256 0333 or email connected@playford.sa.gov.au

Your Language

To translate this page into another language, use the '**Select Language**' dropdown below. Please note, automatic translations are provided as a guide only and may not be accurate.

Select Language

Project Document Library

Public Notice - The Advertiser, 8 October 2025

We would like to hear from you

Your feedback is important and will help Council make a decision about the proposed temporary road closure.

You can share your views until **5pm, Tuesday 4 November 2025**:

Online: Submit your feedback via the submission form below

Email: connected@playford.sa.gov.au

Mail:
Attention: Reply Paid – Community Engagement
Playford Operations Centre
12 Bishopstone Road
Davoren Park SA 5113

In person: Drop off your submission at any of the following locations:

- **Playford Civic Centre**
  10 Playford Boulevard, Elizabeth
- **Stretton Centre**
  307 Peachey Road, Munno Para

Submission

Your name*

Your contact number*

Your email*

Subject*

Message*

Choose a file to upload

(Format : 'doc', 'docx', 'pdf', 'jpeg', 'png', 'mp3')

Proposed Temporary Road Closure – Reedy Road Riverlea Park
What We Heard Report
November 2025

B. Public notice

The Advertiser – 8 October 2025

CITY OF Playford

PUBLIC NOTICE
Proposed Temporary Closure of Part of Reedy Road, Riverlea Park

Notice is hereby given that, in accordance with Section 32 of the Road Traffic Act 1961, the City of Playford proposes to temporarily close a portion of Reedy Road, Riverlea Park.

The portion proposed for temporary closure is located between Polwarth Crescent and Martins Road, at the northern boundary of the Riverlea Park development. The closure is proposed for a period of five (5) years to manage traffic flow and direct vehicles to use the purpose-built Riverlea Boulevard connection to Port Wakefield Highway.

Access for authorised and emergency vehicles will remain available via removable bollards.

Share your views
Written submissions are invited from any person who may be affected by the proposal. Submissions must be lodged in writing by 4 November 2025 and addressed to:

City of Playford
Attention: Community Engagement – Reedy Road Temporary Closure
12 Bishopstone Road
Davoren Park SA 5113
Email: connected@playford.sa.gov.au

All submissions received will be reviewed and considered. A report will then be presented to Council for a resolution on the proposed temporary road closure.

For further information, please call 8256 0333 or email connected@playford.sa.gov.au

Proposed Temporary Road Closure – Reedy Road Riverlea Park
What We Heard Report
November 2025

C. Onsite Signage

CITY OF Playford

Share your views

Proposed Temporary Road Closure
Reedy Road (5 years)
Between Polwarth Crescent & Martins Road

What's being proposed?

1. Closure of this section of Reedy Road for 5 years.
2. All traffic will be directed to Riverlea Boulevard via the new signalised intersection at Port Wakefield/Angle Vale Road junction.
3. Only Emergency & Council-approved vehicles will be permitted to access this section of Reedy Road.

For more information and to share your views

Online: playford.engagementhub.com.au
Scan QR code
Email: connected@playford.sa.gov.au
Phone: 8256 0333

Proposed Temporary Road Closure – Reedy Road Riverlea Park
What We Heard Report
November 2025

D. Formal notification (letter) to directly affected landowners.

Share your views

Proposed Temporary Road Closure – Reedy Road, Riverlea Park (5 years)

Dear Resident,

We'd like to let you know about a proposal that may affect how you travel through your neighbourhood and invite you to share your thoughts.

In line with Section 32 of the *Road Traffic Act 1961*, the City of Playford is asking for community feedback on a proposal to temporarily close part of Reedy Road (**between Polwarth Crescent and Martins Road**) for five years.

Why is this being proposed?
Riverlea Park is growing quickly, and a key part of its design is the new Riverlea Boulevard. This road connects straight to the signalised Port Wakefield Highway/Angle Vale Road intersection and has been purpose-built to safely handle increased traffic.

To support the planned traffic flow and maximise the benefits of the safer, signalised connection, Council is proposing a temporary closure of a short section of Reedy Road. This proposal follows a request from Walker Corporation and, after Council's assessment, is considered the best way to improve safety and manage traffic as the area continues to grow.

This change will encourage vehicles to use Riverlea Boulevard as the primary access route, creating a safer and more predictable traffic flow for everyone.

Proposed location for temporary closure on Reedy Road

Proposed Temporary Road Closure – Reedy Road Riverlea Park
What We Heard Report
November 2025

What would change if this went ahead?
- Only emergency services and Council-authorised vehicles (for essential services) will be able to access the closed section, using removable bollards.
- Residents and the general public will not be eligible for authorised access.
- The closure would be in place for five years.

Will this impact travel times?
Riverlea Boulevard provides a quick, direct, and signalised route to Port Wakefield Highway. While traffic volumes may increase as the community grows, any change to travel times due to the road closure is expected to be minimal.

Why five years?
This gives time for the community to settle into using Riverlea Boulevard as the main access point while development in the area continues.

We'd like to hear from you
Your feedback is important and will help Council make its decision. You can share your views until **5pm Tuesday 4 November 2025**:

- **Online:** playford.engagementhub.com.au
- **Email:** connected@playford.sa.gov.au
- **Post:**
  Attention: Community Engagement – Proposed Road Closure Reedy Road
  City of Playford,
  12 Bishopstone Road,
  Davoren Park, SA 5113

If you have questions, please contact Council on 8256 0333 or email us at connected@playford.sa.gov.au

Thank you

Roxanne Withers
Community Engagement Team
City of Playford

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TRAFFIC IMPACT STATEMENT AND ENDORSEMENT

PROJECT: Road Closure – Reedy Road, Riverlea Park

DRAWINGS / ATTACHMENTS: ETA Drawings 240726-1000045-400-100-B SK01 and SK02

And City of Playford Reedy Road Temporary Traffic Closure DRG: L001-0 (Jul-24)

COUNCIL: City of Playford

ROAD AUTHORITY: City of Playford

LOCATION: Reedy Road, Riverlea Park – between Polwarth Crescent, Riverlea Park and Martin Road.

BACKGROUND

Riverlea Park is a large residential development located to the west of Port Wakefield Highway adjacent Angle Vale Road. The development tis currently progressing in Precinct 1 of the overall site. Main access to the development tis via Riverlea Boulevard which is a new road connection to the Port Wakefield Road and Angle Vale Road intersection.

Reedy Road is a historical road which formerly traversed the Riverlea Park site and also provides access to agricultural properties to the north of Riverlea Park. Reedy Road connects to Port Wakefield Highway via Martins Road.

PROPOSAL

Reedy Road is proposed to be closed at the northern boundary of the Riverlea Park development to ensure traffic from the development site uses Riverlea Boulevard for connectivity to Port Wakefield Highway. The road closure will occur midway between Polwarth Crescent in Riverlea Park and Martin Road to the north.

The road closure will be created by removeable bollards across the road, with the bollards to be opened for authorised and/or emergency vehicles as required. Temporary road closure warning signs are also proposed on each approach following the closure (to remain for 3 months).

Landscape boulders wile used on the road edges to seal the road reserve from vehicle penetration.

TRAFFIC CONTROL DEVICES

This proposal includes the following traffic control devices to be installed, altered or removed:

Devices installed under Council's Instrument of General Approval

- No Through Road (G9-18)
- No Left Turn (R2-6L)
- Authorised Vehicles Excepted (R9-4)
- Road Closed (T2-4) – Temporary Sign
- On Side Road (W8-3L) – Temporary Sign
- No Through Road (G5-10) – Street direction sign

Devices removed under Council's Instrument of General Approval

- NIL

Installation, alteration or removal of these devices meets Council's responsibilities under its *Instrument of General Approval and Delegation from the Minister for Transport and Infrastructure* (the 'Instrument'). Separate approval from the Commissioner of Highways or authorised delegate is not required.

Devices requiring separate approval from the Commissioner of Highways

Listed traffic control devices in Appendix A of the Code

- NIL

Approval from the Commissioner of Highways or authorised delegate is required.

affic Engineer

OFFICIAL

Non-standard traffic control devices

- NIL

Approval from the Commissioner of Highways or authorised delegate is required for devices that are non-standard or are not used in accordance with the Australian Standards, Austroads Guides, DIT's *Code of Technical Requirements* and DIT's *Operational Instructions*.

IMPACTS

The proposed road closure will close access for vehicles from Riverlea Park to use Reedy Road to the north of Martin Road and also Martin Road itself for access to Port Wakefield Highway.

Reedy Road to the north of Martin Road (and the proposed road closure) will not be impacted with regards to access for the area to the north.

The development of dwellings to the south of Martin Road will not be able to use Reedy Road/Martin Road to access Port Wakefield Highway. This was planned for the Riverlea Park development with all access proposed via Riverlea Boulevard. Traffic volumes on Reedy Rod south of Martin Road were very low, with most traffic on Reedy Road to the north of Martin Road, and estimated at less than 100 vehicles day.

Authorised and/or emergency service vehicles will be able to open the bollards forming the road closure should access be required. Street lighting is located adjacent the road closure location which will provide visibility at night beyond the retro-reflectivity of the installed signs.

There will be no adverse impacts of the road closure on the road network, given closure of this section of road was planned with the Riverlea Park development and alternative access is available.

Temporary signs to be removed after 3 months following closure.

OUTCOME

Reedy Road between Martin Road and Polwarth Crescent will be closed to through traffic, except for authorised and/or emergency vehicles which will open the closure when required.

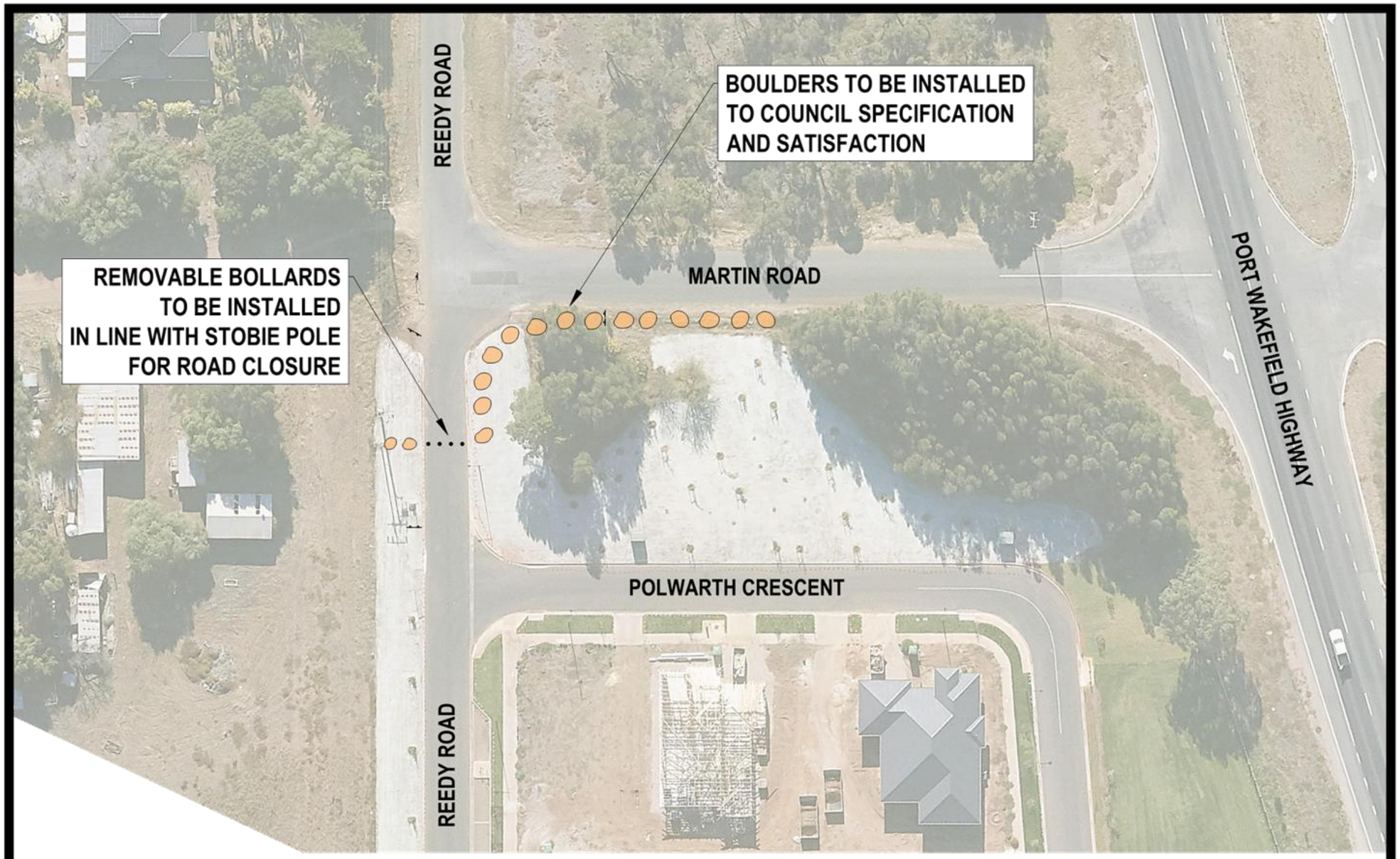
CONSULTATION

City of Playford has been consulted for the proposal.

ENDORSEMENT

In accordance with the Minister for Transport and Infrastructure's *Instrument of General Approval and Delegation to Council*, this Traffic Impact Statement has been prepared by a person the Council deems to be an experienced traffic engineering practitioner and endorsed by a person authorised by Council.

PREPARED BY: (Experienced Traffic Engineering Practitioner) Signed:	Name: Paul Morris	Date: 26 July 2024
	Position: Director, Empirical Traffic Advisory M.TransTraff, MAITPM	
ENDORSED: (Person authorised by Council) Signed:	Name: Wahidullah Yousafzai	Date: 08 August 2024
	Position: Senior Traffic Engineer City of Playford	



CONCEPT PLAN ONLY
NOT FOR CONSTRUCTION

DISCLAIMER

The information presented in this drawing remains the property of Empirical Traffic Advisory Pty Ltd and is not to be copied, reproduced or provided to any third party without the written consent of ETA. ETA shall not be responsible for any modifications beyond the original information provided by ETA.

N

eta Empirical Traffic Advisory

SCALE 1:500
0 5.0 10.0
metres

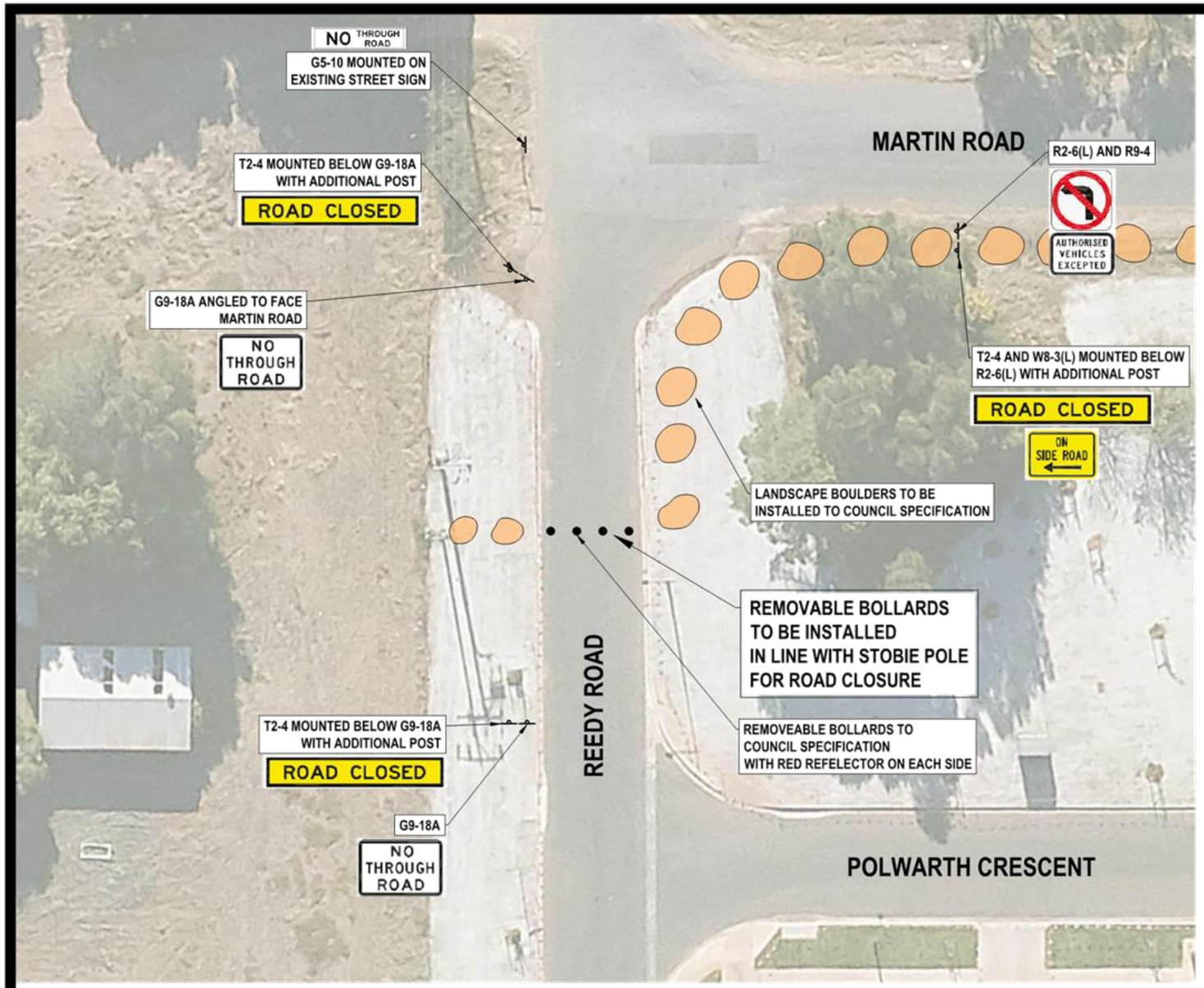
APPROVED: PSM
DATE: 26 July 2024
FILENAME: 240726-1000045-400-100-B.DWG

REEDY ROAD, RIVERLEAPARK
ROAD CLOSURE

SITE LOCATION PLAN

DRAWING: 240726-1000045-400-100-B-SK01

C:\USERS\PAULMORRIS\EMPIRICAL TRAFFIC ADVISORY\ETA - DOCUMENTS\PROJECTS\1000045_RIVERLEA\400_REEDYRD_TIS\CAD\240726-1000045-400-100-B.DWG PLOTTED BY PAUL MORRIS ON 26/07/2024 AT 15:50



SIGN LEGEND

CODE	DESCRIPTION	QTY.
W8-3 (L)	ON SIDE ROAD (LEFT)	1
R2-6(L)	NO LEFT TURN	1
R9-4	AUTHORISED VEHICLES EXCEPTED	1
G9-18A	NO THROUGH ROAD	2
G5-10	NO THROUGH ROAD (STREET SIGN)	1
T2-4	ROAD CLOSED (TEMPORARY)	3
W8-3(L)	ON SIDE ROAD (TEMPORARY)	1

NOTES

1. TRAFFIC CONTROL DETAILS TO BE INSTALLED IN ACCORDANCE WITH AUSTRALIAN STANDARD 'AS1742 MANUAL OF UNIFORM TRAFFC CONTROL DEVICES' AS MODIFIED BY THE DIT 'CODE OF TECHNICAL REQUIREMENTS FOR THE LEGAL USE OF YRAFFIC CONTROL DEVICES' AND THE DIT 'PAVEMENT MARKING MANUAL' WHERE APPLICABLE.
2. SIGN INSTALLATION TO BE UNDERTAKEN IN ACCORDANCE WITH AUSTRALIAN STANDARD 'AS1742 MANUAL OF UNIFORM TRAFFC CONTROL DEVICES' AND CITY OF PLAYFORD SPECIFICATIONS.
3. TEMPORARY SIGNS TO BE REMOVED AFTER 3 MONTHS FOLLOWING DATE OF ROAD CLOSURE AND ASSOCIATED SIGN INSTALLATION.

CONCEPT PLAN ONLY
NOT FOR CONSTRUCTION

DISCLAIMER
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Empirical Traffic Advisory

SCALE 1:250
0 2.5 5.0
metres

APPROVED: PSM
DATE: 26 July 2024
FILENAME: 240726-1000045-400-100-B.DWG

REEDY ROAD, RIVERLEA PARK
ROAD CLOSURE

TRAFFIC CONTROL LAYOUT

DRAWING 240726-1000045-400-100-B-SK02

C:\USERS\PAULMORRIS\EMPIRICAL TRAFFIC ADVISORY\ETA - DOCUMENTS\PROJECTS\1000045_RIVERLEA\400_REEDYRD_TIS\CAD\240726-1000045-400-100-B.DWG PLOTTED BY PAUL MORRIS ON 26/07/2024 AT 15:50

Reedy Road :

Rock Boulder

Removable Bollard

Note :

1.Boulders should be Minimum of 1MX 1MX1M in size and placed 1.6 M to2 M
2.Removable Bollards are placed @1.6M C/C
3.Council representative will do the rock set out on site.

FOR CONSTRUCTION

NO	AMMENDMENTS - DESCRIPTION	DRAWN	DATE	CHECKED

	DESCRIPTION		INITIALS	DATE
DATUM	m AHD	SURVEYED	SUR	--
ASSET ID	00000	DRAWN	PV	JUL 2024
ACCOUNT No	0/000X/05	DESIGNED	PV	JUL 2024
CONTRACT No	X/00000	APPROVED	PV	JUL 2024

CITY OF PLAYFORD

Reedy Road
TEMPORARY TRAFFIC CLOSURE
CONCEPT PLAN

SCALE	1:10
SHEET	1 OF 1
DRAWING No.	A3
L001	0

14.3 FEES AND CHARGES 2026/27

Responsible Executive Manager : Luke Culhane

Report Author : Iolanda Calabrese

Delegated Authority : Matters which cannot be delegated to a Committee or Staff

Attachments :
1⇩. Attachment 1 - Council Approval
2⇩. Attachment 2 - CEO Approval

PURPOSE

To endorse the Schedule of Council-approved fees and charges to apply in 2026/27, as required under Section 188 of the *Local Government Act 1999* (the Act).

STAFF RECOMMENDATION

In accordance with Section 188 of the *Local Government Act 1999,* Council adopts the Schedule of Council-approved fees and charges for 2026/27 (Attachment 1).

COMMITTEE RECOMMENDATION **6539**

In accordance with Section 188 of the *Local Government Act 1999,* Council adopts the Schedule of Council-approved fees and charges for 2026/27 (Attachment 1).

EXECUTIVE SUMMARY

In accordance with Section 188 of the Act, Council may impose fees and charges. Fees and charges are broken down into three groups:

- Those approved by Council which cannot be delegated.
- Those delegated and approved by the Chief Executive Officer (CEO).
- Those set by the State Government.

The fees being considered as part of this recommendation are those to be approved by Council (Attachment 1). The proposed fees to be approved by the CEO have been attached for Council reference (Attachment 2).

The Act requires Council to provide a list of fees and charges to the public. To satisfy these provisions of the Act, the complete fees and charges schedule, once approved, will be placed on the Council website and be available at Council's customer service counters.

1. BACKGROUND

1.1 Section 188 of the Act provides the power for councils to impose fees and charges.

1.2 This report seeks approval for the fees and charges which cannot be delegated by Council. Pursuant to Section 144(3)(j) of the Act, Council may not delegate the power to set fees and charges for:

1.2.1 Provision of information, materials, copies or extracts from Council records.

1.2.2 Applications to Council.

1.2.3 Authorisations, licences or permits granted by Council where fees are not already set under legislation.

1.2.4 Dog and cat related charges.

1.2.5 Any matter for which another Act provides a fee fixed under this Act is to be payable; and

1.2.6 Any other prescribed matter.

1.3 The power to set a range of other fees and charges have been formally delegated to the CEO. The CEO proposed fees and charges for 2026/27 subject to approval are presented for transparency in Attachment 2. These services include the following:

1.3.1 Hire of Council venues and equipment.

1.3.2 Library services.

1.3.3 Aged care services.

1.3.4 Immunisations.

1.3.5 Reinstatement works and developer contributions; and

1.3.6 Other services.

1.4 The remaining fees and charges are set by the Federal Government and will not be known until the end of June.

2. RELEVANCE TO STRATEGIC PLAN

Decision-making filter: We will ensure that we meet our legislative requirements and legal obligations.

This item ensures that Council meets its legislative requirements under Section 188 of the *Local Government Act 1999.* It also provides transparent financial information to the community on the fees and charges imposed by Council.

3. PUBLIC CONSULTATION

There is no requirement to conduct public consultation on the schedule of fees and charges.

Section 188 of the Act requires Council to take reasonable steps to bring the fee or charge, or the variation of the fee or charge, to the notice of people who may be affected.

In addition, Section 132 of the Act requires Council to publish the schedule of fees and charges on a website determined by the CEO.

To satisfy these provisions, the fees and charges schedule will be placed on the City of Playford website.

4. DISCUSSION

4.1 It is proposed that fees and charges for 2026/27 generally increase in line with the:

- December CPI of 3.3% (subject to rounding); or
- Wage index of 4%, where the service is more aligned to labour than materials (subject to rounding). The wage index is based on the current Enterprise Agreement.

This keeps fees and charges aligned to the cost of providing the services to the community whilst minimising unintended impacts for other ratepayers. There are some services where additional factors have been considered in setting the fee and charge.

4.2 The 2026/27 fees and charges to be approved by Council are included in Attachment 1. It is proposed that:

- The most significant increase relates to Animal Management, specifically dog and cat handover fees, together with impound fees for dogs found wandering at large, following a new contractual agreement with the Animal Welfare League. The revised fees reflect the actual cost incurred by Council in providing these services.
- 60% will increase by CPI of 3.3% (subject to rounding) or the wage index of 4% (subject to rounding).
- 12% will not change due to rounding or to maintain alignment with benchmarks and to ensure affordability to the community.
- 5% of fees are set via a minimum to maximum range.
- Nine are set under a by-law.

One new fee will be introduced: Impounding Fee – Dogs <24 hours

This new fee aligns with the fee structure within the new contractual agreement with the Animal Welfare League.

4.3 The fees and charges to be approved by the CEO are presented in Attachment 2 for information. The key changes are summarised below:

- Most have increased by the CPI index of 3.3% (subject to rounding), the wages index of 4% (subject to rounding) or not changed due to rounding, to maintain alignment with benchmark fees or to avoid associated costs of fees changing.
- New venue hire related fees were introduced in January 2026 due to the implementation of the Bookable system. These fees will not be increased.
- The Connection and Inclusion Programs subsection under Aged Care Services has been renamed to Positive Ageing Programs and the associated fees and charges are listed differently to the previous year.

4.4 The fees and charges to be set by the Federal Government will be set in late June. This includes the NDIS fees listed in Attachment 2 for CEO approval.

5. OPTIONS

Recommendation

In accordance with Section 188 of the *Local Government Act 1999,* Council adopts the Schedule of Council-approved fees and charges for 2026/27 (Attachment 1).

Option 2

In accordance with Section 188 of the *Local Government Act 1999,* Council adopts the Schedule of Council-approved fees and charges for 2026/27 (Attachment 1), with the following amendments:

- _____
- _____
- _____

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

Council will be compliant with the requirements of the Act and income would continue to be collected from the fees and charges in line with Council's budget.

Risk Appetite

Regulatory Compliance

Council has a zero tolerance for non-compliance with applicable legislation including but not limited to: Local Government Act (LGA) 1999; Independent Commissioner Against Corruption (ICAC) Act 2012; Work Health & Safety (WHS) Act 2012; Environment Protection Act (EPA) 1993; Development Act 1993; Equal Employment Opportunity legislation; and Public Consultation legislation.

This decision will ensure compliance with relevant legislation.

Financial Sustainability

Council has a low appetite for short-term financial risk that adversely impacts on the delivery of the long term financial plan and the Council's overall stability and sustainability.

This decision will align to assumptions included in the 2026/27 Budget.

6.1.2 Financial Implications

The recommendation will set fees and charges in line with expectations in the current Budget, Policy and Procedures.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

Council may decide to apply an alternative approach to the proposed schedule of fees and charges.

Should changes be proposed, it is important that fees and charges still comply with legislation. Fees for providing services should not exceed a reasonable estimate of the cost of providing the service. Fees should not be set below the reasonable cost to provide the service so other ratepayers are not adversely impacted.

6.2.2 Financial Implications

Should Option 2 be selected, depending on the proposed changes sought, there may be a positive or negative impact on the budget. A reduction in fees and charges may result in a higher rate income contribution towards the service.

Schedule of Fees and Charges 2026/27

Fee/Charge Description	Legislation	Quantity	2026/27 Fee Comment	GST (Y/N)	Total 2025/26 Fee/Charge (inc. GST where applicable)	Total 2026/27 Fee/Charge (inc. GST where applicable)	Actual Rate Increase (inc. GST)
ANIMAL MANAGEMENT							
Animal Management							
Assistance Dog	S188(1)(h)	Each		N	No Charge	No Charge	
Cat Handover Fee (Per Cat)	S188(1)(h)	Each		N	$73.00	$196.00	168.49%
Council Hold - (Per Dog, Per Day)	S188(1)(h)	Each		N	$22.00	$100.00	354.55%
Dangerous Dog Signs	S188(1)(h)	Per request		N	$49.50	Actual cost	
Dog Handover Fee (Per Dog)	S188(1)(h)	Each		N	$73.00	$911.25	1148.29%
Greyhound (Registration Papers Sighted)	S188(1)(h)	Each	Registered with Racing Board	N	$22.00	$23.00	4.55%
Impounding Fee – Dogs	S188(1)(h)	Each		N	$62.00	$281.36	353.81%
Impounding Fee - dogs <24 hour	S188(1)(h)	Each	New fee	N	$-	$194.10	
Late Registration Renewal Fee	S188(1)(h)	Each		N	$17.50	$18.00	2.86%
Non-Standard Dog Concession**	S188(1)(h)	Each		N	$45.00	$47.00	4.44%
Non-Standard Dog**	S188(1)(h)	Each		N	$90.00	$93.00	3.33%
Part Year Registration For New Dogs (After January 1) At 50% For All Categories	S188(1)(h)	Each		N	50% of full year amount	50% of full year amount	
Permit Fee To Keep More Than Prescribed Number Of Dogs/Cats	S188(1)(f)	Per permit		N	$40.50	$42.00	3.70%
Prescribed Dog Collars	S188(1)(b)	Each		Y	Actual cost	Actual cost	
Puppies Under 6 Month At 50% For All Categories	S188(1)(h)	Each		N	50% of adult amount	50% of adult amount	
Standard Dog Concession*	S188(1)(h)	Each		N	$22.50	$23.00	2.22%
Standard Dog*	S188(1)(h)	Each		N	$45.00	$47.00	4.44%
Working Dog	S188(1)(h)	Each		N	$23.00	$24.00	4.35%
* Standard dog is a dog that has been both desexed and microchipped							
** Non-standard dog is any other dog aside from assistance dogs, working livestock dogs and dogs belonging to registered breeders							
Business Fee							
1 Dog	S188(1)(f)	1 dog		N	$89.15	$92.00	3.20%
2 Dogs	S188(1)(f)	2 dogs		N	$178.35	$184.00	3.17%
3 Dogs	S188(1)(f)	3 dogs		N	$267.50	$276.00	3.18%
4 Dogs	S188(1)(f)	4 dogs		N	$356.70	$368.00	3.17%
5-10 Dogs	S188(1)(f)	5-10 dogs		N	$445.85	$461.00	3.40%
11-20 Dogs	S188(1)(f)	11-20 dogs		N	$988.05	$1,021.00	3.33%
21-30 Dogs	S188(1)(f)	21-30 dogs		N	$1,827.65	$1,888.00	3.30%
31+ Dogs	S188(1)(f)	31+ dogs		N	$2,764.40	$2,856.00	3.31%
BY-LAW EXPIATIONS							
By-Law Expiations							
By-Law 1 - Permits And Penalties	S246(3)(g)	Per offence	Section 246(5) of the Local Government Act 1999 allows Council to fix an expiation fee for alleged offences against by-laws. The expiation fee fixed by Council cannot exceed 25 per cent of the maximum fine for the offence to which it relates. The maximum fine for a breach of the Council by-laws is $1,250 therefore the maximum expiation fee is $312.50. Council has previously fixed the expiation fee for an alleged breach of the current by-laws at $312.50	N	$312.50	$312.50	0.00%
By-Law 2 - Moveable Signs	S246(3)(g)	Per offence	Section 246(5) of the Local Government Act 1999 allows Council to fix an expiation fee for alleged offences against by-laws. The expiation fee fixed by Council cannot exceed 25 per cent of the maximum fine for the offence to which it relates. The maximum fine for a breach of the Council by-laws is $1,250 therefore the maximum expiation fee is $312.50. Council has previously fixed the expiation fee for an alleged breach of the current by-laws at $312.50	N	$312.50	$312.50	0.00%

Schedule of Fees and Charges 2026/27

Fee/Charge Description	Legislation	Quantity	2026/27 Fee Comment	GST (Y/N)	Total 2025/26 Fee/Charge (inc. GST where applicable)	Total 2026/27 Fee/Charge (inc. GST where applicable)	Actual Rate Increase (inc. GST)
By-Law 3 - Local Government Land	S246(3)(g)	Per offence	Section 246(5) of the Local Government Act 1999 allows Council to fix an expiation fee for alleged offences against by-laws. The expiation fee fixed by Council cannot exceed 25 per cent of the maximum fine for the offence to which it relates. The maximum fine for a breach of the Council by-laws is $1,250 therefore the maximum expiation fee is $312.50. Council has previously fixed the expiation fee for an alleged breach of the current by-laws at $312.50	N	$312.50	$312.50	0.00%
By-Law 4 - Dogs	S246(3)(g)	Per offence	Section 246(5) of the Local Government Act 1999 allows Council to fix an expiation fee for alleged offences against by-laws. The expiation fee fixed by Council cannot exceed 25 per cent of the maximum fine for the offence to which it relates. The maximum fine for a breach of the Council by-laws is $1,250 therefore the maximum expiation fee is $312.50. Council has previously fixed the expiation fee for an alleged breach of the current by-laws at $312.50	N	$312.50	$312.50	0.00%
By-Law 5 - Cats	S246(3)(g)	Per offence	Section 246(5) of the Local Government Act 1999 allows Council to fix an expiation fee for alleged offences against by-laws. The expiation fee fixed by Council cannot exceed 25 per cent of the maximum fine for the offence to which it relates. The maximum fine for a breach of the Council by-laws is $1,250 therefore the maximum expiation fee is $312.50. Council has previously fixed the expiation fee for an alleged breach of the current by-laws at $312.50	N	$312.50	$312.50	0.00%
By-Law 6 - Bird Scaring Devices	S246(3)(g)	Per offence	Section 246(5) of the Local Government Act 1999 allows Council to fix an expiation fee for alleged offences against by-laws. The expiation fee fixed by Council cannot exceed 25 per cent of the maximum fine for the offence to which it relates. The maximum fine for a breach of the Council by-laws is $1,250 therefore the maximum expiation fee is $312.50. Council has previously fixed the expiation fee for an alleged breach of the current by-laws at $312.50	N	$312.50	$312.50	0.00%
By-Law 7 - Roads	S246(3)(g)	Per offence	Section 246(5) of the Local Government Act 1999 allows Council to fix an expiation fee for alleged offences against by-laws. The expiation fee fixed by Council cannot exceed 25 per cent of the maximum fine for the offence to which it relates. The maximum fine for a breach of the Council by-laws is $1,250 therefore the maximum expiation fee is $312.50. Council has previously fixed the expiation fee for an alleged breach of the current by-laws at $312.50	N	$312.50	$312.50	0.00%
By-Law 8 - Waste	S246(3)(g)	Per offence	Section 246(5) of the Local Government Act 1999 allows Council to fix an expiation fee for alleged offences against by-laws. The expiation fee fixed by Council cannot exceed 25 per cent of the maximum fine for the offence to which it relates. The maximum fine for a breach of the Council by-laws is $1,250 therefore the maximum expiation fee is $312.50. Council has previously fixed the expiation fee for an alleged breach of the current by-laws at $312.50	N	$312.50	$312.50	0.00%
Continuing Breaches Against Council's By-Law 1-8 As Above	S246(3)(g)	Per offence		N	$50.00	$50.00	0.00%
COUNCIL DOCUMENTS							

Schedule of Fees and Charges 2026/27

Fee/Charge Description	Legislation	Quantity	2026/27 Fee Comment	GST (Y/N)	Total 2025/26 Fee/Charge (inc. GST where applicable)	Total 2026/27 Fee/Charge (inc. GST where applicable)	Actual Rate Increase (inc. GST)
Council Documents							
Assessment Record	S188(1)(d)	Per record		N	$5.35	$5.55	3.74%
Council Documents - General Photocopying	S188(1)(d)	Per page		N	$0.60	$0.65	8.33%
Register of Elected Members' Allowances & Benefits	S188(1)(d)	Per page		N	$0.60	$0.65	8.33%
Register of Employees' Salaries, Wages & Benefits	S188(1)(d)	Per register		N	$39.70	$41.00	3.27%
Register of Public Streets And Roads	S188(1)(d)	Per register		N	$42.10	$43.50	3.33%
Voters Roll (only available to nominated candidates during Election period)	S188(1)(d)	Per request		N	$48.10	$49.70	3.33%
DEVELOPMENT - PLANNING & BUILDING							
Development - Planning & Building							
Administration Cost - Per Half Hour Research Fees After 1st Half Hour (Charged If Payable On Completion)	S188(1)(e)	Half an hour after the first half an hour		N	$32.30	$33.60	4.02%
Application Fees - Electronic Retrieval - Documents Provided Electronically	S188(1)(e)	Per application		N	$12.90	$13.40	3.88%
Application Fees - Hard Copy Retrieval -(Non-Refundable & Payable Upon Application) Includes 1st Half Hour And Six Photocopies	S188(1)(e)	Per application		N	$67.15	$69.85	4.02%
Building Application Register	S188(1)(e)	Per application		N	$255.90	$264.35	3.30%
Building Application Register - View Online Or At The Front Counter	S188(1)(e)	Per application		N	No Charge	$0.00	
Plans/Maps							
A3 Size	S188(1)(d)	Per page		Y	$1.20	$1.25	4.17%
A4 Size	S188(1)(d)	Per page		Y	$0.60	$0.65	8.33%
Larger Sizes(Black & White)	S188(1)(d)	Per page		Y	$5.30	$5.45	2.83%
Larger Sizes(Colour)	S188(1)(d)	Per page		Y	$10.75	$11.10	3.26%
OTHER							
Regulatory Fees							
Advertising Fee For An Abandoned Vehicle	S188(1)(h)	Each	Fixed fee set as per legislative requirement	Y	$1,300.00-$1,800.00	$1,300.00-$1,800.00	
Advertising Fee For Impounded Goods	S188(1)(h)	Each	Fixed fee set as per legislative requirement	Y	$1,200.00-$1,800.00	$1,200.00-$1,800.00	
Storage Fee Per Day	S188(1)(h)	Per day	Fixed fee set as per legislative requirement	Y	$11.00	$11.00	0.00%
Storage Of Impounded Goods	S188(1)(h)	Per day	Fixed fee set as per legislative requirement	Y	$11.00	$11.00	0.00%
Towing Fee - Rural	S188(1)(h)	Actual costs incurred	Fixed fee set as per legislative requirement	Y	$150.00-$750.00	$150.00-$750.00	
Towing Fee - Urban	S188(1)(h)	Actual costs incurred	Fixed fee set as per legislative requirement	Y	$150.00-$750.00	$150.00-$750.00	
Ventilated Kitchen Caddy							
Replacement Roll Of 75 Bags	S188(1)(d)	Per roll		Y	$5.80	$6.00	3.45%
Ventilated Kitchen Caddy With One Roll Of 75 Bags	S188(1)(d)	Per pack		Y	$9.70	$10.00	3.09%
PERMITS/LICENCES							
Environment and Health							
Food Vendors Licence - Ice Cream Van	S188(1)(f)	Per vehicle		N	$782.30	$808.10	3.30%
Permit To Use A Public Road (Including Road Reserve) For Mobile Food Vending							
Annual Permit Per Vehicle - Mobile Food Vending Road Only	S188(1)(f)	Per permit p.a.		N	$711.30	$734.75	3.30%
Daily Permit Per Vehicle - Mobile Food Vending Road Only	S188(1)(f)	Per licence		N	$56.00	$57.85	3.30%
Regulatory Fees							
Replacement Residential Parking Permit	S188(1)(f)	Each		N	$20.00	$20.00	0.00%
Section 202 Licence/Lease To Use Community Land For Business Purposes							
Use Of Community Land	S188(1)(f)	Per permit p.a.		Y	To be negotiated based on usage type & term	To be negotiated based on usage type & term	
Use Of Community Land – Application Fee	S188(1)(f)	Per application		Y	$305.70	$315.80	3.30%
Section 221 Permit For Alteration To A Road For Private Purpose							
Use Of A Road - Application Fee	S188(1)(e)	Per application		Y	$187.25	$193.45	3.31%
Use Of A Road - Permit Up To 42 Years	S188(1)(f)	Per permit p.a.		Y	$677.80	$700.15	3.30%
Section 221/222 Permit To Use A Public Road For Business Purposes							
48-Hour Small Business/Roadside Trader Permit	S188(1)(f)	Per application		Y	$102.50	$105.90	3.32%
Use Of Public Road – Application Fee	S188(1)(f)	Per application		Y	$305.70	$315.80	3.30%
Use Of Public Road – Section 221 Up To 42 Years/ Section 222 Permit Up to 5 years	S188(1)(f)	Per permit p.a.		Y	To be negotiated based on usage type & term	To be negotiated based on usage type & term	
Signs							
Advertising On Council Owned Signage	S188(1)(f)	Per advertising signage p.a.		Y	$735.75	$760.05	3.30%
Bus Shelter Advertising	S188(1)(f)	Per sign p.a.		Y	$2,156.20	$2,227.35	3.30%

Fee/Charge Description	Legislation	Quantity	2026/27 Fee Comment	GST (Y/N)	Total 2025/26 Fee/Charge (inc. GST where applicable)	Total 2026/27 Fee/Charge (inc. GST where applicable)	Actual Rate Increase (inc. GST)
Signage - 2sqm - 4 Sqm	S188(1)(f)	Per sign p.a.		Y	$3,519.30	$3,635.45	3.30%
Signage - Less Than 2sqm	S188(1)(f)	Per sign p.a.		Y	$2,495.35	$2,577.70	3.30%
PRIVATE WORKS							
Private Works							
150mm Community Finger Sign + Pole + Spike Installed	S188(1)(f)	Each		Y	$206.85	$213.50	3.21%
150mm Community Finger Sign Installed	S188(1)(f)	Each		Y	$166.45	$172.00	3.33%
200mm Community Finger Sign + Pole + Spike Installed	S188(1)(f)	Each		Y	$215.85	$223.00	3.31%
200mm Community Finger Sign Installed	S188(1)(f)	Each		Y	$166.45	$172.00	3.33%
PROPERTY ADMINISTRATION							
General Property Administration							
Consent Fee (Signing & Sealing) Of Property Related Documents	S188(1)(f)	Per consent		Y	$285.85	$297.30	4.01%
Request For Easements On Council Land	S188(1)(f)	Per easement		Y	$7,298.30	$7,590.25	4.00%
Opening & Closing of Public Road (including Walkway Closures)							
Application Fee Payable By A Business Owner For Staff To Undertake Requirements Under The Roads (Opening And Closing) Act 1	S188(1)(e)	Per application		N	$2,137.30	$2,222.80	4.00%
Application Fee Payable By A Private Home Owner For Staff To Undertake Requirements Under The Roads (Opening And Closing) A	S188(1)(e)	Per application		N	$1,002.95	$1,043.05	4.00%
Revocation of Community Land							
Application Fee Payable By A Business Owner For Staff To Undertake Requirements Under Section 194 Of The Local Government A	S188(1)(e)	Per application		Y	$2,137.30	$2,222.80	4.00%
Application Fee Payable By A Private Home Owner For Staff To Undertake Requirements Under Section 194 Of The Local Governm	S188(1)(e)	Per application		N	$1,002.95	$1,043.05	4.00%

Schedule of Fees and Charges 2026/27

Fee/Charge Description	Legislation	Quantity	2026/27 Fee Comment	Total 2025/26 Fee/Charge (inc. GST where applicable)	Total 2026/27 Fee/Charge (inc. GST where applicable)	Actual Rate Increase (inc. GST)
AGED CARE SERVICES						
Positive Ageing Programs						
Direct Transport 0-6 Kilometres	S188(1)(b)	Per trip	Fee listed differently in previous fees and charges schedule	$4.00	$4.50	12.50%
Direct Transport 7-12 Kilometres	S188(1)(b)	Per trip	Fee listed differently in previous fees and charges schedule	$7.00	$7.00	0.00%
Direct Transport 13-20 Kilometres	S188(1)(b)	Per trip	Fee listed differently in previous fees and charges schedule	$10.00	$10.00	0.00%
Direct Transport 21-35 Kilometres	S188(1)(b)	Per trip	Fee listed differently in previous fees and charges schedule	$15.00	$16.00	6.67%
Direct Transport 36-50 Kilometres	S188(1)(b)	Per trip	Fee listed differently in previous fees and charges schedule	$20.00	$21.00	5.00%
Social Support Individual (In Person)	S188(1)(b)	Per hour	Fee listed differently in previous fees and charges schedule	$8.00	$8.50	6.25%
Social Support Individual (Phone Or Web Based)	S188(1)(b)	Per hour	Fee listed differently in previous fees and charges schedule	$4.00	$4.50	12.50%
Social Support Group Program	S188(1)(b)	Per hour	Fee listed differently in previous fees and charges schedule	$13.00	$3.50	-73.08%
Social Support Group Program + Outing	S188(1)(b)	Per hour	Fee listed differently in previous fees and charges schedule	$18.00	$5.00	-72.22%
Positive Ageing Services						
Outings/Social Activities/Events	S188(1)(b)	Per quote	Fee listed differently in previous fees and charges schedule	By quote	By quote	
BUILDING UPGRADE FINANCE						
Building Upgrade Finance						
Amendment Fee	S188(1)(b)	Per variation to		$67.25	$69.45	3.27%
Application Fee	S188(1)(b)	Per application		$2,746.95	$2,837.60	3.30%
Late Payment Fee	S188(1)(b)	Per late payment		$89.30	$92.25	3.30%
Legal Fee	S188(1)(b)	Per application		Actual cost	Actual cost	
Service Charge	S188(1)(b)	Annual fee - charged quarterly		$1,112.65	$1,149.35	3.30%
CEMETERIES						
Burial Plot - Excavation Costs						
1st Interment Double Depth	S188(1)(a)	Per internment		$1,543.90	Actual cost	
1st Interment Single Depth	S188(1)(a)	Per internment		$1,305.80	Actual cost	
2nd Interment Single Depth	S188(1)(a)	Per internment		$1,305.80	Actual cost	
Hire Of Additional Excavation Machinery And/Or Labour For Difficult Terrain And/Or Difficult Access Areas	S188(1)(a)	Per excavation		Actual cost	Actual cost	
Interment Of Ashes In Burial Plot Administration Fee	S188(1)(a)	Per internment		$183.20	Actual cost	
Cemeteries						
50 Year Lease Of Niche Wall - Single Interment	S188(1)(a)	Each		$1,126.15	$1,163.30	3.30%
Niche Wall - Interment						
Interment Of Ashes In Niche Wall Administration Fee	S188(1)(a)	Each		$183.20	$190.55	4.01%
CIVIC VENUES - COMMERCIAL HIRERS (Category 1) *						
Function Centre						
Access Beyond 8 Hours	S188(1)(a)	Per hour		$165.45	$171.00	3.35%
Commercial Kitchen Use (With Appliances)	S188(1)(a)	Per booking		$338.25	$349.00	3.18%
Commercial Kitchen Use (Without Appliances)	S188(1)(a)	Per booking		$135.30	$140.00	3.47%
Function Centre (Half Room) Mon-Fri	S188(1)(a)	per day (8hrs)		$1,375.55	$1,421.00	3.30%
Function Centre (Half Room) Weekends	S188(1)(a)	per day (8hrs)		$1,916.75	$1,980.00	3.30%
Function Centre (Room 1 & 2 Combined) Mon-Fri	S188(1)(a)	per day (8hrs)		$2,029.50	$2,096.00	3.28%
Function Centre (Room 1 & 2 Combined) Weekends	S188(1)(a)	per day (8hrs)		$2,593.25	$2,679.00	3.31%
Function Room Bar Hire	S188(1)(a)	Per day		$66.00	$68.00	3.03%
Meeting Rooms						
1 Meeting Room - Mon-Fri (9am-5pm)	S188(1)(a)	Per day	Reduction in fee to align with other venue meeting rooms	$341.95	$208.00	-39.17%
1 Meeting Room - Weekends	S188(1)(a)	Per day	Reduction in fee to align with other venue meeting rooms	$430.00	$262.00	-39.07%
Hourly Rate - Mon-Fri (9am-5pm)	S188(1)(a)	Per hour	Reduction in fee to align with other venue meeting rooms	$86.90	$52.00	-40.16%
Hourly Rate - Weekends	S188(1)(a)	Per hour	Reduction in fee to align with other venue meeting rooms	$109.00	$65.00	-40.37%
Rooms 1 And 2 Combined - Mon-Fri (9am-5pm)	S188(1)(a)	Per day	Reduction in fee to align with other venue meeting rooms	$434.90	$254.00	-41.60%
Rooms 1 And 2 Combined - Weekends	S188(1)(a)	Per day	Reduction in fee to align with other venue meeting rooms	$547.00	$318.00	-41.86%
Shedley Theatre						
Access Beyond 5 Or 10 Hour Booking	S188(1)(a)	Per hour		$169.10	$175.00	3.49%
Full Day (Max. 10 Hours) Mon-Fri	S188(1)(a)	Per booking		$1,691.25	$1,747.00	3.30%
Full Day (Max. 10 Hours) Sat-Sun + Public Holidays	S188(1)(a)	Per booking		$2,255.00	$2,329.00	3.28%
Half Day (5 Hours) Sat-Sun + Public Holidays	S188(1)(a)	Per booking		$1,465.75	$1,514.00	3.29%
Half Day (Max. 5 Hours) Mon-Fri	S188(1)(a)	Per booking		$1,071.15	$1,107.00	3.35%
CIVIC VENUES - COMMUNITY HIRERS (Category 2) *						

Fee/Charge Description	Legislation	Quantity	2026/27 Fee Comment	Total 2025/26 Fee/Charge (inc. GST where applicable)	Total 2026/27 Fee/Charge (inc. GST where applicable)	Actual Rate Increase (inc. GST)
Function Centre						
Access Beyond 8 Hours	S188(1)(a)	Per hour		$150.35	$155.00	3.09%
Commercial Kitchen Use (With Appliances)	S188(1)(a)	Per booking		$307.50	$318.00	3.41%
Commercial Kitchen Use (Without Appliances)	S188(1)(a)	Per booking		$123.00	$127.00	3.25%
Function Centre (Half Room) Mon-Fri	S188(1)(a)	per day (8hrs)		$1,250.50	$1,292.00	3.32%
Function Centre (Half Room) Weekends	S188(1)(a)	per day (8hrs)		$1,742.50	$1,800.00	3.30%
Function Centre (Room 1 & 2 Combined) Mon-Fri	S188(1)(a)	per day (8hrs)		$1,845.00	$1,906.00	3.31%
Function Centre (Room 1 & 2 Combined) Weekends	S188(1)(a)	per day (8hrs)		$2,357.50	$2,453.00	4.05%
Function Room Bar Hire	S188(1)(a)	Per day		$60.00	$62.00	3.33%
Meeting Rooms						
1 Meeting Room - Mon-Fri (9am-5pm)	S188(1)(a)	Per day		$184.50	$191.00	3.52%
1 Meeting Room - Weekends	S188(1)(a)	Per day		$232.00	$240.00	3.45%
Hourly Rate - Mon-Fri (9am-5pm)	S188(1)(a)	Per hour		$46.10	$48.00	4.12%
Hourly Rate - Weekends	S188(1)(a)	Per hour		$58.00	$60.00	3.45%
Rooms 1 And 2 Combined - Mon-Fri (9am-5pm)	S188(1)(a)	Per day		$225.50	$233.00	3.33%
Rooms 1 And 2 Combined - Weekends	S188(1)(a)	Per day		$283.00	$292.00	3.18%
Shedley Theatre						
Access Beyond 5 Or 10 Hour Booking	S188(1)(a)	Per hour		$153.75	$159.00	3.41%
Full Day (Max. 10 Hours) Mon-Fri	S188(1)(a)	Per booking		$1,537.50	$1,588.00	3.28%
Full Day (Max. 10 Hours) Sat-Sun + Public Holidays	S188(1)(a)	Per booking		$2,050.00	$2,116.00	3.22%
Half Day (5 Hours) Sat-Sun + Public Holidays	S188(1)(a)	Per booking		$1,332.50	$1,376.00	3.26%
Half Day (Max. 5 Hours) Mon-Fri	S188(1)(a)	Per booking		$973.75	$1,006.00	3.31%
CIVIC VENUES - COMMUNITY SUPPORT FRAMEWORK (Category 3) *						
Function Centre						
Council Partnership Agreement, Long Term Hire Or Existing Theatre Hire Agreements (Hire Agreement In Place Prior To 2020)	S188(1)(a)	Per Community Support Framework		Per Community Support Framework	Per Community Support Framework	
Meeting Rooms						
Council Partnership Agreement, Long Term Hire Or Existing Theatre Hire Agreements (Hire Agreement In Place Prior To 2020)	S188(1)(a)	Per Community Support Framework		Per Community Support Framework	Per Community Support Framework	
Shedley Theatre						
Council Partnership Agreement, Long Term Hire Or Existing Theatre Hire Agreements (Hire Agreement In Place Prior To 2020)	S188(1)(a)	Per Community Support Framework		Per Community Support Framework	Per Community Support Framework	
CIVIC VENUES (Shedley, Function Rooms and meeting rooms) - Other Fees (apply to category 1,2,3)						
Other Fees						
Bond (Where Applicable)	S188(1)(a)	Per booking		$500.00	$500.00	0.00%
Front Of House/Bartender (Min 3 Hours) - Mon - Sat	S188(1)(a)	Per hour		$56.35	$47.00	-16.59%
Front of House/Bartender(Min 3 hours)- Sunday and public holidays	S188(1)(a)	Per hour		$112.75	$94.00	-16.63%
Security Call Out Fee	S188(1)(a)	Per call		$40.00	$40.00	0.00%
Security Event Guard (Min 4 Hours) - 7 Days Per Week	S188(1)(a)	Per hour		$112.75	$112.75	0.00%
Security Event Guard (Min 4 Hours) - Public Holiday	S188(1)(a)	Per hour		$107.60	$111.15	3.30%
Security Patrol	S188(1)(a)	Per booking		$78.90	$81.50	3.30%
Tablecloths	S188(1)(a)	per cloth		$20.00	$20.00	0.00%
Tea And Coffee	S188(1)(a)	Per cup		$3.50	$3.50	0.00%
Tech Staff (Min 3 Hours) - Mon-Sat	S188(1)(a)	Per hour		$56.35	$53.00	-5.94%
Tech Staff (Min 3 hours)- Sunday and public holidays	S188(1)(a)	Per hour		$56.35	$105.00	86.34%
Ticket Fee	S188(1)(a)	per ticket		$2.25	$2.30	2.22%
Ticket Page Set-Up	S188(1)(a)	Per booking		$225.50	$232.95	3.30%
COMMUNITY BUILDINGS						
Local History - Books For Sale						
A Brief History (City Of Playford)	S188(1)(a)	Each		$11.85	$12.00	1.27%
From Dusty Plains To Royal Names (Elizabeth)	S188(1)(a)	Each		$12.90	$13.00	0.78%
Greeting Cards	S188(1)(a)	Pack of 5		$11.75	$12.00	2.13%
Heritage Surveys Book - Elizabeth	S188(1)(a)	Each		$40.55	$41.00	1.11%
Playford's Past: Annual History Journal	S188(1)(a)	Each		$5.25	$5.25	0.00%
Local History - Services						
Uleybury School Visits	S188(1)(a)	Each		$2.10	$2.10	0.00%

Fee/Charge Description	Legislation	Quantity	2026/27 Fee Comment	Total 2025/26 Fee/Charge (inc. GST where applicable)	Total 2026/27 Fee/Charge (inc. GST where applicable)	Actual Rate Increase (inc. GST)
Spruance Hall						
Bond (Where Applicable)	S188(1)(a)	Per day/booking		$500.00	$500.00	0.00%
Booking	S188(1)(a)	Per day		$452.25	$467.00	3.26%
Hourly Rate (Max 3 Hrs)	S188(1)(a)	Per hour		$39.75	$41.00	3.14%
Hire Arrangements In Line With The Community Support Framework	S188(1)(a)	Per Community Support Framework		Per Community Support Framework	Per Community Support Framework	
Uley Road Hall						
Bond (Where Applicable)	S188(1)(a)	Per day/booking		$500.00	$500.00	0.00%
Booking	S188(1)(a)	Per day		$452.25	$467.00	3.26%
Hourly Rate (Max 3 Hrs)	S188(1)(a)	Per hour		$39.75	$41.00	3.14%
Hire Arrangements In Line With The Community Support Framework	S188(1)(a)	Per Community Support Framework		Per Community Support Framework	Per Community Support Framework	
Virginia Institute						
Bond (Where Applicable)	S188(1)(a)	Per day/booking		$500.00	$500.00	0.00%
Booking	S188(1)(a)	Per day		$452.25	$467.00	3.26%
Hourly Rate (Max 3 Hrs)	S188(1)(a)	Per hour		$39.75	$41.00	3.14%
Hire Arrangements In Line With The Community Support Framework	S188(1)(a)	Per Community Support Framework		Per Community Support Framework	Per Community Support Framework	
CONNECTION AND INCLUSION PROGRAMS						
Connection and Inclusion Events						
B Bops Disco Entry	S188(1)(b)	Each		$8.00	$8.00	0.00%
Connection and Inclusion Programs						
Club Unity Disco Entry	S188(1)(b)	Each		$8.00	$8.00	0.00%
Look N' Cook Book	S188(1)(b)	Each		$10.00	$10.00	0.00%
Wheels In Motion Learner Driver Contribution	S188(1)(b)	Per hour		$16.00	$17.00	6.25%
NDIS Programs (Charged to NDIS Plans in line with NDIS Price Guide)						
Access Community Social And Recreation Activity - Standard - Saturday	S188(1)(b)	Per hour		$95.07	$95.07	0.00%
Access Community Social And Recreation Activity - Standard - Weekday Daytime	S188(1)(b)	Per hour		$67.56	$67.56	0.00%
Activity Based Transport	S188(1)(b)	Per Km		$1.00	$1.00	0.00%
Centre Capital Cost	S188(1)(b)	Per hour		$2.53	$2.53	0.00%
Employment Readiness Supports	S188(1)(b)	Per hour		$77.00	$77.00	0.00%
Establishment Fee	S188(1)(b)	Per hour		$675.60	$675.60	0.00%
Group Activities - Standard - Saturday	S188(1)(b)	Per hour		$95.07	$95.07	0.00%
Group Activities - Standard - Weekday Daytime	S188(1)(b)	Per hour		$67.56	$67.56	0.00%
Group Activities - Standard - Weekday Evening	S188(1)(b)	Per hour		$74.44	$74.44	0.00%
Provider Travel - Non-Labour Costs	S188(1)(b)	Per Km		$1.00	$1.00	0.00%
Support Coordination	S188(1)(b)	Per hour		$100.15	$100.15	0.00%
NDIS Programs Client Contribution						
Client Contribution For NDIS Programs	S188(1)(b)	Each		$20.00	$20.00	0.00%
EVENT HIRE						
Bonds						
Damage Bond - Commercial Or Large-scale Community Event	S188(1)(a)	Each		A risk assessment would be completed upon application being received to determine an appropriate bond amount suitable for the event Up to $10,000 (depending on risk assessment of event)	A risk assessment would be completed upon application being received to determine an appropriate bond amount suitable for the event Up to $10,000 (depending on risk assessment of event)	
Damage Bond - Non Profit - Low Impact Event	S188(1)(a)	Each		$500.00	$500.00	0.00%
Commercial Hirers						
Standard Area Reserve Hire - Group/Personal Trainers - 24 Week Period	S188(1)(a)	per permit (issued for 24 week period)		$60.15	$62.15	3.33%
Standard Area Reserve Hire - Large Event - Bump In/Out - Non Event Days	S188(1)(a)	Per day/per area		$223.45	$230.80	3.29%
Standard Area Reserve Hire - Large Events	S188(1)(a)	Per day/per area		$447.40	$462.15	3.30%
Community / Not For Profit Hirers						
Standard Area Reserve Hire	S188(1)(a)	Per day/per area		$220.75	$228.05	3.31%
Rotunda Hire						
Rotunda/Small Reserve Hire	S188(1)(a)	Per hire/event (max 4 hour hire period)		$77.05	$79.60	3.31%

Fee/Charge Description	Legislation	Quantity	2026/27 Fee Comment	Total 2025/26 Fee/Charge (inc. GST where applicable)	Total 2026/27 Fee/Charge (inc. GST where applicable)	Actual Rate Increase (inc. GST)
FOOD PREMISES INSPECTION						
Food Safety Audit Fees						
Desktop Audit	S188(1)(a)	Per hour or part of		$118.50	$122.40	3.29%
On-Site Audit	S188(1)(a)	Per hour or part of		$243.65	$251.70	3.30%
Re-Audit (Follow Up Audit)	S188(1)(a)	Per hour or part of		$243.65	$251.70	3.30%
GRENVILLE						
Grenville Café and Dining						
Dessert - Member	S188(1)(b)	Per Item		$3.00	$3.50	16.67%
Dessert - Non Member	S188(1)(b)	Per Item		$4.00	$4.50	12.50%
Dessert - Take Away (Frozen) - Member	S188(1)(b)	Per Item		$3.00	$3.50	16.67%
Dessert - Take Away (Frozen) - Non Member	S188(1)(b)	Per Item		$4.00	$4.50	12.50%
Main Meal - Member	S188(1)(b)	Per Item		$7.00	$7.50	7.14%
Main Meal - Non Member	S188(1)(b)	Per Item		$9.00	$9.50	5.56%
Main Meal - Take Away - Member	S188(1)(b)	Per Item		$7.00	$7.50	7.14%
Main Meal - Take Away - Non Member	S188(1)(b)	Per Item		$9.00	$9.50	5.56%
Main Meal Take Away (Frozen) - Member	S188(1)(b)	Per Item		$6.00	$6.50	8.33%
Main Meal Take Away (Frozen) - Non Member	S188(1)(b)	Per Item		$7.00	$7.50	7.14%
Meal Delivery (CHSP Eligible Clients)	S188(1)(b)	Per delivery		$2.00	$2.00	0.00%
Soup - Member	S188(1)(b)	Per Item		$3.00	$3.50	16.67%
Soup - Non Member	S188(1)(b)	Per Item		$4.00	$4.50	12.50%
Soup - Take Away (Frozen) - Member	S188(1)(b)	Per Item		$3.00	$3.50	16.67%
Soup - Take Away (Frozen) - Non Member	S188(1)(b)	Per Item		$4.00	$4.50	12.50%
Grenville Hub Activities						
Art Class - No Teacher	S36(1)	Per session		$1.50	$1.50	0.00%
Art Class - Non Member	S36(1)	Per session		$4.50	$4.50	0.00%
Art Class - Member	S36(1)	Per session		$3.50	$3.50	0.00%
Ball And Band - Member	S36(1)	Per session		$3.50	$3.50	0.00%
Ball And Band - Non Member	S36(1)	Per session		$4.50	$4.50	0.00%
Box Fit	S36(1)	Per session		$8.50	$8.50	0.00%
Carpet Bowls - Member	S36(1)	Per session		$3.50	$3.50	0.00%
Carpet Bowls - Non Member	S36(1)	Per session		$4.50	$4.50	0.00%
Craft Club	S36(1)	Per session		$2.00	$2.00	0.00%
Exercise & Dance Classes - Member	S36(1)	Per session		$3.50	$3.50	0.00%
Exercise & Dance Classes - Non Member	S36(1)	Per session		$4.50	$4.50	0.00%
Games On - Member	S36(1)	Per session		$3.50	$3.50	0.00%
Games On - Non Member	S36(1)	Per session		$4.50	$4.50	0.00%
Healthy Lung Group - Member	S36(1)	Per session		$3.50	$3.50	0.00%
Healthy Lung Group - Non Member	S36(1)	Per session		$4.50	$4.50	0.00%
Line Dancing - Member	S36(1)	Per session		$3.50	$3.50	0.00%
Line Dancing - Non Member	S36(1)	Per session		$4.50	$4.50	0.00%
Monday Wellness - Member	S36(1)	Per session		$3.50	$3.50	0.00%
Monday Wellness - Non Member	S36(1)	Per session		$4.50	$4.50	0.00%
Snooker And Pool - Member	S36(1)	Per session		$3.50	$3.50	0.00%
Snooker And Pool - Non Member	S36(1)	Per session		$4.50	$4.50	0.00%
Social Connection & Chat Groups	S36(1)	Per session	New fee		No Charge	
Strength For Life - Member	S36(1)	Per session		$8.00	$8.00	0.00%
Strength For Life - Non Member	S36(1)	Per session		$12.00	$12.00	0.00%
Table Tennis - Member	S36(1)	Per session		$3.50	$3.50	0.00%
Table Tennis - Non Member	S36(1)	Per session		$4.50	$4.50	0.00%
Tai Chi - Member	S36(1)	Per session		$3.50	$3.50	0.00%
Tai Chi - Non Member	S36(1)	Per session		$4.50	$4.50	0.00%
Tap Dancing - Member	S36(1)	Per session		$3.50	$3.50	0.00%
Tap Dancing - Non Member	S36(1)	Per session		$4.50	$4.50	0.00%
Thursday Night Dance	S36(1)	Per session		$7.50	$7.50	0.00%
Time for Talking	S36(1)	Per session		No Charge	No Charge	
Walking Group - Member	S36(1)	Per session		$3.50	$3.50	0.00%

Schedule of Fees and Charges 2026/27

Fee/Charge Description	Legislation	Quantity	2026/27 Fee Comment	Total 2025/26 Fee/Charge (inc. GST where applicable)	Total 2026/27 Fee/Charge (inc. GST where applicable)	Actual Rate Increase (inc. GST)
Walking Group - Non Member	S36(1)	Per session		$4.50	$4.50	0.00%
Zumba - Member	S36(1)	Per session		$3.50	$3.50	0.00%
Zumba - Non Member	S36(1)	Per session		$4.50	$4.50	0.00%
Member Activity	S36(1)	Per session		$3.50	$3.50	0.00%
Non Member - Activity	S36(1)	Per session		$4.50	$4.50	0.00%
Grenville Membership						
Grenville Membership (New)	S188(1)(b)	Per year		$12.00	$12.50	4.17%
Grenville Membership (Renewal)	S188(1)(b)	Per year		$10.00	$10.50	5.00%
Grenville Room Hire - Commercial Hirer (Category 1) *						
Art/Craft Room (Fri To Sun)	S188(1)(a)	Per hour		$65.00	$67.00	3.08%
Art/Craft Room (Mon To Thurs)	S188(1)(a)	Per hour		$54.00	$56.00	3.70%
Café & Dining Area (Fri To Sun)	S188(1)(a)	Per hour		$70.00	$72.00	2.86%
Café & Dining Area (Mon To Thurs)	S188(1)(a)	Per hour		$65.00	$67.00	3.08%
Hall & Café (Fri To Sun)	S188(1)(a)	Per hour		$76.00	$79.00	3.95%
Hall & Café (Mon To Thurs)	S188(1)(a)	Per hour		$65.00	$67.00	3.08%
Hall, Café & Dining Area (Fri To Sun)	S188(1)(a)	Per hour		$86.00	$89.00	3.49%
Hall, Café & Dining Area (Mon To Thurs)	S188(1)(a)	Per hour		$76.00	$79.00	3.95%
Meeting Room (Fri To Sun)	S188(1)(a)	Per hour		$65.00	$67.00	3.08%
Meeting Room (Mon To Thurs)	S188(1)(a)	Per hour		$54.00	$56.00	3.70%
Therapy Room (Fri To Sun)	S188(1)(a)	Per hour		$43.00	$44.00	2.33%
Therapy Room (Mon To Thurs)	S188(1)(a)	Per hour		$32.00	$33.05	3.28%
Grenville Room Hire - Community Hirer (Category 2) *						
Art/Craft Room (Fri To Sun)	S188(1)(a)	Per hour		$27.00	$28.00	3.70%
Art/Craft Room (Mon To Thurs)	S188(1)(a)	Per hour		$21.00	$22.00	4.76%
Café & Dining Area (Fri To Sun)	S188(1)(a)	Per hour		$38.00	$39.00	2.63%
Café & Dining Area (Mon To Thurs)	S188(1)(a)	Per hour		$33.00	$34.00	3.03%
Hall & Café (Fri To Sun)	S188(1)(a)	Per hour		$38.00	$39.00	2.63%
Hall & Café (Mon To Thurs)	S188(1)(a)	Per hour		$33.00	$34.00	3.03%
Hall, Café & Dining Area (Fri To Sun)	S188(1)(a)	Per hour		$54.00	$56.00	3.70%
Hall, Café & Dining Area (Mon To Thurs)	S188(1)(a)	Per hour		$43.00	$44.00	2.33%
Meeting Room (Fri To Sun)	S188(1)(a)	Per hour		$27.00	$28.00	3.70%
Meeting Room (Mon To Thurs)	S188(1)(a)	Per hour		$21.00	$22.00	4.76%
Therapy Room (Fri To Sun)	S188(1)(a)	Per hour		$21.00	$22.00	4.76%
Therapy Room (Mon To Thurs)	S188(1)(a)	Per hour		$16.00	$17.00	6.25%
Grenville Room Hire - COMMUNITY SUPPORT FRAMEWORK (Category 3) *						
Hire Arrangements In Line With The Community Support Framework	S188(1)(a)	Per Community Support Framework		Per Community Support Framework	Per Community Support Framework	
Positive Ageing Services						
Dessert - Aged Care Funded Client	S188(1)(b)	Per Item	Fee listed differently in previous fees and charges schedule	$3.50	$3.50	0.00%
Main Meal - Aged Care Funded Client	S188(1)(b)	Per Item	Fee listed differently in previous fees and charges schedule	$7.00	$7.50	7.14%
Main Meal - Take Away -Aged Care Funded Client	S188(1)(b)	Per Item	Fee listed differently in previous fees and charges schedule	$7.00	$7.50	7.14%
Main Meal Take Away (Frozen) - Aged Care Funded Client	S188(1)(b)	Per Item	Fee listed differently in previous fees and charges schedule	$6.00	$6.50	8.33%
Soup - Aged Care Funded Client	S188(1)(b)	Per Item	Fee listed differently in previous fees and charges schedule	$3.00	$3.50	16.67%
IMMUNISATION						
Immunisation						
Administration Fee	S188(1)(b)	Per dose		$12.00	$12.00	0.00%
Delivery Of Vaccinations To Business (Excl. Vaccine)	S188(1)(b)	Per hour/part thereof		$116.61	$121.39	4.10%
Vaccination	S188(1)(b)	Per dose		Actual cost	Actual cost	
JMC - JOHN MCVEITY CENTRE						
JMC Venue Hire - Commercial Hire (Category 1) *						
Double Court (After Hours)	S188(1)(a)	Per hour		$183.60	$189.65	3.30%
Double Court (Monday - Friday - 7am - 6pm)	S188(1)(a)	Per hour		$114.75	$118.55	3.31%
Double Function Room (After Hours)	S188(1)(a)	Per hour		$95.25	$98.40	3.31%
Double Function Room (Monday - Friday - 7am - 6pm)	S188(1)(a)	Per hour		$72.50	$74.90	3.31%
Function Room 3 (After Hours)	S188(1)(a)	Per hour		$32.15	$33.20	3.27%
Function Room 3 (Monday - Friday - 7am - 6pm)	S188(1)(a)	Per hour		$24.35	$25.15	3.29%

Schedule of Fees and Charges 2026/27

Fee/Charge Description	Legislation	Quantity	2026/27 Fee Comment	Total 2025/26 Fee/Charge (inc. GST where applicable)	Total 2026/27 Fee/Charge (inc. GST where applicable)	Actual Rate Increase (inc. GST)
Group Fitness Room (After Hours)	S188(1)(a)	Per hour		$47.85	$49.45	3.34%
Group Fitness Room (Monday - Friday - 7am - 6pm)	S188(1)(a)	Per hour		$36.25	$37.45	3.31%
Gym Space (After Hours)	S188(1)(a)	Per hour	To be removed	$36.25	Removed	
Gym Space (Monday - Friday - 7am - 6pm)	S188(1)(a)	Per hour	To be removed	$36.25	Removed	
Multipurpose Studio (After Hours)	S188(1)(a)	Per hour		$47.85	$47.85	0.00%
Multipurpose Studio (Monday - Friday - 7am - 6pm)	S188(1)(a)	Per hour		$36.25	$36.25	0.00%
Single Court (After Hours)	S188(1)(a)	Per hour		$91.80	$94.85	3.32%
Single Court (Monday - Friday - 7am - 6pm)	S188(1)(a)	Per hour		$57.40	$59.30	3.31%
Single Function Room (After Hours)	S188(1)(a)	Per hour		$47.85	$49.45	3.34%
Single Function Room (Monday - Friday - 7am - 6pm)	S188(1)(a)	Per hour		$36.25	$37.45	3.31%
JMC Venue Hire - Community Hire (Category 2) *						
Double Court (After Hours)	S188(1)(a)	Per hour		$137.70	$142.25	3.30%
Double Court (Monday - Friday - 7am - 6pm)	S188(1)(a)	Per hour		$86.10	$88.95	3.31%
Double Function Room (After Hours)	S188(1)(a)	Per hour		$71.45	$73.80	3.29%
Double Function Room (Monday - Friday - 7am - 6pm)	S188(1)(a)	Per hour		$54.40	$56.20	3.31%
Function Room 3 (After Hours)	S188(1)(a)	Per hour		$22.85	$23.60	3.28%
Function Room 3 (Monday - Friday - 7am - 6pm)	S188(1)(a)	Per hour		$17.00	$17.55	3.24%
Group Fitness Room (After Hours)	S188(1)(a)	Per hour	New fee added during 2025/26	$35.90	$37.10	3.34%
Group Fitness Room (Monday - Friday - 7am - 6pm)	S188(1)(a)	Per hour	New fee added during 2025/26	$27.20	$28.10	3.31%
Gym Space (After Hours)	S188(1)(a)	Per hour	To be removed	$27.20	Removed	
Gym Space (Monday - Friday - 7am - 6pm)	S188(1)(a)	Per hour	To be removed	$27.20	Removed	
Multipurpose Studio (After Hours)	S188(1)(a)	Per hour	New fee added during 2025/26	$35.90	$35.90	0.00%
Multipurpose Studio (Monday - Friday - 7am - 6pm)	S188(1)(a)	Per hour	New fee added during 2025/26	$27.20	$27.20	0.00%
Single Court (After Hours)	S188(1)(a)	Per hour		$68.85	$71.10	3.27%
Single Court (Monday - Friday - 7am - 6pm)	S188(1)(a)	Per hour		$42.95	$44.35	3.26%
Single Function Room (After Hours)	S188(1)(a)	Per hour		$35.90	$37.10	3.34%
Single Function Room (Monday - Friday - 7am - 6pm)	S188(1)(a)	Per hour		$27.20	$28.10	3.31%
JMC Venue Hire - COMMUNITY SUPPORT FRAMEWORK (Category 3) *						
Hire Arrangements In Line With The Community Support Framework	S188(1)(a)	Per Community Support Framework		Per Community Support Framework	Per Community Support Framework	
Other Fees						
Court Set Up	S188(1)(a)	Per hour		Actual cost	Actual cost	
Soft Play						
Balance Beam	S188(1)(a)	Each	New fee added during 2025/26	$7.00	$7.00	0.00%
Cozy Couple/Truck	S188(1)(a)	Each	New fee added during 2025/26	$17.00	$17.00	0.00%
Form Set (Balance Bridge or Stepping Stones)	S188(1)(a)	Each	New fee added during 2025/26	$30.00	$30.00	0.00%
Giant Games (Jenga, Noughts & Crosses, Connect 4)	S188(1)(a)	Each	New fee added during 2025/26	$30.00	$30.00	0.00%
Hopper	S188(1)(a)	Each	New fee added during 2025/26	$12.00	$12.00	0.00%
Plastic Stepping Stones	S188(1)(a)	Each	New fee added during 2025/26	$7.00	$7.00	0.00%
Pop-up Tent	S188(1)(a)	Each	New fee added during 2025/26	$7.00	$7.00	0.00%
Ride On	S188(1)(a)	Each	New fee added during 2025/26	$12.00	$12.00	0.00%
Slide	S188(1)(a)	Each	New fee added during 2025/26	$17.00	$17.00	0.00%
Soft Play Large	S188(1)(a)	Each	New fee added during 2025/26	$230.00	$230.00	0.00%
Soft Play Medium	S188(1)(a)	Each	New fee added during 2025/26	$175.00	$175.00	0.00%
Soft Play Small	S188(1)(a)	Each	New fee added during 2025/26	$145.00	$145.00	0.00%
Trike	S188(1)(a)	Each	New fee added during 2025/26	$12.00	$12.00	0.00%
LIBRARY						
Library						
3d Printing	S188(1)(b)	Per gram		$0.15	$0.15	0.00%
Colour Photocopier - Colour A3	S188(1)(b)	Per copy		$1.25	$1.25	0.00%
Colour Photocopier - Colour A4	S188(1)(b)	Per copy		$0.65	$0.65	0.00%
Fax - "1800"	S188(1)(b)	Each		$1.25	$1.25	0.00%
Fax - Local	S188(1)(b)	Per page		$1.25	$1.25	0.00%
Fax - Receiving Charges	S188(1)(b)	Each		$0.25	$0.25	0.00%
Fax - STD	S188(1)(b)	Per page		$2.95	$2.95	0.00%
Headphones	S188(1)(b)	Pair		$2.60	$3.50	34.62%

Fee/Charge Description	Legislation	Quantity	2026/27 Fee Comment	Total 2025/26 Fee/Charge (inc. GST where applicable)	Total 2026/27 Fee/Charge (inc. GST where applicable)	Actual Rate Increase (inc. GST)
Photocopying - Black & White A3	S188(1)(b)	Per copy		$0.30	$0.30	0.00%
Photocopying - Black & White A4	S188(1)(b)	Per copy		$0.20	$0.20	0.00%
Printing From PC - Public Black & White A3	S188(1)(b)	Per page		$0.30	$0.30	0.00%
Printing From PC – Public Black & White A4	S188(1)(b)	Per page		$0.20	$0.20	0.00%
Printing From PC - Public Colour A3	S188(1)(b)	Per page		$1.20	$1.20	0.00%
Printing From PC – Public Colour A4	S188(1)(b)	Per page		$0.60	$0.60	0.00%
Replacement Fee – Borrowers' Cards	S188(1)(b)	Each		$2.60	$3.00	15.38%
Replacement Costs For Damaged/Lost Material						
Adult Fiction	S188(1)(a)	Each		$38.00	$38.00	0.00%
Adult Non-Fiction	S188(1)(a)	Each		$38.00	$38.00	0.00%
Cd's	S188(1)(a)	Each		$27.00	$27.00	0.00%
Children's And Youth Fiction Collections	S188(1)(a)	Each		$38.00	$38.00	0.00%
Children's And Youth Non - Fiction Collections	S188(1)(a)	Each		$38.00	$38.00	0.00%
Dvd's	S188(1)(a)	Each		$27.00	$27.00	0.00%
Energy Kits	S188(1)(a)	Each		$231.80	$231.80	0.00%
iPad	S188(1)(a)	Each		$615.00	$615.00	0.00%
iPad Case	S188(1)(a)	Each		$56.10	$56.10	0.00%
Language Kits	S188(1)(a)	Each		$89.60	$89.60	0.00%
Lapsit Kits	S188(1)(a)	Each		$209.60	$209.60	0.00%
Large Print	S188(1)(a)	Each		$56.10	$56.10	0.00%
Magazines	S188(1)(a)	Each		$14.00	$14.00	0.00%
Paperbacks	S188(1)(a)	Each		$20.00	$20.00	0.00%
Reader (Adult)	S188(1)(a)	Each		$16.20	$16.20	0.00%
Reader (Children)	S188(1)(a)	Each		$10.00	$10.00	0.00%
Talking Books	S188(1)(a)	Each		$101.00	$101.00	0.00%
MULTI DECK CAR PARKING						
Parking Fees						
0-2 Hours	S246(3)(h)(ii)	Hours		No Charge	No Charge	
2-3 Hours	S246(3)(h)(ii)	Hours		$1.00	$1.00	0.00%
3-4 Hours	S246(3)(h)(ii)	Hours		$3.00	$3.00	0.00%
4-5 Hours	S246(3)(h)(ii)	Hours		$5.00	$5.00	0.00%
5-6 Hours	S246(3)(h)(ii)	Hours		$7.00	$7.00	0.00%
7+ Hours	S246(3)(h)(ii)	Hours		$8.00	$8.00	0.00%
Early Bird/Park N Ride	S246(3)(h)(ii)	Enter before 0900 and exit before 1400 and 1930		$5.00	$5.00	0.00%
Grenville Patrons	S246(3)(h)(ii)	Visit		No Charge	No Charge	
Lost Ticket	S246(3)(h)(ii)	Each occasion		$15.00	$15.00	0.00%
Maximum Day Rate	S246(3)(h)(ii)	Day		$8.00	$8.00	0.00%
NORTHERN SOUND SYSTEM - COMMERCIAL HIRERS (Category 1) *						
Broadcast Studio						
Broadcast Studio Full Day	S188(1)(a)	Full day		$471.60	$487.00	3.27%
Broadcast Studio Half Day	S188(1)(a)	Half day		$230.55	$238.00	3.23%
Broadcast Studio Hourly	S188(1)(a)	Per hour		$62.90	$65.00	3.34%
Kitchen (Room Only)						
Kitchen (Room Only) Full Day	S188(1)(a)	Full day		$157.20	$162.50	3.37%
Kitchen (Room Only) Hourly	S188(1)(a)	Per hour		$26.20	$27.00	3.05%
Main Recording Studio						
Main Recording Studio Full Day	S188(1)(a)	Full day		$230.55	$238.00	3.23%
Main Recording Studio Hourly	S188(1)(a)	Per hour		$47.15	$49.00	3.92%
Other Fees						
Bar Staff Per Hour	S188(1)(b)	Per hour		Actual cost	Actual cost	
Cleaning Fee	S188(1)(a)	Per hour		Actual cost	Actual cost	
Tech Staff Hourly	S188(1)(b)	Per hour		Actual cost	Actual cost	
Rehearsal Studio						
Rehearsal Session	S188(1)(a)	Per session		$62.90	$65.00	3.34%

Fee/Charge Description	Legislation	Quantity	2026/27 Fee Comment	Total 2025/26 Fee/Charge (inc. GST where applicable)	Total 2026/27 Fee/Charge (inc. GST where applicable)	Actual Rate Increase (inc. GST)
Rehearsal Studio Full Day	S188(1)(a)	Full day		$230.55	$238.00	3.23%
Rehearsal Studio Hourly	S188(1)(a)	Per hour		$47.15	$49.00	3.92%
Space - The Floor						
Technical Support Per Hour	S188(1)(a)	Per hour		$55.55	$57.50	3.51%
The Floor (Room Only) Full Day	S188(1)(a)	Full day		$655.00	$676.50	3.28%
The Floor (Room Only) Hourly	S188(1)(a)	Per hour		$120.50	$124.50	3.32%
Streaming Pod						
Streaming Pod Hourly	S188(1)(a)	Per hour		$5.50	$6.00	9.09%
Streaming Pod Monthly	S188(1)(a)	Per month		$80.00	$83.00	3.75%
Studio 2 Self Engineered						
Studio 2 Self Engineered Full Day	S188(1)(a)	Full day		$157.20	$162.50	3.37%
Studio 2 Self Engineered Hourly	S188(1)(a)	Per hour		$26.20	$27.00	3.05%
The Workshop (Room Only)						
The Workshop (Room Only) Full Day	S188(1)(a)	Full day		$282.95	$292.50	3.38%
The Workshop (Room Only) Per Hour	S188(1)(a)	Per hour		$47.15	$49.00	3.92%
NORTHERN SOUND SYSTEM - COMMUNITY HIRERS (Category 2) *						
Broadcast Studio						
Broadcast Studio Full Day	S188(1)(a)	Full day		$345.85	$357.50	3.37%
Broadcast Studio Half Day	S188(1)(a)	Half day		$167.70	$173.50	3.46%
Broadcast Studio Hourly	S188(1)(a)	Per hour		$47.15	$49.00	3.92%
Home Studio						
Home Studio Full Day	S188(1)(a)	Full day		$36.70	$38.00	3.54%
Home Studio Hourly	S188(1)(a)	Per hour		$5.25	$5.50	4.76%
Kitchen (Room Only)						
Kitchen (Room Only) Full Day	S188(1)(a)	Full day		$157.20	$162.50	3.37%
Kitchen (Room Only) Hourly	S188(1)(a)	Per hour		$26.20	$27.00	3.05%
Main Recording Studio						
Main Recording Studio Full Day	S188(1)(a)	Full day		$125.75	$130.00	3.38%
Main Recording Studio Hourly	S188(1)(a)	Per hour		$20.95	$22.00	5.01%
Other Fees						
Bar Staff Per Hour	S188(1)(b)	Per hour		Actual cost	Actual cost	
Cleaning Fee	S188(1)(a)	Per hour		Actual cost	Actual cost	
Tech Staff Hourly	S188(1)(b)	Per hour		Actual cost	Actual cost	
Rehearsal Studio						
Rehearsal Session	S188(1)(a)	Per session		$52.40	$54.00	3.05%
Rehearsal Studio Full Day	S188(1)(a)	Full day		$209.60	$216.50	3.29%
Rehearsal Studio Hourly	S188(1)(a)	Per hour		$36.70	$38.00	3.54%
Space - The Floor						
Technical Support Per Hour	S188(1)(a)	Per hour		$55.55	$57.50	3.51%
The Floor (Room Only) Full Day	S188(1)(a)	Full day		$445.40	$460.00	3.28%
The Floor (Room Only) Hourly	S188(1)(a)	Per hour		$94.30	$97.50	3.39%
Streaming Pod						
Streaming Pod Hourly	S188(1)(a)	Per hour		$5.50	$6.00	9.09%
Streaming Pod Monthly	S188(1)(a)	Per month		$80.00	$83.00	3.75%
Studio 2 Self Engineered						
Studio 2 Self Engineered Full Day	S188(1)(a)	Full day		$62.90	$65.00	3.34%
Studio 2 Self Engineered Hourly	S188(1)(a)	Per hour		$10.50	$11.00	4.76%
The Workshop (Room Only)						
The Workshop (Room Only) Full Day	S188(1)(a)	Full day		$262.00	$271.00	3.44%
The Workshop (Room Only) Per Hour	S188(1)(a)	Per hour		$36.70	$38.00	3.54%
NORTHERN SOUND SYSTEM - COMMUNITY SUPPORT FRAMEWORK (Category 3)*						
All Northern Sound System Venue						
Hire Arrangements In Line With The Community Support Framework	S188(1)(a)	Per Community Support Framework		Per Community Support Framework	Per Community Support Framework	
OTHER						
Other						

Schedule of Fees and Charges 2026/27

Fee/Charge Description	Legislation	Quantity	2026/27 Fee Comment	Total 2025/26 Fee/Charge (inc. GST where applicable)	Total 2026/27 Fee/Charge (inc. GST where applicable)	Actual Rate Increase (inc. GST)
Tree Removal/Replacement Where Applications Request Tree Removal On Council Land, Council Will Follow The Mitigation Hierarchy With The Aim To Protect Existing Trees. This May Involve Discussions To Realign Driveway(s) Or Changes To Development Layout(s) To Retain And Protect The Tree(s). Where Tree Removal Is Approved By Council, Other Than When Required To Manage Public Risk, All Costs Associated With The Removal And Replacement Of The Tree(s) Will Be Charged To The Applicant. The Charge Will Be Determined By Council And Aill Include: • The Administration Costs Associated With Tree Report(s) And Inspection(s); • The Costs For Tree And Stump Removal • The Cost To Replant, Maintain And Water The Replacement Tree(s) For 3 Years • The Amenity Value Of The Tree(s) As Calculated In Accordance With The City Operations Selected Amenity Formula.	S188(1)(c)	Price on application		To be negotiated	Actual cost	
Clearing Vegetation Encroaching Onto Council Property	S188(1)(a)	Per hour		$103.85	$108.00	4.00%
Clearing Vegetation Encroaching Onto Council Property - Chipper	S188(1)(a)	Per hour		$25.25	$26.50	4.95%
Clearing Vegetation Encroaching Onto Council Property - Dump Fee (Per Ton)	S188(1)(a)	Per tonne		$68.00	$70.50	3.68%
Clearing Vegetation Encroaching Onto Council Property - Truck	S188(1)(a)	Per hour		$45.10	$47.00	4.21%
Dishonour Fee - Cheques or Direct Debits	S188(1)(b)	Each		$9.50	As per bank charge	
Refuse Fees	S188(1)(a)	Each		Actual cost	Actual cost	
Reinstate Damage To Verge Surface Treatments - Installed Fines	S36(1)(a)(i)	Each		Actual cost	Actual cost	
Removal of unapproved verge upgrade treatments	S188(1)(a)	Per hour		$116.35	$121.00	4.00%
Rubbish Collection Team Double Operator And Plant	S188(1)(a)	Per hour		$114.00	$118.50	3.95%
Rubbish Collection Team Single Operator And Plant	S188(1)(a)	Per hour		$55.55	$58.00	4.41%
Regulatory Fees						
Release Of Impounded Vehicles	S188(1)(a)	Minimum		$75.00	$75.00	0.00%
Supply of Recycled Stormwater						
Recycled And Cleansed Stormwater For Irrigation	S188(1)(b)	Per kL		$2.93	$3.00	2.39%
Sim Card Charges For Telecommunication	S188(1)(b)	Per quarter		$54.80	$56.60	3.28%
PERMITS/LICENCES						
Signs						
Signage - Greater Than 4sqm	S188(1)(a)	Per sign p.a.		To be negotiated but not less than $5,000 per sign per annum	To be negotiated but not less than $5,000 per sign per annum	
Variable Mobile Signage	S188(1)(a)	Per sign p.a.		To be negotiated based on usage type & term	To be negotiated based on usage type & term	
PLAYING FIELD - CASUAL HIRE						
Per Day						
Playing Field Hire - City Of Playford Based Schools And SAPSASA Teams	S188(1)(a)	Per day or part day of/per playing field		$32.60	$33.70	3.37%
Playing Field Hire - Non Profit Outside The Municipality	S188(1)(a)	Per day or part day of/per playing field		$323.85	$334.55	3.30%
Playing Field Hire - Non Profit Within The Municipality	S188(1)(a)	Per day or part day of/per playing field		$151.45	$156.45	3.30%
Playing Field Hire - Schools And SAPSASA Teams Based Outside Of City Of Playford.	S188(1)(a)	Per day or part day of/per playing field		$80.95	$83.60	3.27%
PLAYING FIELD - SEASONAL HIRE						
Modified Junior Playing Field Hire - City of Playford Clubs Only						
Modified/Junior Sports Field - 30 Minute Season Segment	S188(1)(a)	Per 24 weeks/per playing field - fee for seasonal hire by tenant or sub-tenant user group. Casual hire of playing fields will vary on a case by case basis.		$26.85	$27.75	3.35%
Per School Term						
Playing Field Hire For Coaching Clinics/Sporting Programs	S188(1)(a)	Per school term (10 week period) - one day a week		$725.55	$749.50	3.30%
Playing Field Hire For Coaching Clinics/Sporting Programs - Additional	S188(1)(a)	Per school term (10 week period) - additional days over one day a week		$483.70	$499.65	3.30%
Playing Field Hire For Coaching Clinics/Sporting Programs Held By Community/Not For Profit Groups	S188(1)(a)	Per school term (10 week period)		50% Discount on Full Fee	50% Discount on Full Fee	
Senior Playing Field Hire - City of Playford Clubs Only						

Schedule of Fees and Charges 2026/27

Fee/Charge Description	Legislation	Quantity	2026/27 Fee Comment	Total 2025/26 Fee/Charge (inc. GST where applicable)	Total 2026/27 Fee/Charge (inc. GST where applicable)	Actual Rate Increase (inc. GST)
Playing Field Hire For Organised Social Competition (Ie 7-A-Side) - 30 Minute Season Segment	S188(1)(a)	For duration of organised social competitions conducted by clubs		$53.85	$55.65	3.34%
Senior Sports Field - 30 Minute Season Segment	S188(1)(a)	Per 24 weeks/per playing field - fee for seasonal hire by tenant or sub-tenant user group. Casual hire of playing fields will vary on a case by case basis.		$53.85	$55.65	3.34%
PRECINCT @ COVENTRY						
The Precinct Venue Hire - Commercial Hire (Category 1) *						
Bee Shed (Monday - Friday 9am - 5pm)	S188(1)(a)	Per hour		$24.35	$25.15	3.29%
Kitchen (After Hours)	S188(1)(a)	Per hour		$47.85	$49.45	3.34%
Kitchen (Monday - Friday - 9am - 5pm)	S188(1)(a)	Per hour		$35.90	$37.10	3.34%
Pod - Full Day	S188(1)(a)	Full day		$108.25	$111.80	3.28%
Pod - Half Day	S188(1)(a)	Half day		$54.15	$55.95	3.32%
The Precinct Venue Hire - Community Hire (Category 2) *						
Bee Shed (Monday - Friday 9am - 5pm)	S188(1)(a)	Per hour		$17.00	$17.55	3.24%
Kitchen (After Hours)	S188(1)(a)	Per hour		$36.25	$37.45	3.31%
Kitchen (Monday - Friday - 9am - 5pm)	S188(1)(a)	Per hour		$27.20	$28.10	3.31%
Pod - Full Day	S188(1)(a)	Full day		$81.20	$83.90	3.33%
Pod - Half Day	S188(1)(a)	Half day		$40.55	$41.90	3.33%
The Precinct Venue Hire - COMMUNITY SUPPORT FRAMEWORK (Category 3) *						
Hire Arrangements In Line With The Community Support Framework	S188(1)(a)	Per Community Support Framework		Per Community Support Framework	Per Community Support Framework	
PROPERTY ADMINISTRATION						
Opening & Closing of Public Road (including Walkway Closures)						
Process To Undertake Requirements Under The Roads (Opening And Closing) Act 1991	S188(1)(b)	Actual costs incurred		Reimbursement of actual costs incurred (ie advertising, lodgement fees, etc)	Reimbursement of actual costs incurred (ie advertising, lodgement fees, etc)	
Revocation of Community Land						
Process To Undertake Requirements Under Section 194 Of The Local Government Act 1999	S188(1)(b)	Actual costs incurred		Reimbursement of actual costs incurred (ie advertising, lodgement fees, etc)	Reimbursement of actual costs incurred (ie advertising, lodgement fees, etc)	
Sports field Line marking						
Sports Field Line Marking (Does Not Include Initial Line Marking For Seasonal Hirers)	S188(1)(a)	Per application		Actual cost	Actual cost	
REINSTATEMENT CHARGES						
Type Of Reinstatement						
Asphalt Footpath - Two Staff And Plant Including Materials	S188(1)(c)	Per square metre		$126.70	$131.00	3.39%
Asphalt Road - Two Staff, Flocon, Materials	S188(1)(c)	Per square metre		$204.30	$211.00	3.28%
Block Paving-Driveways/Crossovers	S188(1)(c)	Per square metre		Actual cost	Actual cost	
Concrete Footpath-Crossovers/Driveways	S188(1)(c)	Per square metre		Actual cost	Actual cost	
Double Side Entry Pit Replacement - Lids And Frames Only	S188(1)(c)	Per pit		Actual cost	Actual cost	
Exposed Aggregate Concrete Footpath-Crossovers/Driveways	S188(1)(c)	Per square metre		Actual cost	Actual cost	
Kerb & Guttering-Barrier/Median/Rollover	S188(1)(c)	Per linear metre		Actual cost	Actual cost	
Single Side Entry Pit Replacement - Lid And Frame Only	S188(1)(c)	Per pit		Actual cost	Actual cost	
Sportsground Excess Rubbish Removal	S188(1)(c)	Per hour		$117.65	$122.35	3.99%
SECURITY						
Security - Across All Hireable Venue						
Patrol - Per 15 Mins/Response Call	S188(1)(a)	Per additional call out	Fee listed differently in previous fees and charges schedule	$39.00	$42.90	10.00%
Security Alarm Response/ Call Out - Beyond First 20 Mins	S188(1)(a)	Per Minute	Fee listed differently in previous fees and charges schedule	$1.70	$1.87	10.00%
Security Alarm Response/ Call Out - First 20 Mins	S188(1)(a)	Each	Fee listed differently in previous fees and charges schedule	$61.00	$67.10	10.00%
Security Guard (Min 4 Hours) - 7 Days	S188(1)(a)	Per hour	Fee listed differently in previous fees and charges schedule	$63.00	$65.33	3.70%
Security Guard (Min 4 Hours) - Public Holiday	S188(1)(a)	Per hour	Fee listed differently in previous fees and charges schedule	$118.00	$122.11	3.48%
Security Shift Supervisor (11+ Guards)	S188(1)(a)	Per hour	Fee listed differently in previous fees and charges schedule	$68.00	$70.55	3.76%
Security Shift Supervisor (11+ Guards) - Public Holiday	S188(1)(a)	Per hour	Fee listed differently in previous fees and charges schedule	$129.00	$133.31	3.34%

Schedule of Fees and Charges 2026/27

Fee/Charge Description	Legislation	Quantity	2026/27 Fee Comment	Total 2025/26 Fee/Charge (inc. GST where applicable)	Total 2026/27 Fee/Charge (inc. GST where applicable)	Actual Rate Increase (inc. GST)
Security Shift Supervisor (1-10 Guards)	S188(1)(a)	Per hour	Fee listed differently in previous fees and charges schedule	$66.00	$68.31	3.50%
Security Shift Supervisor (1-10 Guards) - Public Holiday	S188(1)(a)	Per hour	Fee listed differently in previous fees and charges schedule	$124.00	$128.87	3.92%
STRETTON CENTRE						
2 Meeting Rooms Combined (20- 35 Persons)						
Day Time - Mon-Fri (Day)	S188(1)(a)	Day		$429.70	$444.00	3.33%
Day Time - Mon-Fri (Hourly)	S188(1)(a)	Hourly		$64.45	$67.00	3.96%
Hire Arrangements In Line With The Community Support Framework	S188(1)(a)	Per Community Support Framework		Per Community Support Framework	Per Community Support Framework	
3 Meeting Rooms Combined (40 - 75 Persons)						
Day Time - Mon-Fri (Day)	S188(1)(a)	Day		$590.80	$610.00	3.25%
Day Time - Mon-Fri (Hourly)	S188(1)(a)	Hourly		$91.35	$94.00	2.90%
Hire Arrangements In Line With The Community Support Framework	S188(1)(a)	Per Community Support Framework		Per Community Support Framework	Per Community Support Framework	
After Hours						
Day Time - Mon-Fri (Hourly - Per Applicable Staff Member)	S188(1)(a)	Hourly		$47.25	$87.00	84.13%
Audio Visual / Equipment /Catering						
BYO Catering Surcharge	S188(1)(a)	Per booking		$38.25	$40.00	4.58%
Training Laptop	S188(1)(a)	Per laptop		$12.65	$13.00	2.77%
Boardroom 101 (Flexible & Versatile)						
Day Time - Mon-Fri (Day)	S188(1)(a)	Day		$322.25	$333.00	3.34%
Day Time - Mon-Fri (Hourly)	S188(1)(a)	Hourly		$48.35	$50.00	3.41%
Co-Working						
2-3 Person Professional Suite	S188(1)(a)	Per month		$1,074.20	$1,110.00	3.33%
24/7 Fulltime Coworking Desk	S188(1)(a)	Per month		$352.25	$364.00	3.34%
Park View Office	S188(1)(a)	Per month		$1,581.00	$1,633.00	3.29%
Parkview Co-Working Space (With Ergonomic Sit/Stand Desks)	S188(1)(a)	Per month		$355.90	$368.00	3.40%
Tek Lab	S188(1)(a)	Day		$2,107.15	$2,177.00	3.31%
Virtual Co-Working Office	S188(1)(a)	Per month		$191.20	$198.00	3.56%
Meeting Room 1 Collab						
Hire Arrangements In Line With The Community Support Framework	S188(1)(a)	Per Community Support Framework		Per Community Support Framework	Per Community Support Framework	
Meeting Room 102, 103 or 104 (10-15 Persons)						
Day Time - Mon-Fri (Day)	S188(1)(a)	Day		$268.55	$277.40	3.30%
Day Time - Mon-Fri (Hourly)	S188(1)(a)	Hourly		$37.60	$38.85	3.32%
Hire Arrangements In Line With The Community Support Framework	S188(1)(a)	Per Community Support Framework		Per Community Support Framework	Per Community Support Framework	
Training Room						
Day Time - Mon-Fri (Day)	S188(1)(a)	Day		$268.55	$277.40	3.30%
Day Time - Mon-Fri (Hourly)	S188(1)(a)	Hourly		$37.60	$38.85	3.32%
Hire Arrangements In Line With The Community Support Framework	S188(1)(a)	Per Community Support Framework		Per Community Support Framework	Per Community Support Framework	
THE GRID - COMMERCIAL HIRERS (Category 1) *						
The Grid						
The Grid After Hours And Weekends - Per Day	S188(1)(a)	Per day	New fee added during 2025/26	$350.00	$350.00	0.00%
The Grid After Hours And Weekends - Per Hour	S188(1)(a)	Per hour	New fee added during 2025/26	$65.00	$65.00	0.00%
The Grid Full Day	S188(1)(a)	Full day	New fee added during 2025/26	$300.00	$300.00	0.00%
The Grid Hourly	S188(1)(a)	Per hour	New fee added during 2025/26	$50.00	$50.00	0.00%
THE GRID - COMMUNITY HIRERS (Category 2) *						
The Grid						
The Grid After Hours And Weekends - Per Day	S188(1)(a)	Per day	New fee added during 2025/26	$320.00	$320.00	0.00%
The Grid After Hours And Weekends - Per Hour	S188(1)(a)	Per hour	New fee added during 2025/26	$55.00	$55.00	0.00%
The Grid Full Day	S188(1)(a)	Full day	New fee added during 2025/26	$280.00	$280.00	0.00%
The Grid Hourly	S188(1)(a)	Per hour	New fee added during 2025/26	$40.00	$40.00	0.00%
VIRGINIA HORTICULTURE CENTRE - COMMERCIAL HIRE (Category 1) *						
Audio Visual / Equipment /Catering						

Schedule of Fees and Charges 2026/27

Fee/Charge Description	Legislation	Quantity	2026/27 Fee Comment	Total 2025/26 Fee/Charge (inc. GST where applicable)	Total 2026/27 Fee/Charge (inc. GST where applicable)	Actual Rate Increase (inc. GST)
Catering	S188(1)(b)	Quotes can be provided based on your requirements however there is a standard administration fee of $10 for coordinating catering.	To be removed	By quote	Removed	
Tea And Coffee	S188(1)(a)	Per person		$3.35	$3.45	2.99%
WIFI- Per Office	S188(1)(a)	Per month	To be removed	$39.85	Removed	
Boardroom Hire (Office 24)						
Boardroom Hire (Office 24) - Day	S188(1)(a)	Full day		$79.80	$82.45	3.32%
Boardroom Hire (Office 24) - Hour	S188(1)(a)	Hourly		$26.55	$27.45	3.39%
Co-Working						
Virtual Co-Working Office	S188(1)(a)	Per month		$177.20	$183.05	3.30%
Co Working Desks 1-8	S188(1)(a)	Per month	New fee added during 2025/26	$250.00	$250.00	0.00%
Meeting Room (Office 11)-Venue Hire						
Meeting Room (Office 11)-Venue Hire - Day	S188(1)(a)	Full day		$351.15	$362.75	3.30%
Meeting Room (Office 11)-Venue Hire - Hour	S188(1)(a)	Hourly		$53.20	$54.95	3.29%
Offices						
Office 3	S188(1)(a)	Per month		$643.75	$665.00	3.30%
Office 6	S188(1)(a)	Per month		$643.75	$665.00	3.30%
Office 7	S188(1)(a)	Per month		$643.75	$665.00	3.30%
Office 8	S188(1)(a)	Per month		$643.75	$665.00	3.30%
Office 9	S188(1)(a)	Per month		$971.10	$1,003.15	3.30%
Office 10	S188(1)(a)	Per month		$971.10	$1,003.15	3.30%
Office 20	S188(1)(a)	Per month		$707.80	$731.15	3.30%
Office 21	S188(1)(a)	Per month		$707.80	$731.15	3.30%
Office 25	S188(1)(a)	Per month		$707.80	$731.15	3.30%
Office 26	S188(1)(a)	Per month		$643.75	$665.00	3.30%
VIRGINIA HORTICULTURE CENTRE - COMMUNITY HIRE (Category 2) *						
Audio Visual / Equipment /Catering						
Catering	S188(1)(b)	Quotes can be provided based on your requirements however there is a standard administration fee of $10 for coordinating catering.	To be removed	By quote	Removed	
Tea And Coffee	S188(1)(a)	Per person		$3.35	$3.45	2.99%
WIFI- Per Office	S188(1)(a)	Per month	To be removed	$39.85	Removed	
Boardroom Hire (Office 24)						
Boardroom Hire (Office 24) - Daily	S188(1)(a)	Full day		$60.15	$62.15	3.33%
Boardroom Hire (Office 24) - Hourly	S188(1)(a)	Hourly		$20.00	$20.65	3.25%
Co-Working						
Virtual Co-Working Office	S188(1)(a)	Per month		$177.20	$183.05	3.30%
Meeting Room (Office 11)-Venue Hire						
Meeting Room (Office 11)-Venue Hire - Daily	S188(1)(a)	Full day		$263.35	$272.05	3.30%
Meeting Room (Office 11)-Venue Hire - Hourly	S188(1)(a)	Hourly		$39.85	$41.15	3.26%
Offices						
Office 4	S188(1)(a)	Per month		$482.70	$498.65	3.30%
Office 20	S188(1)(a)	Per month		$530.65	$548.15	3.30%
Office 21	S188(1)(a)	Per month		$530.65	$548.15	3.30%
Office 25	S188(1)(a)	Per month		$530.65	$548.15	3.30%
Office 26	S188(1)(a)	Per month		$482.70	$498.65	3.30%
VIRGINIA HORTICULTURE CENTRE - COMMUNITY SUPPORT FRAMEWORK (Category 3) *						
Virginia Horticulture Centre Meeting Rooms						
Council Partnership Agreement, Long Term Hire Or Existing Theatre Hire Agreements (Hire Agreement In Place Prior To 2020)	S188(1)(a)	Per Community Support Framework		Per Community Support Framework	Per Community Support Framework	

Schedule of Fees and Charges 2026/27

Fee/Charge Description	Legislation	Quantity	2026/27 Fee Comment	Total 2025/26 Fee/Charge (inc. GST where applicable)	Total 2026/27 Fee/Charge (inc. GST where applicable)	Actual Rate Increase (inc. GST)
*** Venue Hire - Fee Category Applied to Civic Venue, Grenville Hub, John McVeity Centre, Northern Sound System, Precinct@Coventry, Shedley Theatre and Virginia Horticulture Centre ***						
Category 1						
Commercial hire including private hires and State and Federal Government Agencies						
Category 2						
Community hirer and schools						
Category 3						
Council partnership agreement						
Long term hire (negotiated)						
Existing senior citizens group (had hire agreements in 2020 or prior) Existing theatre groups (had hire agreements in 2020 or prior)						
Community group – Refers to an association of people with common aims and objectives that meets regularly and where participation is open to the community. A community group is either a not for profit and may not be incorporated.						

STAFF REPORTS

Matters which cannot be delegated to a Committee or Staff

15.1 DRAFT 2026/27 ANNUAL BUSINESS PLAN AND BUDGET, LONG TERM FINANCIAL PLAN AND STRATEGIC ASSET MANAGEMENT PLAN FOR PUBLIC CONSULTATION

Responsible Executive Manager : Luke Culhane

Report Author : Sarah Young

Delegated Authority : Matters which cannot be delegated to a Committee or Staff

Attachments :

1⇩. Draft 2026/27 Annual Business Plan and Budget
2⇩. Draft 2026/27 Long Term Financial Plan
3⇩. Draft 2026/27 Strategic Asset Management Plan
4⇩. Draft 2026/27 Rating Policy and Procedure
5⇩. Draft 2026/27 Rate Rebate Policy and Procedure

PURPOSE

The purpose of this report is for Council to endorse the Draft 2026/27 Annual Business Plan and Budget (Attachment 1) (Draft ABP), Draft 2026/27 Long Term Financial Plan (Attachment 2) (Draft LTFP) and Draft 2026/27 Strategic Asset Management Plan (Attachment 3) (Draft SAMP) for public consultation.

STAFF RECOMMENDATION

1. Council endorse the Draft 2026/27 Annual Business Plan and Budget (Attachment 1), Draft 2026/27 Long Term Financial Plan (Attachment 2) and Draft 2026/27 Strategic Asset Management Plan (Attachment 3) for the purposes of public consultation, to be undertaken from Thursday 30 April 2026 to Thursday 28 May 2026.

2. Council authorise the Chief Executive Officer to make further minor amendments to the Draft 2026/27 Annual Business Plan and Budget (Attachment 1), Draft 2026/27 Long Term Financial Plan (Attachment 2) and Draft 2026/27 Strategic Asset Management Plan (Attachment 3) that do not alter the intent of the documents.

EXECUTIVE SUMMARY

This report provides a summary of the Draft ABP, Draft LTFP, Draft SAMP, the Draft 2026/27 Rating Policy and Procedure and the Draft 2026/27 Rate Rebate Policy and Procedure which are to be released for public consultation from Thursday 30 April to Thursday 28 May 2026, in accordance with the *Local Government Act 1999* (the Act) and the City of Playford Community Engagement Policy.

This item includes a presentation from the Presiding Member of the Corporate Governance Committee (CGC), Mr Mark Labaz.

1. BACKGROUND

The Act requires Council to develop a suite of Strategic Management Plans including the Draft ABP, LTFP and the SAMP (Draft Plans). These documents are to be accompanied by the Draft 2026/27 Rating Policy and Procedure and the Draft 2026/27 Rate Rebate Policy and Procedure, in accordance with Section 123(2)(d) of the Act.

The Draft ABP describes the services that Council will deliver to the community during the 2026/27 financial year.

The Draft LTFP sets the high-level financial parameters that guide the development of service levels, revenue levels and budgets in line with long term strategies and objectives in a financially sustainable manner.

The Draft SAMP provides an overview of our assets, including what assets we are responsible for and their replacement value, the current condition of our assets and how they are performing, the service levels we provide, our asset goals and objectives, and summarises the finances required to fund the Plan.

The Draft 2026/27 Rating Policy and Procedure and the Draft 2026/27 Rate Rebate Policy and Procedure set out the process for setting and collecting rates from the community. Rate revenue is the primary funding pathway for the delivery of Council services.

Council commenced development of the Draft Plans in February 2026. The process to develop the Draft Plans involved the following Information Sessions with Elected Members:

Information Session	Date
Budget context and parameters	13 January 2026
Overview of the Four-Year Delivery Plan, proposed new projects and services for 2026/27, asset renewal program and budget update	17 February 2026
2026/27 Budget, funding pathways and overview of the LTFP	17 March 2026
Update on Draft ABP and LTFP	21 April 2026

Details of the Draft Plans were presented to the CGC on 3 February 2026 and 7 April 2026. The key assumptions proposed for inclusion in the Draft LTFP were presented and discussed at the February 2026 meeting. The overview of the Draft Plans and proposed rate rise were presented at the April meeting.

Both sessions provided the CGC with the opportunity to provide feedback to the administration on its approach to drafting the plans and the potential impacts on long-term financial sustainability.

2. RELEVANCE TO STRATEGIC PLAN

The Draft ABP, Draft LTFP and Draft SAMP have been developed in line with the decision-making filters and community themes in Council's Strategic Plan 2025-2028.

3. PUBLIC CONSULTATION

Under Sections 122 and 123 of the Act, Council must adopt a process or processes to ensure that members of the public are given a reasonable opportunity to be involved in the development and review of its Strategic Management Plans.

This also extends to Council's Rating Policy and Procedure and Rate Rebate Policy and Procedure. Specifically, the Act requires Council to make its Draft ABP available for public consultation for a period of no less than 21 days.

The City of Playford Community Engagement Procedure states that any consultation required under legislation should be open for 28 days. The Draft ABP, Draft LTFP, Draft SAMP, Draft 2026/27 Rating Policy and Procedure and Draft 2026/27 Rate Rebate Policy and Procedure will be released for public consultation from Thursday 30 April 2026 to Thursday 28 May 2026.

During this time the following activities will be undertaken:

- Adverts in local papers advising the community that the Draft Plans are available for consultation.
- Draft Plans and feedback forms will be available at Customer Contact locations.
- Draft Plans and feedback forms will be available on Council's website and Engagement Hub platform.
- Public Hearing on Tuesday 26 May 2026 as part of the Ordinary Council meeting.

4. DISCUSSION

Annual Business Plan and Budget (ABP)

4.1 The Draft ABP outlines the outcomes the City of Playford is seeking to achieve during 2026/27 and has been developed in alignment with the decision-making filters and community themes set out in Council's Strategic Plan 2025-2028. This includes maximising opportunities for external funding, finishing what we have started and meeting our legislative requirements and legal obligations. Council's Finance Strategy has been a key consideration in ensuring long-term financial sustainability, while continuing to deliver planned services, responsibly managing debt and promoting the growth of the city.

4.2 Council has developed a balanced budget that supports the growth of the city and the provision of quality services. Council's expenditure budget is $167.25 million, most of which supports the delivery of existing services such as community facilities, services and programs; city maintenance; waste and recycling; public health, regulatory and environmental services; and local business support.

4.3 Council will invest $13.3 million for a range of new infrastructure construction of Munno Para Sportsground (North) Stage 3, the construction of over 2.6km of new footpaths, DDA Streetscape Infrastructure and the installation of an emu crossing on Rollison Road. Council will also be delivering $60.9 million of multiyear projects which are continuing from prior years.

4.4 Council will spend $36.4 million on renewing or replacing existing assets such as kerbs, footpaths, roads and recreational and sporting facilities.

4.5 Like much of the community, local government is facing rising costs and inflationary pressures in 2026/27. This means it will cost Council more to deliver the services it offers to the community. To ensure the budget is sufficient to cover inflationary pressures we reference the consumer price index as at December 2025 at 3.3%. We only apply this index to costs where the inflationary pressure is unavoidable.

Council needs to also fund the impact of higher costs for waste management, an increased contribution to the Gawler River Flood Management Association (GRFMA) and a new service agreement with the Animal Welfare League (AWL).

4.6 The Draft ABP details how Council will fund our existing services, new services and investment in new infrastructure, in addition to funding the impacts of inflation and external cost pressures. Funding sources include $1 million of continuous improvement savings and $5.1 million of growth revenue.

4.7 The Draft ABP proposes a 3.5% increase in rate revenue for 2026/27. The proposed increase funds new projects and services that the community has asked for while covering rising costs due to inflation and meeting budget goals that support long term financial sustainability. This rate rise enables Council to remain in budgeted structural operating surplus of $0.8 million for 2026/27.

Long Term Financial Plan (LTFP)

4.8 The Draft LTFP ensures Council can deliver services, maintain assets and achieve its strategic objectives in a financially sustainable manner over the medium to longer term. The LTFP is presented over a 10-year planning horizon.

4.9 Year zero (0) of the LTFP is based on Budget Review two (2) (2025/26) and Year one (1) is based on the Draft 2026/27 Budget.

4.10 Key indices including independent forecasts of CPI, wage price index and interest rates have been used to develop the plan. These indices have all increased over the past 12 months with a return to more stable levels over the life of the Plan.

4.11 The Draft LTFP also includes considered estimates for new dwellings and developer contributions that reflect the significant growth occurring across the City of Playford.

4.12 The Draft LTFP includes an estimate for future new capital expenditure based on an historic average for new capital expenditure and the future estimate for renewal of existing assets aligned to the Draft SAMP.

4.13 Council's financial performance and sustainability remain strong over the 10 years. Performance against Council's Sustainability Ratios is generally within target ranges or demonstrates the future financial capacity of Council to deliver important services and infrastructure for our growing community whilst moderating the rate rise and impact on households and businesses.

Strategic Asset Management Plan (SAMP)

4.14 The Draft SAMP provides an overview of Council's assets, including what assets we are responsible for and their replacement value, and how our asset management activities fit into Council's broader strategic planning framework.

4.15 It outlines the investment likely to be required for asset renewal projections over a one (1), 10 and 30-year planning horizon, in addition to the investment in on-going operations and maintenance. The specific renewal projects proposed for the draft $36.4 million renewal program for 2026/27 are provided in the ABP.

4.16 The Draft SAMP provides a high-level summary of the tactics for how assets are condition assessed and prioritised for renewal, with different asset classes having a tailored approach.

4.17 The Draft SAMP considers demand drivers and the future growth of the asset base as a result of both new capital projects initiated by Council and those forecast to be contributed by developers. This shows a predicted increase in the asset portfolio replacement value from $2.8 billion to approximately $3.6 billion (excluding land) over the next 10 years.

4.18 A series of continuous improvement activities in the Draft SAMP describe Council's commitment to on-going growth and maturity in the sustainable custodianship of its assets.

Rating Policy and Procedure and Rate Rebate Policy and Procedure

4.19 The revised Draft 2026/27 Rating Policy and Procedure and Draft 2026/27 Rate Rebate Policy and Procedure (Attachments 4 and 5) were presented to the Policy Review Committee for consideration on 10 March 2026 and endorsed by Council on 24 March 2026. Only minor changes were made to the policies and procedures to take account of revised dates and grammatical changes.

4.20 On endorsement, the Draft 2026/27 Rating Policy and Procedure and Draft 2026/27 Rate Rebate Policy and Procedure will accompany the Draft ABP on its release for public consultation per the public consultation process noted at Section 3 Public Consultation.

5. OPTIONS

Recommendation

1. Council endorse the Draft 2026/27 Annual Business Plan and Budget (Attachment 1), Draft 2026/27 Long Term Financial Plan (Attachment 2) and Draft 2026/27 Strategic Asset Management Plan (Attachment 3) for the purposes of public consultation, to be undertaken from Thursday 30 April 2026 to Thursday 28 May 2026.

2. Council authorise the Chief Executive Officer to make further minor amendments to the Draft 2026/27 Annual Business Plan and Budget (Attachment 1), Draft 2026/27 Long Term Financial Plan (Attachment 2) and Draft 2026/27 Strategic Asset Management Plan (Attachment 3) that do not alter the intent of the documents.

Option 2

1. Council endorses the Draft 2026/27 Annual Business Plan and Budget (Attachment 1), Draft 2026/27 Long Term Financial Plan (Attachment 2) and Draft 2026/27 Strategic Asset Management Plan (Attachment 3) for public consultation to be undertaken from Thursday 30 April 2026 to Thursday 28 May 2026 with the following amendments:

   - _____
   - _____
   - _____

2. Council authorise the Chief Executive Officer to make further minor amendments to the Draft 2026/27 Annual Business Plan and Budget (Attachment 1), Draft 2026/27 Long Term Financial Plan (Attachment 2) and Draft 2026/27 Strategic Asset Management Plan (Attachment 3) that do not alter the intent of the documents.

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

The staff recommendation allows the Draft 2026/27 Annual Business Plan and Budget, Draft 2026/27 Long Term Financial Plan and Draft 2026/27 Strategic Asset Management Plan to be released for public consultation for the scheduled timeframe of Thursday 30 April to Thursday 28 May 2026. These will be accompanied by the Draft 2026/27 Rating Policy and Procedure and Draft 2026/27 Rate Rebate Policy and Procedure. This will enable the final adoption of the plans as per Council's legislative requirements by the end of June 2026.

Risk Appetite

Regulatory Compliance

Council has a zero tolerance for non-compliance with applicable legislation including but not limited to: Local Government Act 1999 (the Act); Independent Commissioner Against Corruption (ICAC) Act 2012; Work Health & Safety (WHS) Act 2012; Environment Protection Act (EPA) 1993; Development Act 1993; Equal Employment Opportunity legislation; and Public Consultation legislation.

This decision ensures compliance with relevant legislation

6.1.2 Financial Implications

The Draft ABP, Draft LTFP and Draft SAMP set Council's budget for the next 12 months and the longer-term financial strategy. Financial details are contained within each respective plan.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

This option allows for amendments to be made to the Draft ABP, LTFP and SAMP prior to them being released for public consultation.

6.2.2 Financial Implications

The financial implications of this option are unknown and subject to the proposed amendments.

City of Playford

Annual Business Plan and Budget

2026/27

DRAFT

CITY OF Playford

Acknowledgement of Country

The City of Playford acknowledges that we are situated on the traditional land of the Kaurna people and that we respect their spiritual relationship with their country.

The City of Playford would also like to pay respects to Elders past, present and emerging.

Recognition of Forebears

The City of Playford also acknowledges the people, our forebears, that have contributed to building and defending our great nation and way of life.

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Welcome

City of Playford

Community Engagement and Feedback

The City of Playford recognises the role of community engagement to support decision making and ensure our community can participate in the decision-making process. The Draft Annual Business Plan and Budget 2026/27 (Draft ABP) provides an opportunity for Council to articulate its plans and priorities for the next 12 months.

The community is invited to provide feedback on the Draft ABP during a community engagement period. This is undertaken in accordance with Sections 122 and 123 of the *Local Government Act 1999* (the Act), which states that Council must adopt a process or processes to ensure that members of the public are given a reasonable opportunity to be involved in the development and review of its strategic management plans. Specifically, the Act requires Council to make its Draft ABP available for public consultation for a period no less than 21 days.

In accordance with the above, and the City of Playford Community Engagement Policy (which states that any legislatively required consultation run for 28 days), the Draft ABP and associated rating documents, Draft 2026/27 Long Term Financial Plan and Draft 2026/27 Strategic Asset Management Plan will be released for a public consultation period from Thursday 30 April to Thursday 28 May 2026.

During this time, the following engagement activities will be undertaken:

- Advertisements in local newspapers advising the community that the Draft Plans are available for consultation
- Draft Plans and Feedback Forms available at Customer Contact locations
- Draft Plans and online Feedback Forms available on Council's website
- Public Hearing at the 26 May 2026 Ordinary Council Meeting.
- Promotion of engagement on Council Social media and eNewsletter notifications

Further information can be found via our online Engagement Hub at playford.engagementhub.com.au

City of Playford

Executive Summary

Each year Council outlines the services and projects it will deliver to the community through its Annual Business Plan and Budget, Long Term Financial Plan and Strategic Asset Management Plan.

This **Annual Business Plan and Budget 2026/27** (ABP) has been developed in line with Council's Strategic Plan 2025-2028 and focuses on delivering the services and facilities our community relies on every day. This includes services that contribute to a happy and healthy community and help keep our city looking nice and operating safely. We are also committed to focusing on maximising opportunities for external funding and finishing what we have started, whilst always meeting our legislative requirements and legal obligations.

Playford is South Australia's fastest growing council, with an average of 10 new residents expected to call our city home every day until 2046. This growth increases demand on roads, parks, sporting facilities, stormwater infrastructure and community services.

Council is committed to balancing the needs of current residents while planning responsibly for the future. This means continuing to maintain existing services and assets, while also investing in infrastructure that supports a growing and diverse community.

In 2026/27 Council will continue to invest over $134M in delivering its existing services. The City of Playford delivers 25 services to our community and further details can be found from page 28 onwards.

Council will also invest $36.4M in renewing or replacing existing assets such as kerbs, footpaths, roads, playspaces and sporting facilities. These renewal works help ensure Council assets remain safe, functional and fit for purpose. Further details of these renewal projects can be found in Appendix 1, Proposed Infrastructure Renewal Works 2026/27.

Several major projects will continue to progress or be completed in 2026/27, including the Stebonheath Road upgrade at Eyre, Munno Para Sportsground Stage 2, Riverlea District Sportsground (North) Stage 1, and upgrades at Dwight Reserve.

As part of the joint delivery of Council's growth area infrastructure obligations (Infrastructure Deeds), planning and design for the Curtis Road/Frisby Road intersection and the upgrades of Chivell Road, Harris Road and Bubner Road will continue. Planning and design will also continue for McEvoy Road Basin and Culvert (Virginia Trunk Drainage System) and Ridley Reserve Softball Change and Clubrooms.

Council will also invest in new projects and services to meet community needs, including:

- Construction of Munno Para Sportsground Stage 3
- Construction of over 2.6 km of new footpaths
- Construction of DDA compliant streetscape infrastructure (e.g. pram ramps)
- Installation of an emu crossing on Rollison Road
- Planning and design for Heaslip Road Streetscape Upgrade
- Traffic safety measure for Odgers Road and O'Loughlin Road.
- Temporary sportsground facilities at Ridley Reserve West, Angle Vale Community Sports Centre and Argana Park.

Increased funding will support community grants that promote social inclusion, participation, and health and wellbeing, as well as ongoing Access and Inclusion programs.

Council will also begin the phased purchase of 650ML of unallocated groundwater over five years, improving water security and supporting the expansion of recycled water to help green the city.

Like many households, local government faces rising costs and inflationary pressures. Many of these cost pressures are outside Council's control, such as inflation, the increasing cost of waste and increased costs for animal management. This means that the cost of providing the same services in 2026/27 will be higher than last year. We have worked diligently to reduce the impact of these costs and inflationary pressures by only factoring in inflationary pressures where necessary. This approach helps minimise the impact on our ratepayers.

This ABP outlines how we will fund the inflationary costs for our existing services and the costs associated with new projects and services. These additional costs to our budget have been partially offset with $1M of Continuous Improvement savings from Council's existing budget.

Financial sustainability, in line with Council's Finance Strategy, has been a focus in the development of this plan, ensuring Council has the means to fund the services and projects it provides to the community now and into the future.

The ABP proposes a 3.5% increase in rate revenue for 2026/27. This increase supports essential services, new community projects, and Council's long-term financial sustainability.

Council remains focused on delivering the services residents value today, while making responsible decisions that will shape Playford's future.

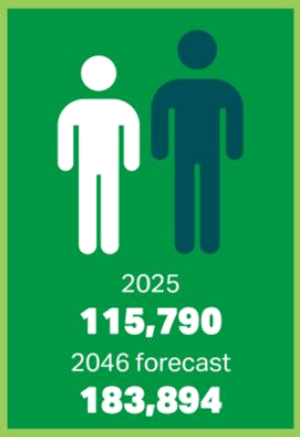
Our City

The City of Playford is a diverse city enriched by resilient communities living in new and established suburbs as well as semi-rural townships. Residential development is occurring at a rapid pace, with Playford the centre of growth in South Australia.

Prince George Plaza, Elizabeth.

Playford at a glance

Population → What this means for our city



Average per day until 2046:

10 New residents

3.7 New dwellings

*ABS 2021

Residents living with a disability **8,373**

Aboriginal and Torres Strait Islander **4.2%**

Diversity

Language at home other than English **15%**

Top 5 Languages

Nepali
Hazaraghi (Afghanistan)
Vietnamese
Dinka (South Sudan)
Swahili

*ABS 2021

Overseas born **22%**

Top 5 Birthplaces

United Kingdom
Afghanistan
Philippines
India
Vietnam

*ABS 2021

*ABS - Australian Bureau of Statistics

Employment

Health care and social assistance are our biggest employers. We also work in retail trade, education and training, as well as manufacturing.

345km² Area

Covering the northern perimeter of metropolitan Adelaide

Existing assets

Council has a significant portfolio of assets, ranging from roads and footpaths, to parks, community buildings, stormwater and fleet.

Transport

MORE THAN

923KM

of sealed roads, plus ten Adelaide Ovals worth of carparks, as well as bridges, traffic islands and fencing

Footpaths & Signage

MORE THAN

904KM

of paths plus signage, bus pads and pram ramps

Parks & Sportsfields

OVER

1205

hectares of open space including 26 sportsfields and 107 playgrounds

Buildings

193

buildings including civic and corporate buildings, community centres, sports club rooms and halls

Stormwater

572KM

of stormwater pipes and drains plus 54km of network distributing recycled water to Council reserves, as well as schools and external customers

Fleet

243

assets including cars, van, utes, heavy machinery and mowers essential to delivering services to our community

Technology

4,534

items of technology equipment including computers, mobile devices and community audio-visual equipment

Your Council

Mayor Glenn Docherty

Cr Peter Rentoulis

Cr Rebecca Vandepeear

Cr Clint Marsh

Ward 1 covers the suburbs of Angle Vale, Buckland Park, Virginia, Eyre, Penfield, Penfield Gardens, MacDonald Park, Andrews Farm, Riverlea Park and Smithfield Plains; and part of the suburbs of Edinburgh North and Waterloo Corner.

Cr Jane Onuzans

Cr Gay Smallwood-Smith

Cr Chantelle Karlsen

Ward 2 covers the suburbs of Munno Para Downs, Munno Para West, Munno Para, Smithfield and Blakeview; and part of the suburb of Hillier.

Cr Andrew Craig

Cr Tanya Smiljanic

Cr David Kerrison

Ward 3 covers the suburbs of Hillbank, Gould Creek, One Tree Hill, Sampson Flat, Humbug Scrub, Uleybury, Yattalunga and Bibaringa; and part of the suburbs of Craigmore and Evanston Park.

Cr Marilyn Baker

Cr Zahra Bayani

Katrina Tarr resigned from the role as Ward 4 councillor in January 2026.

A supplementary election will not be needed as the vacancy falls within 12 months of the November 2026 local government elections

Ward 4 covers the suburbs of Davoren Park, Elizabeth North, Elizabeth, Elizabeth South and Elizabeth Vale; and part of the suburb of Edinburgh North.

Cr Misty Norris

Cr Akram Arifi

Cr Shirley Halls

Ward 5 covers the suburbs of Elizabeth Downs, Elizabeth Park, Elizabeth East and Elizabeth Grove; and part of the suburb of Craigmore.

Strategic Planning Framework

Our Strategic Plan sits at the centre of our Strategic Planning Framework. It outlines Council's four-year goals for the city and provides direction for decision-making and how we prioritise the allocation of resources.

Saverio Reserve, Angle Vale.

Strategic Planning Framework

Strategic Plan

Our Strategic Plan is a roadmap that guides Council's decision-making and aims to deliver on the long-term aspirations of liveability, prosperity and happiness outlined in the 2043 Playford Community Vision.

The City of Playford has taken a 12-year approach to planning, broken down into three 4-year strategic plans:

Strategic Planning Framework

The **Strategic Plan 2020-2024** focused on Community and City Foundations, addressing the foundational needs of the community and the critical social and physical building blocks for success.

The **Strategic Plan 2025-2028** will maintain and build on these foundations while bringing into focus connecting our people to each other and their local community.

The three phases of our Strategic Planning Framework

Our high-level plans guide our investment. **The Playford Community Vision 2043*** was developed in 2013 based on extensive community engagement and reflects the longer-term aspirations of the community, organised under the goals of Prosperity, Liveability and Happiness.

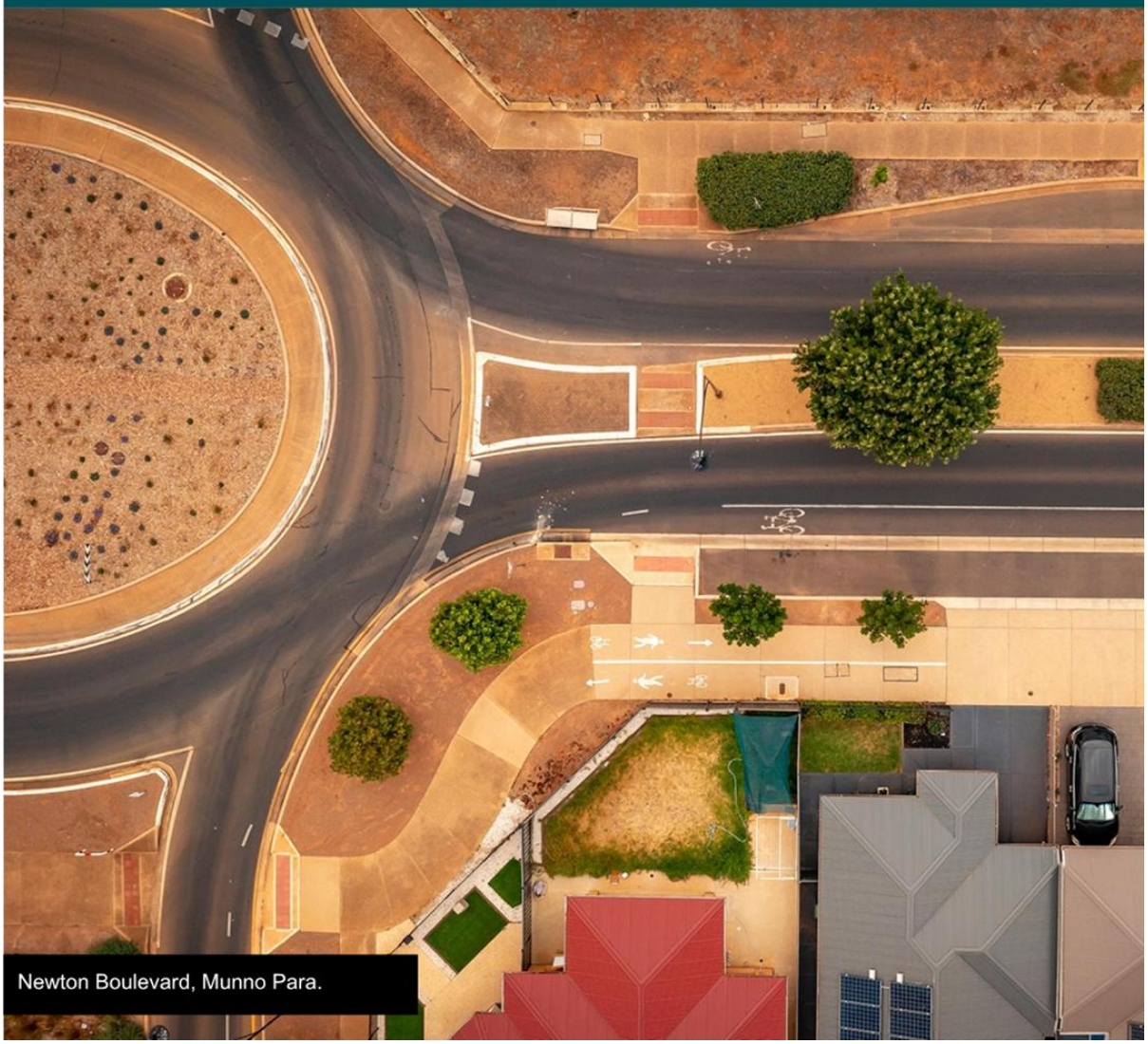
Our **City-wide Strategies** focus on a particular area such as open space or transport and help prioritise projects across the city. Our **Masterplans** outline our vision across a particular precinct or project area such as the Playford Health and Wellbeing Precinct and the Virginia, Angle Vale and One Tree Hill Townships.

We continue to invest in our growing community by undertaking new projects and delivering new services. The **Long Term Financial Plan*** ensures Council can deliver services, maintain assets and achieve its strategic objectives in a financially sustainable manner. The **Annual Business Plan and Budget*** is the 12-month plan to deliver the Strategic Plan and secure funding.

We are constantly reviewing our investment. **The Strategic Asset Management Plan*** ensures effective and comprehensive management of our asset portfolios. We complete a range of different **analyses and planning activities** such as the Public Health Plan and Disability Access and Inclusion Plan that continue to guide our investment in our existing services.

**These plans meet our obligations under Section 122 of the Local Government Act 1999, which states that a council must develop and adopt plans for the management of its area, to be called collectively the strategic management plans.*

Growth in focus



Newton Boulevard, Munno Para.

Growth in focus

Playford is experiencing significant growth, shaped not only by Council-led projects, but by major investment and planning decisions driven by the State and Federal Governments.

Long-term regional strategies, government investment programs and private developments are influencing where homes, jobs and services will be delivered across our city. Council plays a critical role in these processes by advocating for timely infrastructure, coordinating delivery and ensuring growth is well-planned, sustainable and responsive to community needs.

The following initiatives reflect the scale of growth underway and demonstrate how Council is actively contributing to shaping Playford's future, even where projects sit outside of our direct delivery role.

Planning with purpose: The Greater Adelaide Regional Plan (GARP)

The new 30-year Greater Adelaide Regional Plan (GARP) sets the direction for growth across the region and places Playford firmly in focus, recognising our role as a key service centre for the north and a driver of jobs for South Australia.

Key outcomes include:

- Greater Edinburgh Parks being formally identified as a National Employment Cluster, reinforcing its importance to job creation locally, statewide and nationally. Council's long-standing advocacy helped secure this recognition, strengthening our case for critical infrastructure investment.
- Elizabeth Centre being designated part of a State Significant Infill Area, with a State-led masterplan to be delivered over the next two years. This aligns with Council's vision to revitalise Elizabeth as a vibrant hub for services, shopping, business, and entertainment.
- The Playford Health and Wellbeing Precinct being designated a State Innovation Place, reflecting its role in health service delivery and its potential for growth in research and innovation, building on Council's foresight more than a decade ago.
- A further 1300 hectares of land identified as Future Greenfield Growth Areas within the City of Playford, which will be subject to investigations before they are unlocked for development over the 30 year planning horizon of the GARP.

The GARP also identifies an investigation area for a new rapid mass transit corridor to service northern growth area communities. The State Government has subsequently identified a 33km rail corridor linking to the existing metropolitan rail network at Dry Creek, travelling through Waterloo Corner and Riverlea, and terminating at Two Wells. The corridor will be preserved by an overlay in the Planning and Development Code.

Council welcomes the State Government's collaborative approach and is pleased to see its local insight and advocacy reflected in the Plan.

Greater Edinburgh Parks – supporting jobs growth in Northern Adelaide

Around 95 per cent of Greater Adelaide's future employment land is located in Northern Adelaide, with a majority within Greater Edinburgh Parks (GEP). As part of the National Employment Cluster (NEC) identified in the GARP, GEP is well positioned to support industries such as advanced manufacturing, renewable energy, defence and logistics. The development of these employment lands will provide jobs for the rapidly growing northern population and support economic development both locally and for the State.

Growth in focus

The precinct benefits from strong access to critical road, rail, port and intermodal infrastructure and proximity to established agricultural, manufacturing and defence industries. Its location near key activity centres including Elizabeth and Salisbury, and Technology Park and Adelaide University at Mawson Lakes provides a strong foundation for supporting highly skilled, future-focused industries.

The demand for employment land is evident by four rezoning (Code Amendments) exercises at Waterloo Corner involving multiple landowners. The planning, coordination and funding for critical infrastructure including transport, stormwater and utilities is being led by the State Government.

This work will be supported by the development of an Employment Lands Roadmap, outlining where land will be released, when infrastructure will be delivered and how the State will meet the growing demand for industrial, logistics and advanced manufacturing precincts.

Northern Park Lands – a new open space network for the North

The Northern Park Lands is a major State Government initiative introduced through the GARP to establish a new network of public open spaces in Adelaide's growing northern suburbs. Spanning up to 1000 hectares, the initiative will support population growth by delivering high-quality open space and landscape infrastructure adjacent to existing and emerging communities.

Over time, the Northern Park Lands will include areas for:

- active recreation and sporting facilities
- walking and cycling connections
- passive open space and landscape experiences
- revegetation, biodiversity habitat and waterway enhancement
- gathering spaces and destinations
- community and visitor facilities that support activation and sustainability

The GARP identifies preparation of a Northern Park Lands Master Plan as a key implementation action, guiding delivery through a staged approach.

Angle Vale Infrastructure Scheme

The State Government has announced it will investigate a new Infrastructure Scheme for Angle Vale. Council welcomes this as a step toward a more equitable and transparent system that gives our community greater certainty about who funds infrastructure, when it will be delivered, and how it will keep pace with the State's growth agenda.

Council sees potential for the proposed Infrastructure Scheme to be part of a better system that delivers facilities when new residents need them most, and supports sustainable, well-serviced communities from the start.

Federal and State support for Curtis Road

We are seeing strong, coordinated progress through partnership across Curtis Road, with governments and developers working together to deliver on-the-ground improvements.

At the eastern end of the road, the State and Federal Governments are progressing a $250 million project to remove the railway level crossing on Curtis Road. While the level crossing is not the sole cause of congestion along Curtis Road, its removal is an important first step following sustained advocacy from Council. The project will improve safety and traffic flow at this section of the road and help ensure it does not become a choke point as improvements are delivered along the rest of the road.

Growth in focus

To the west, the Curtis Road and Heaslip Road intersection upgrade is being delivered as a joint State and Federal project, with a new dual-lane roundabout to improve capacity and efficiency. This upgrade is also being part funded though landowner contributions as part of the Growth Area Road Infrastructure Deed for Angle Vale.

In Munno Para West, Council has been working closely with the State Government and developer to progress a solution for the Curtis Road and Andrews Road intersection. This will include realignment of the intersection, installation of traffic signals, and dual-lane approaches to support growing traffic demand. Importantly, this project is being delivered through a shared funding model, with contributions from Council, the State Government and landowner contributions.

While this progress is significant, Council remains committed to working in partnership with all stakeholders to deliver a long-term, whole-of-road solution for Curtis Road. We want to ensure future investment is targeted, coordinated and delivers the best outcomes for the community.

In 2023, the State Government commissioned a traffic study to inform this broader solution. Council looks forward to reviewing this work and continuing to collaborate on the next stages of planning and investment.

Smithfield Regeneration Code Amendment

The State Government approved a Code Amendment for Smithfield in March 2026 that is focused on the former Smithfield barracks site and surrounding area. Council provided a formal submission during public consultation in late 2025, advocating for development that is well-planned, contributes to liveable communities and is supported by appropriately funded infrastructure.

Council continues to call for a coordinated approach regarding road upgrades, managing the interface with the Munno Para Shopping Centre, access across the Gawler Rail Line, provision of open space, and provision of essential services like stormwater, water and sewer.

State transport and infrastructure strategies

The State Government has released two major long-term strategies - the 30-Year Transport Strategy and the 20-Year State Infrastructure Strategy - to guide South Australia's growth. While no Playford-specific projects are identified, both strategies emphasise improving connectivity, sustainability, and support for growing communities.

For northern Adelaide, key priorities include exploring new water supply solutions and reviewing wastewater capacity to support future growth.

The State Government is also developing a North Adelaide Transport Study to inform future transport planning and investment in the region. A Public Transport Strategy is also being developed to help deliver a more accessible public transport network. Council has provided feedback as part of the consultation process for both initiatives.

Water and sewer infrastructure – SA Water

SA Water is delivering major upgrades to water and sewer infrastructure across northern Adelaide to support housing growth and ensure reliable services for existing communities. These large-scale works include new pipelines and network upgrades across multiple locations, helping unlock new neighbourhoods while strengthening the network that supports current residents.

These upgrades will continue over the coming years, reflecting the scale of growth in our region and the long-term investment required to support it.

Growth in focus

Riverlea District Sportsground

Construction is underway on Stage 1 of the Riverlea District Sportsground. Delivered through a partnership between Council, Walker Corporation and Catholic Education South Australia, the 15.35 hectare precinct will provide a central multi-purpose oval for AFL, soccer and cricket, a dedicated soccer pitch, cricket nets, and supporting infrastructure including lighting, car parking and pedestrian connections.

The sportsground forms part of a broader recreation and education hub at the heart of Riverlea, with three quarters of the site dedicated to community sport and shared with the adjacent Xavier College Riverlea Park campus. As the population grows, future stages will expand the precinct into a major sporting destination, supporting local jobs, active lifestyles and strong community connections.

Eyre Secondary School

The State Government has committed to a new $155 million public school at Eyre to support forecast population growth in the northern suburbs. The Year 7-12 school will be located on a 10 hectare site, directly opposite the Eyre Development, at the south-western corner of Petherton and Andrews Roads. Construction is forecast to commence in mid-2026 and the school is expected to open in 2028, providing capacity for up to 1300 students.

Elizabeth CBD – a growing civic and commercial centre

The Elizabeth CBD is evolving as the vibrant civic, commercial and cultural heart of northern Adelaide, supporting a rapidly growing community and creating a central place for connection, business and everyday life. As more people choose to call Playford home, the CBD is being shaped through strong planning and partnerships to deliver a contemporary regional centre that reflects both the character and future of the north.

Key projects are now progressing, with construction underway on the Playford Commercial Hub and planning approvals in place for a serviced apartments development and a sport and entertainment venue. Together, these projects represent important steps in building a more active, connected and economically strong CBD. As growth continues, Council will keep working with partners to ensure the right mix of development is delivered – creating long-term value and a centre that meets the needs of the community now and into the future.

In developing the 2026/27 ABP, Council has considered the broader growth context shaping Playford, including major State and Federal Government strategies, investments and planning initiatives. Through advocacy, collaboration and partnerships, Council continues to play an active role in supporting well-planned growth and helping to ensure development responds to the needs of our growing community.

Budget Summary

The Annual Business Plan and Budget focuses on the services and projects to be delivered in the next 12 months, while ensuring the decisions we make this year do not undermine our long-term financial sustainability.

Aerial view of new homes at Riverlea Park.

Budget Summary

Capital and Operating Budgets

Each year Council develops a capital and an operating budget.

- The **capital** budget is Council's expenditure on projects that will create or renew long-term assets.
- The **operating** budget incorporates all costs associated with delivering our existing services, including maintaining our community assets. The budget is adjusted for inflation and cost pressures for existing services, and for the introduction of new projects and services.
- Our four-year planning horizon ensures the decisions we make within a specific budget year do not undermine our long-term strategic direction and financial sustainability.

Capital budget summary 2026/27

	Capital Budget $M
Asset Management Plans – Capital Renewal	36.4
Multi-year projects commenced in prior years	60.9
New capital projects 2026/27	13.3
Council expenditure – Sub Total	**110.6**
Donated Assets	75.3
	185.9

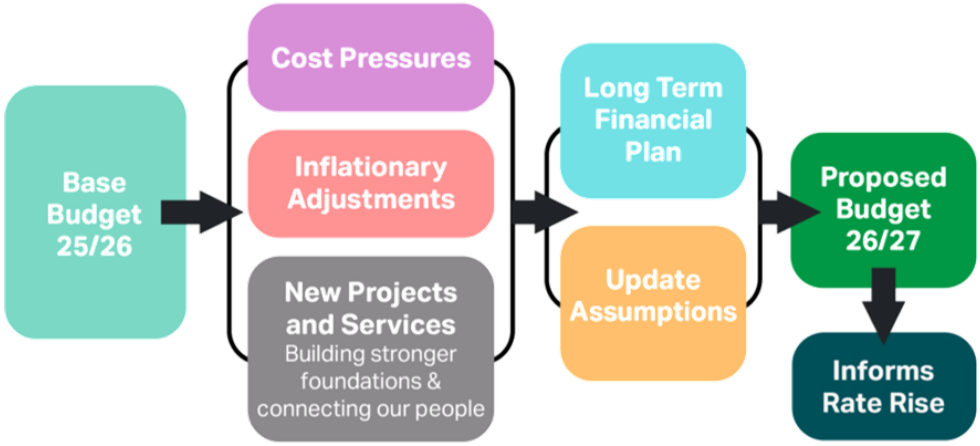
The above will result in an increase in Council capital assets of $149.5M

Operating budget summary 2026/27

	Operating Budget $M
Operating Income	172.5
Operating Expenditure	167.2
Operating Surplus/(Deficit)	**5.3**

Budget Summary

How we develop the budget



Base Budget

BASE BUDGET

Council's existing 25 services make up most of our base budget. Service Standards articulate the service Council delivers and the benefits the community can expect to receive.

Cost Pressures

COST PRESSURES

Our costs may be impacted by increases above inflation due to external pressures such as the increasing cost of waste and animal management.

Inflationary Adjustments

INFLATIONARY ADJUSTMENTS

Inflation relates to increases in the cost of doing business. To ensure the budget is sufficient to cover inflationary pressures we reference the Consumer Price Index (CPI) and Council's Enterprise Agreement on wages.

Budget Summary

New Projects and Services

NEW PROJECTS AND SERVICES

Council's Strategic Plan 2025-2028 outlines the decision-making filters and themes we use to decide on any new projects or services to be introduced to the community each year.

This year's Annual Business Plan focuses on investing in the completion of multi-year projects to meet the needs of our growing and diverse community. We will also make some adjustments to ensure we continue delivering the services our community wants and needs.

Long Term Financial Plan

LONG TERM FINANCIAL PLAN (LTFP)

The LTFP provides information on Council's long-term financial sustainability. It is the key tool used by Council to assess the long-term financial implications of decisions.

Update Assumptions

UPDATE ASSUMPTIONS

Each year Council reviews the assumptions used to form the budget. These include interest rates, asset disposals, developer contributions and growth.

Proposed Budget 26/27

PROPOSED BUDGET 2026/27

After considering the above, Council can see how much budget it needs to fund services and any new projects/services for the coming year.

Informs Rate Rise

INFORMS RATE RISE

Rates are a financially sustainable funding pathway to pay for Council services. Council uses the proposed budget to inform any required rate rise, and this ensures that we only rate the community for what is needed.

Budget Summary

2026/27 BUDGET

As a result of the budget process, Council intends to fund the following changes to the 2026/27 budget:

	$'000	Rate Rise Equivalent %
Inflationary Costs	3,729	3.07%
Delayed Operating Expenses	982	0.81%
Cost Pressures	1,854	1.53%
New Services/Assets	413	0.34%
New Services/Assets – Growth	1,212	1.00%
Growth Existing Services	3,133	2.58%
Total Additional Costs	11,323	9.33%

Council's commitment to financial sustainability

The City of Playford's Finance Strategy outlines our commitment to financial sustainability. Developed in 2017/18, the strategy aims to achieve long-term financial sustainability while enabling Council to deliver planned services, responsibly manage debt and promote the growth of the city, both now and into the future.

When considering our financial sustainability, we reference our operating and structural position. The difference between these terms is explained below:

> The **operating position** shows Council's income compared to the operating costs required to deliver services to the community. Where income exceeds expenses, Council would be in an operating surplus and where income is less than expenses, Council would be in an operating deficit.
>
> The **structural position** reflects our operating position, **without** the inclusion of once-off grants and developer contributions. Grants and developer contributions are committed to be spent in future years. They do not form part of our ongoing sustainable base budget for delivering day-to-day services in any given financial year.

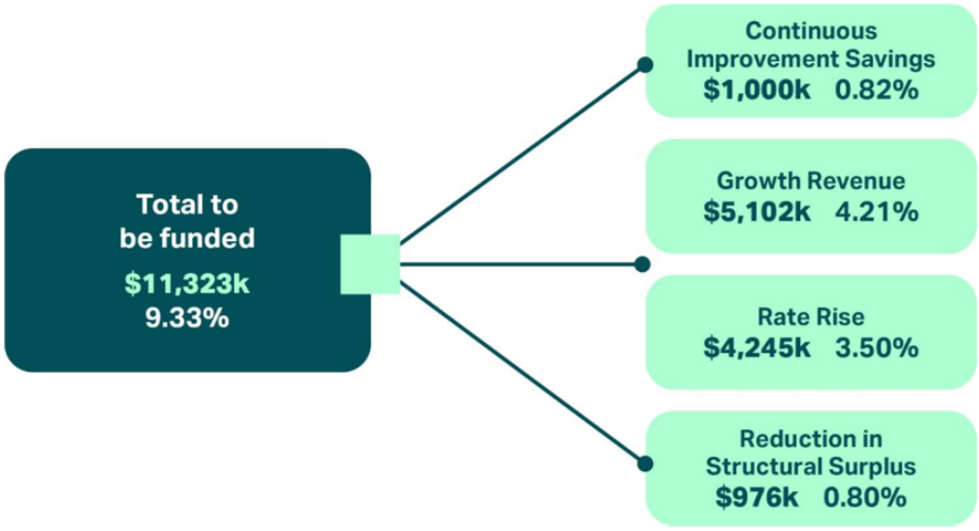
Maintaining operating and structural surplus positions over the long-term ensures Council can meet current and long-term commitments and be financially sustainable.

To ensure Council remains financially sustainable, we monitor our budgets and our performance against an operating surplus ratio and a structural surplus ratio. Council has endorsed a target range of 1% to 10% for the operating surplus and 1% to 4% for the structural surplus.

Budget Summary

Budget Funding Pathways

This Annual Business Plan details how we will fund the inflationary costs for our existing services, new projects and services, and meet our commitment to financial sustainability. The budget increase will be funded as follows:



Continuous Improvement Savings

Council's focus on continuous improvement has resulted in savings of over $19.4M since 2011, including $1.0M as part of the 2026/27 budget process.

The savings have either been:

- allocated to services to reduce the rate burden of providing new services and assets to the community; or
- used to ensure that Council is operating within its means and not using debt to fund its operations.

Growth Revenue

Council receives new rate revenue from new dwellings and commercial properties. This is used to fund the additional services required in a growing community.

Rate Rise

Council's primary revenue stream comes from raising and collecting rate revenue. Council will need to increase rates to fund the remainder of the budget unable to be funded by Continuous Improvement savings and Growth revenue as outlined above. As a result, there will be a 3.5% increase in rate revenue for 2026/27. The increase funds new projects and services that the community has asked for while covering rising costs due to inflation and meeting budget goals that support long-term financial sustainability.

Delivering for our Community

The City of Playford provides a wide range of services, programs and infrastructure to meet the needs of our community and to fulfil our legislative requirements under the *Local Government Act (1999).*

Northern Adelaide Jobs and Careers Expo.

Delivering for our community

What makes up our 2026/27 budget

Existing Services Operating Budget
Council has 25 core services it delivers to the community annually. Each of these services is delivered to its own specific standard to ensure the same level of service across the city from year-to-year.

Page 28

Existing Assets Capital Budget
Council has a significant portfolio of assets, ranging from roads and footpaths to parks and community buildings. Council manages these assets through regular maintenance and renewal programs.

Page 36

Projects Capital Budget & Operating Budget
This includes projects that commenced in prior years and will continue in 2026/27 as well as new projects that will start in the coming year.

Page 40

New or Adjusted Services
Operating Budget
These are new and adjusted services that will be introduced in 2026/27.

Page 50

Rising Costs Operating Budget
Rising costs and inflationary pressures in 2026/27 mean that it will cost Council more to deliver the services we offer to the community..

Page 52

Funding Pathways
Capital Budget & Operating Budget
This section details the costs and funding pathways for the new projects and services.

Page 53

Delivering for our community

Existing Services Operating Budget

Playford Health and Wellbeing Precinct.

Delivering Existing Services in 2026/27

Community Facilities, Programs and Events

Club Development and Access to Sporting Facilities

The Sports Development Team supports more than 80 sporting clubs across the city, providing access to facilities for both training and competition. The team works closely with clubs and associations to strengthen administration, operations, participation growth, ground allocation, project communications, and compliance, while ensuring that Council-owned facilities are well-utilised, safe, and accessible for the broader community.

Community Development and Health Initiatives

Community Development services support knowledge, skills development and capacity building for people at all stages of life. Services are delivered at several sites including the Grenville Hub, John McVeity Centre, The Precinct, the Healthy Food Co, Marni Waiendi, Playford Libraries and the Elizabeth Rise Community Centre.

These initiatives support the community in various ways, such as access to services, providing volunteer opportunities, advocacy and the provision of a range of social and educational activities.

Delivering for our community

Existing Services Operating Budget

Community Inclusion

Council's Community Inclusion services provide education, information and support to assist older and vulnerable people to remain independent and connected within the community. Inclusion programs are run at sites including the Grenville Hub as well as outreach programs in One Tree Hill and Virginia. The programs also support people living with disability through the National Disability Insurance Scheme (NDIS) and Council funded social and capacity building supports. Broader initiatives and projects are also supported by Council's Disability Access and Inclusion Plan.

Community Venues

A broad range of facilities and venues are available for the community to access for events and experiences.

The Shedley Theatre is the northern suburbs' premier theatre venue, hosting a calendar of high-profile, professional artists, as well as supporting local amateur groups and school events.

The Function Room at the Playford Civic Centre provides a high-quality venue space for use by business and community groups.

The Uley Road Hall, Spruance Hall and Virginia Institute also provide high-quality space for the community to utilise.

The Northern Sound System (NSS) is the state's leading youth music facility, engaging young people through music and creative industries. An extensive range of programs build the capacity of young people, while also offering a live music venue, rehearsal spaces and recording studio.

Delivering for our community

Existing Services Operating Budget

Customer Contact

Council's Customer Contact service provides prompt, helpful and accurate information and transactional services to our community. Our Customer Contact staff are the first point of contact for many of our residents, rate payers, businesses and visitors at one of Council's sites. Your website, email and phone queries are handled by our knowledgeable team members who are happy to action requests for service and connect you with the right people across Council.

Library Services

Library Services provide access to information, technology, educational programs, cultural engagement, local history, social interaction, entertainment and leisure for our community. Branches at the Civic Centre and Stretton Centre are supported by the Mobile and Home Library Services.

Delivering for our community

Existing Services Operating Budget

Event Management

Council delivers a range of community and civic events across the city to create interesting and fun ways for our community to come together and connect. Where appropriate, Council looks to partner with others to extend the range of events on offer. These events celebrate the community and promote a sense of connection.

Volunteer Development

Volunteers extend and enhance the services and programs delivered by Council, sharing their time, energy and skills to benefit the community. Volunteers receive many opportunities to develop new skills and knowledge, connect with others and enjoy a sense of accomplishment.

Delivering for our community

Existing Services Operating Budget

City Maintenance

Parks and Reserves

Council maintains some 785 reserves throughout the city. This includes parks which provide amenities such as welcoming outdoor spaces, accessible play spaces, park furniture and green open space to encourage sporting activities and recreation. Wetlands, buffer reserves and natural areas also provide natural open space for our community to enjoy.

Rapid Response

Council provides a rapid response team to attend to urgent situations and help reduce risk to our community. The primary objective is to make the situation safe, with additional work then referred to other Council services.

Rural Streetscapes

Regular road maintenance is undertaken in our rural areas, with a programmed and proactive approach based on risk. This service enables a safe and connected community for our rural residents.

Sportsfield Maintenance

The maintenance of Council's many sporting facilities, such as natural turf fields and hard courts (e.g. tennis and netball), provides important spaces for individuals, families, groups and clubs to come together for leisure or competition. We strive to provide a diverse range of well-maintained sporting facility options to ensure our community can actively engage and participate in the many sporting activities available across our city.

Stormwater Network

Council maintains a wide range of civil infrastructure assets, including stormwater systems, roads, footpaths and bridges. Ongoing maintenance of these assets ensures our community remains safe, accessible and well connected.

Tree Services

Our tree team plant and maintain trees on community land, which contributes to the look and feel of the city, as well as positively impacting on the environment, local wildlife and the health and wellbeing of Playford residents and visitors.

Urban Streetscapes

This service provides safe pedestrian access, a safe and orderly urban road network, and improved appearance of street frontages. This service contributes towards the character of our places, neighbourhoods and to overall city presentation.

Graffiti Operations

The graffiti team provides a quick and timely response to the removal of graffiti from Council assets, leading to a clean and attractive city with a reduction in overall visible graffiti.

Delivering for our community

Existing Services Operating Budget

Waste and Recycling

Kerbside Waste

The kerbside waste management service includes household waste, recycling, green organics and hard waste. Diverting waste away from landfill, through recycling, reduction in contamination rates, and uptake of the green organics service are a focus of this service.

Illegal Dumping

This service manages the collection and disposal of illegally dumped rubbish throughout the city, as well as supporting compliance with illegal dumping regulations. Illegally dumped rubbish can create safety hazards and detract from the amenity of our neighbourhoods. Council also provides important waste education services to help reduce the occurrence of illegal dumping.

Public Health, Regulatory and Environment

Environmental Health

This service seeks to protect the community from environmental public health risks by managing statutory responsibilities. Council's commitment to a healthy and safe community means that we also prioritise education and promotion of public health, food safety and wastewater standards.

Environmental Sustainability

In collaboration with our community and interested stakeholders, we enhance our local environment with resident education and engagement initiatives such as plant distribution programs, projects to improve our urban and rural biodiversity, and targeted biodiversity management on rural roadsides.

Delivering for our community

Existing Services Operating Budget

Immunisation

Our immunisation service seeks to minimise the incidence of vaccine-preventable diseases. Services undertaken include early childhood immunisation, secondary school programs, New Arrival Refugee Immunisation (NARI) program and public and business programs, including education.

Regulatory Services

We provide comprehensive regulatory services including animal management, parking compliance, fire prevention, and compliance with by-laws to promote community resilience, understanding and improve the safety, appearance and accessibility of our city.

Development Services

This service facilitates safe and desired city development by coordinating and managing growth, assessing development applications, providing advice and ensuring that development is constructed in accordance with the relevant legislation.

Local Business Support

Business Support and Industry Development

This service fosters business growth and supports and facilitates the creation of local jobs. Our modern co-working facility at the Stretton Centre provides cost-effective office space and one-to-one business support. Support is also provided at an industry level through specific projects, advocacy and connection, as well as through the Virginia Horticulture Centre.

Delivering for our community

Existing Services Operating Budget

Service Standard	2026/27 Net Operating Budget $'000
Business Support and Industry Development	1,396
Club Development and Access to Sporting Facilities	1,030
Community Development	3,613
Community Inclusion	2,042
Community Venues	1,531
Customer Contact	4,080
Development Services	6,028
Environmental Health	1,180
Environmental Sustainability	765
Event Management	1,804
Graffiti Operations	470
Health Initiatives and Healthy Food Co.	639
Illegal Dumping	1,778
Immunisation	225
Kerbside Waste	20,880
Library Services	3,250
Parks and Reserves	15,098
Rapid Response	1,625
Regulatory Services	1,360
Rural Streetscape	6,755
Sportsfield Maintenance	5,604
Stormwater Network	8,308
Tree Services	5,571
Urban Streetscapes	38,937
Volunteer Strategy and Development	244

NB The cost of service delivery is calculated based on both direct and indirect costs of delivering the services.

Direct costs such as materials, contract fees and salaries that are directly attributable to delivering the service form the base of these service costs. Indirect costs such as corporate overheads and depreciation are spread proportionately across all service areas and are included in the net cost of each service. Costs are also net of any direct revenues in the form of grants, user charges and fees earned during the course of service provision.

Delivering for our community

Existing Assets Capital Budget

Existing Assets

Each year, Council spends a large proportion of its budget on the renewal program for existing assets. This involves replacing our existing assets that have either reached the end of their useful life or are no longer able to provide a service to the community at the required standard. A summary of the renewal program is included below, and further details on asset management planning can be found in the Strategic Asset Management Plan.

Transport

Transport assets such as roads, kerbing, car parks and traffic islands degrade over time due to age, increasing vehicle loads, soil movement, tree roots and drainage problems. Transport assets are regularly inspected and given a condition rating which informs our renewal plans.

Bridges

Bridge assets include road bridges, pedestrian bridges and major culverts. These are formally inspected every four years, supplemented by minor inspections annually to identify required works.

Stormwater

Stormwater assets are essential to reducing the risk of flooding. Most of our stormwater network is underground, out of sight and has a long lifespan. Each year a sample of Council's underground stormwater pipe network is inspected using CCTV cameras to inform our renewal plans.

Delivering for our community

Existing Assets Capital Budget

Streetscapes

Footpaths are an important way for our community to access our city. Footpaths fail over time due to age and can also be damaged by soil movement, tree roots and construction traffic. Just like transport assets, footpath assets are regularly inspected and given a condition rating which informs our renewal plans.

Footpath Widening – AMP Supplementary

Council's Urban Design Guidelines (UDG) recommend that footpaths on roads that attract higher pedestrian activity e.g. proximity to community amenities, bus routes or open space, be considered for widening to 1.8m when they are renewed.

Sections of the following footpaths have been identified for widening in 2026/27:

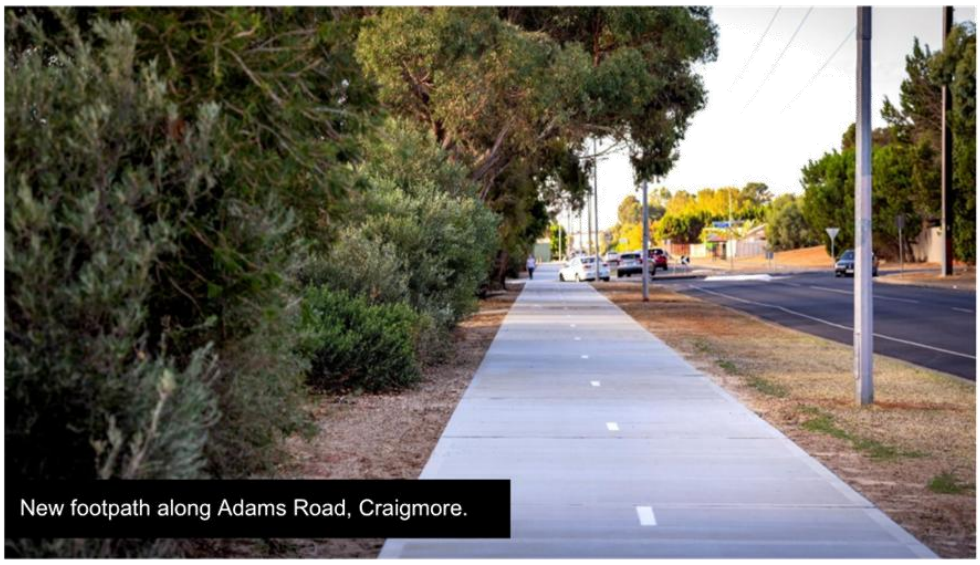
- Broadmeadows Road, Elizabeth North
- Ifould Road, Elizabeth Park
- Hanson Road, Elizabeth Downs
- Zurich Road, Craigmore

Shared Use Path Widening – AMP Supplementary

This project will widen existing footpaths that are due for renewal from their current width to shared use path width. This supports Council's Transport Strategy 2025 action to invest in constructing and upgrading shared paths, cycle paths and footpaths.

Sections of the following footpath have been identified for widening in 2026/27:

- Yorktown Road, Elizabeth Park



New footpath along Adams Road, Craigmore.

Delivering for our community

Existing Assets Capital Budget

Parks and Sportsfields

Council manages an extensive number of parks and sportsfields throughout the city for our community to enjoy. The assets within these spaces – such as irrigation systems, fencing, park furniture, playground equipment and sporting surfaces – are inspected regularly to meet safety standards as well as helping to inform our renewal plans.

Playground upgrade at Virgo Street Reserve, Elizabeth South.

Delivering for our community

Existing Assets Capital Budget

Buildings

Council provides a number of buildings and spaces to support our community to thrive. Building renewals are triggered by inspections, safety standards, compliance requirements and data such as expected life and maintenance expenditure.

Water Delivery – Playford Water

Playford Water provides a sustainable alternative to mains water for irrigating sportsfields, parks, and reserves. To ensure reliability and efficiency, its assets are proactively renewed before failure based on inspections, condition assessments, and performance monitoring. By addressing aging or deteriorating components before they fail, this approach minimises disruptions, reduces maintenance costs, and ensures long-term service continuity for the community.

Fleet, Minor Plant, and Technology & Office

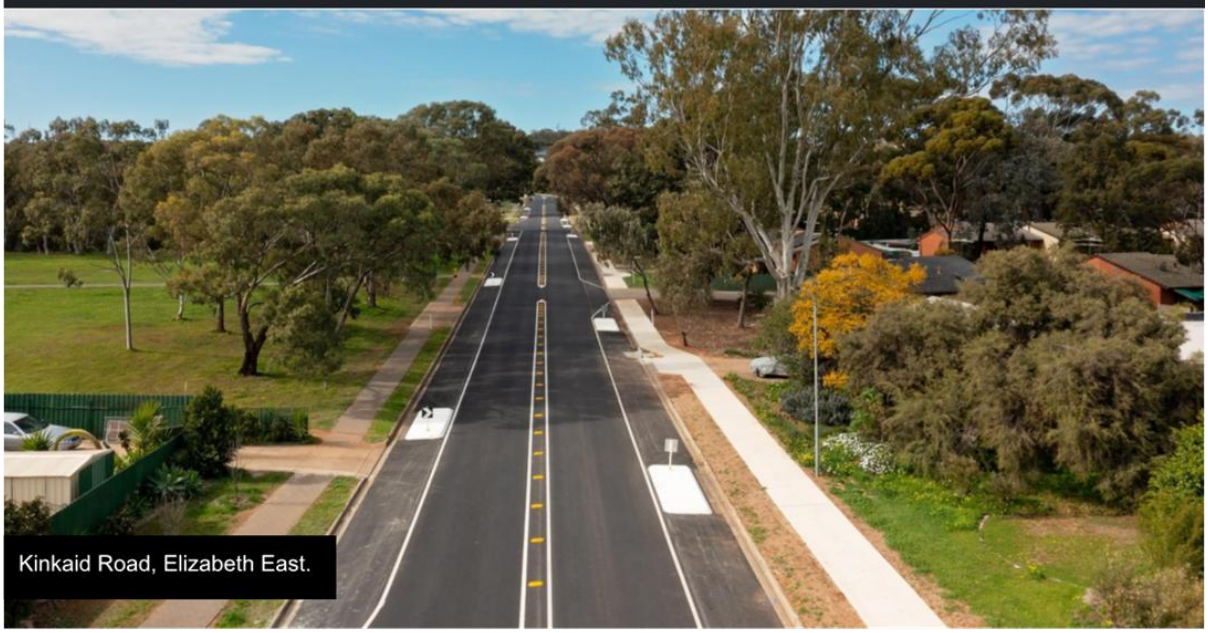
Council's fleet of vehicles, plant and equipment is critical to ensuring our services can be delivered reliably, efficiently, and safely. By renewing these assets proactively, we minimise the chances of physical injury to staff and community members, infrastructure damage and excessive downtime for repairs.

Asset Category	AMP	Supplementary	Total Budget
	$'000	$'000	$'000
Transport (including bridges)	13,888	-	13,888
Stormwater	495	-	495
Streetscapes	6,760	478	7,238
Parks and Sportsfields	1,799	-	1,799
Water Delivery	1,473	-	1,473
Buildings	6,288	-	6,288
Minor Plant	76	-	76
Fleet	4,031	-	4,031
Technology and Office	1,639	-	1,639
Grand Total	**36,449**	**478**	**36,927**

NB: The tables in Appendix 1, Proposed Infrastructure Renewal Works 2026/27 provide further detail on the specific assets scheduled for renewal across the city in 2026/27. Also see Appendix 2, Proposed Capital Works 2026/27 – Suburb Maps.

Delivering for our community

Projects Capital & Operating Budget



Kinkaid Road, Elizabeth East.

Projects

In addition to the annual renewal program and ongoing services, Council works on a variety of infrastructure and community projects each year.

These projects serve to meet current and future community needs, expectations or interests. Where possible and appropriate, Council will seek to partner with others to reduce the financial burden of projects on our community. The projects in 2026/27 include the execution phase of some large-scale initiatives that take several years to complete.

We have a process in place to carry over funding from one year to the next, ensuring we can continue work on projects that extend across multiple years.

New projects are identified through the decision-making filters and themes outlined in our Strategic Plan 2025-2028 - *Building Stronger Foundations & Connecting Our People*, ensuring we focus on what matters most to our community.

The Lifecycle of our Projects

The lifecycle of our projects includes everything from feasibility studies, planning and design to community engagement, procurement, and construction. Many things need to happen, some behind the scenes, before a project is brought to life and the community starts to see activity on the ground.

The phases of a project lifecycle are explained below, including what we as Council will be working on and what the community can expect at each phase. Council aims to have projects across each phase included in each Annual Business Plan and Budget, ensuring project planning is proactive, considered, sustainable and addresses current and future needs. This enables a continuous pipeline of outcomes for our community.

Delivering for our community

Projects Capital & Operating Budget

Definition

This phase:
Includes defining what is and is not included, feasibility studies, concept planning, community engagement and seeking Council approval to proceed with delivery of the project.

Community experience:
The community may be asked to share thoughts about initial plans and designs through a community engagement process.

Planning and Design

This phase:
Includes activities such as engaging a designer, undertaking site investigations, and producing detailed design drawings or designing the outcome for a project (depending on if it is capital or operational in nature).

Community experience:
Council is busy working behind the scenes on finalising detailed designs based on the concept planning in the previous stage.

Execution

This phase:
Includes the delivery tender process and construction of the project. At the end of this phase the project is commissioned into service.

Community experience:
For operating projects, the commencement of the Execution phase is likely to be experienced by our community through service changes and improvements.

For capital projects, construction work commences in this phase and access may be restricted to the project site. There may be fencing, signage, traffic alterations, and increased noise and dust in the area. However, once completed, the outcome will be available to the community and enhance the liveability of our city.

Council will communicate changes across both operating and capital projects. Information on projects at various stages may be provided through Council reports or publications such as *Playford News*.

Delivering for our community

Projects Capital & Operating Budget

The following section outlines the projects that will continue from prior years as well as the new projects planned for 2026/27.

Projects in the Execution Phase are listed first, as these are the ones where the community will begin to see physical work on the ground or new amenities completed and ready for use.

Execution

The following projects will be in Execution Phase in 2026/27.

Infrastructure Projects Continuing from Previous Years

The information below provides a summary of the work that is forecast to continue into 2026/27. The proposed carry-in budget for 2026/27 is $60.9M.

Munno Para Sportsground Stage 2

Munno Para Sportsground is identified as a priority growth area project in Council's Sports Facility Strategy. Elizabeth Grove Soccer Club has been selected as the tenant club for the new facility. Stage 2 includes a FIFA-quality synthetic pitch, a natural turf oval, changerooms, function room and associated facilities.

This project is part funded by a $0.75M State Government grant.

Dwight Reserve – Clubrooms and Car Park

Construction of clubrooms at Dwight Reserve will replace the current clubrooms that are no longer fit for purpose. A new car park will alleviate traffic and pedestrian movement issues experienced by the Eastern Park Football and Cricket Club patrons. The car park will also leverage off the Department for Infrastructure and Transport's (DIT) upgrade of the Yorktown Road and Adams Road intersection, creating a new entry to the Dwight Reserve Sportsground.

This project is part funded by a $0.5M State Government grant and $0.3M from the South Australia Football Facilities Fund.

Riverlea District Sportsground (North) – Stage 1

Riverlea District Sportsground (North) is a high-priority new facility outlined in Council's Sports Facility Strategy. It will promote active lifestyles and strengthen social connections within the growing Riverlea development. Stage 1 construction will include a soccer pitch, a multi-purpose oval, and supporting infrastructure, which will be shared with the new Catholic school opening in 2027.

This project will be delivered by the developer in consultation with Council as a contributing party.

Stebonheath Road, Eyre Upgrade - Petherton Road to Womma Road

This project will deliver additional kerb and footpath infrastructure to ensure appropriate connectivity between Council's existing network and the upgraded Stebonheath Road. The project will also deliver landscaping upgrades to improve the amenity and aesthetics of the area.

This project will be delivered by a developer in consultation with Council as a contributing party.

Playford Water Business Expansion

This project will expand Council's "Playford Water" recycled water network, reducing reliance on potable water for irrigation of green spaces.

Key components include:

- Expanding the Aquifer Storage and Recovery (ASR) at Stebonheath Park (Andrews Farm Wetlands) and connecting to an additional 18 new locations.
- Upgrading Mofflin Pump Station to meet increased demand in the south of the city and ensure reliable water delivery to the Playford Health Precinct and Philip Highway medians.
- Increasing Stebonheath Park Wetlands stormwater capture by 50 megalitres annually, enabling more stormwater harvesting.

PNE 1, 1a, 2 & 3 Curtis Road/Andrews Road Intersection

This project is identified as the first priority within Council's Transport Strategy 2025. It will deliver a signalised intersection at the realigned intersection of Curtis Road and Andrews Road, with limitations in access (left in and left out only) to the existing Andrews Road alignment.

The works to the Curtis/Andrews Road intersection will align with the developer's (Tudor Vale) retail precinct and realignment of Andrews Road. This work has ensured alignment with the Curtis Road Study design. The retail precinct is anticipated to be completed by the end of 2026, with this intersection being critical to appropriate traffic movements.

This project will be delivered by the developer in consultation with Council as a contributing party.

New Projects for 2026/27

The following new projects are set to enter the Execution Phase during 2026/27. Planning and Design is either already complete or will take place in the first quarter/half of the year, with construction beginning later in the year. For estimated timelines of each phase, please refer to the table on page 47.

Munno Para Sportsground Stage 3

Munno Para Sportsground is identified as a priority growth area project in Council's Sports Facility Strategy. Stage 3 of this project will deliver:

- One additional synthetic senior soccer pitch
- Sportsground lighting
- Training area
- Community play space
- Carpark
- Public toilets
- Footpath connectivity

This project is part funded by a $3.3M State Government contribution.

Delivering for our community

Projects Capital & Operating Budget

New Footpaths 26-27

This project will provide approximately 2.6km of new footpaths to address some of the safety and connectivity issues across the city. Footpaths will be constructed on:

- Silk Road, Andrews Farm
- Edward Avenue, Craigmore
- Enmore Drive, Craigmore
- Tatura Court, Craigmore
- Whatley Way, Craigmore
- Zurich Road, Craigmore
- Gillingham Road, Elizabeth
- Goodman Road, Elizabeth
- Barton Road, Elizabeth Downs
- Stratton Reserve, Elizabeth Downs
- Homington Road, Elizabeth North
- Trimmer Road, Elizabeth South
- Anthony Drive, Hillbank
- Christine Avenue, Hillbank
- Chellaston Road, Munno Para West
- Sasha Drive, Munno Para West

DDA Streetscape Infrastructure 26-27

Pram ramp infrastructure that is non-compliant with the *Disability Discrimination Act 1992* (DDA) will be upgraded across areas of the city where there is a high percentage of the community that reported the need for assistance, specifically targeting areas that are not forecast to be renewed in the near future.

The 2026/27 program will deliver approximately 50 ramps prioritised from the list of non-compliant and non-existent ramps in those locations.

Traffic Management Minor Projects 26-27

This project aims to improve road, pedestrian, and traffic safety within the city through the delivery of crossing upgrades. The following location is identified for 2026/27:

- Rollison Road, Elizabeth Vale – installation of an Emu crossing directly adjacent to Elizabeth Vale Primary School.

Odgers Road and O'Loughlin Road safety measure

This project will deliver short- to medium-term safety improvements on Odgers Road and O'Loughlin Road, Virginia, to be developed in consultation with the community.

Temporary Sportsground Facilities

This project will deliver transportable amenities, including changerooms, storage and canteen facilities, to meet high-priority, short-term sport and recreation needs. The facilities will support increased demand, temporary site requirements and club relocations, while improving utilisation of existing sportsgrounds.

The facilities will initially be provided at Ridley Reserve West, Angle Vale Community Sports Centre and Argana Park. They will be relocated to other sites as required on a rolling basis to maximise ongoing utilisation and minimise disruption to community sports organisations during facility renewal/upgrades.

Planning & Design

The following projects will be in the Planning & Design Phase in 2026/27.

Infrastructure Projects Continuing from Previous Years

These projects were also funded in prior years, and planning and design will continue in 2026/27.

Ridley Reserve Softball Change and Clubrooms

Ridley Reserve West, part of the Playford Sports Precinct, is a regional-level facility and the Softball Hub of the north. Detailed design will continue for upgrades to the facility to provide a fit-for-purpose building, allowing the Central District Softball Association and Northern Area Men's Softball Association to co-locate and run competitions.

Kalara Reserve Former Clubrooms Upgrade

The building in the northwest corner of Kalara Reserve, formerly occupied by the Andrews Farm Soccer Club, is being repurposed as a community space.

Over the past 12 months, an Expression of Interest process has been undertaken, with a new tenant now confirmed. Engagement with the incoming tenant has identified the fit-out requirements necessary to support the delivery of the services and programs they intend to provide to the community.

Infrastructure Deeds

Infrastructure Deeds are legal agreements between landowners, Council and the State Government covering social, transport and stormwater infrastructure in the Playford Growth Areas. They spread the cost of infrastructure more evenly among interested parties.

Deeds are executed when land developments achieve certain sales numbers, or when the population increases to a specific level. When these triggers are met, parties involved in the deeds need to fulfil their obligations to fund or construct infrastructure. In 2026/27, Council will contribute to the following projects through its Infrastructure Deed agreements:

AV21 Curtis Road/Frisby Road Intersection

This project will provide the detailed design for the intersection of Curtis Road and Frisby Road, including its connection to the Northern Expressway interchange, and requires significant input from the Department for Infrastructure and Transport (DIT).

This project forms part of the Angle Vale Growth Area Road Infrastructure Deed.

AV29 Chivell Road Upgrade, AV30 Harris Road Upgrade and AV32 Bubner Road Upgrade

These local roads north of Angle Vale Road provide access to the northern growth area of Angle Vale. Each road needs to be upgraded to urban standards, including the conversion of roadside swales to pit and pipe drainage systems and the installation of kerb and footpaths. This project will produce a detailed design for all three roads as a unified package, ensuring a consistent design approach across all of them.

This project forms part of the Angle Vale Growth Area Road Infrastructure Deed.

AV34 Fradd Road Upgrade (Heaslip Road to Frisby Road) – Road and Stormwater

This project will deliver detailed design for the upgrade of Fradd Road within the Angle Vale Township. The design will include upgrade of the kerbing and footpaths to an urban standard. A pit and pipe stormwater system is also included that will replace the existing roadside open swale drainage.

This project forms part of the Angle Vale Growth Area Road Infrastructure Deed.

McEvoy Road Basin and Culvert (Virginia Trunk Drainage System)

Detailed design for McEvoy Road basin and associated drainage infrastructure is required as part of the need to move increased stormwater flows generated by urban growth. Flows will be captured and directed under Port Wakefield Highway and ultimately discharged into Smith Creek.

This project forms part of the Virginia Interim Stormwater Infrastructure Deed.

New Projects for 2026/27

Planning and Design will commence for the following new project in 2026/27:

Heaslip Road Streetscape Upgrade

This project responds to the Angle Vale Urban Design Framework (2010) and community concerns about safety. The project will involve detailed design to inform streetscape uplift opportunities in partnership with required Angle Vale Road Infrastructure Deed works.

Delivering for our community

Projects Capital & Operating Budget

Project Milestones

The table below shows the indicative milestones, by quarter, for both continuing and new projects that are in the Planning and Design and/or Execution Phases for 2026/27.

Project	**2026/27**			
	Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter4**
Planning & Design / Execution				
Riverlea District Sportsground (North) – Stage 1	External delivery			
PNE1, 1a, 2 & 3 Curtis Road/Andrews Road Intersection	External delivery			
Stebonheath Road, Eyre Upgrade	External delivery			
Munno Para Sportsground Stage 2				
Dwight Reserve – Changerooms & Car Park*				
Playford Water Business Expansion				
Kalara Reserve Former Clubrooms Upgrade				
McEvoy Road Basin & Culvert (Virginia Trunk Drainage System)*				
AV29 Chivell Road, AV30 Harris Road & AV32 Bubner Road Upgrades*				
AV21 Curtis Road/Frisby Road Intersection				
AV34 Fradd Road Upgrade (Heaslip Road to Frisby Road) – Road and Stormwater*				
Ridley Reserve Softball Change and Clubrooms*				
Munno Para Sportsground Stage 3				
New Footpaths 26-27				
DDA Streetscape Infrastructure 26-27				
Traffic Management Minor Projects 26-27				

Delivering for our community

Projects Capital & Operating Budget

Project	2026/27			
	Quarter 1	Quarter 2	Quarter 3	Quarter4
Odgers Road and O'Loughlin Road safety measure				
Temporary Sportsground Facilities				
Heaslip Road Streetscape Upgrade*				

*Multi-year project – will continue into 2027/28.

See Appendix 2, Proposed Capital Works 2026/27 – Suburb Maps, for further details of where these projects will be undertaken.

Definition

The following projects will be in the Definition Phase in 2026/27.

Each year we budget for the planning work that needs to be done to support future projects. This work includes strategic projects where we develop concept plans for projects that are in Definition phase, as well as partnerships and investigations for projects that will be delivered in future years. This is part of Council's long-term approach to planning and is important to ensure projects are not viewed in isolation from year to year.

The proposed budget for strategic projects in 2026/27 is $600k.

Strategic Projects

One Tree Hill Streetscape Upgrade (continuing)

The streetscape upgrade aligns with the One Tree Hill Urban Design Framework (2010) to enhance the main street as a hub for activity, shopping, socialising, and town character. It aims to improve the area's identity, pedestrian experience, traffic safety, and parking convenience. This project will deliver concept planning for Blacktop Road, One Tree Hill.

A walkability study will also support the streetscape project by reviewing walkability more holistically through the township, rather than just creating 'islands' of pedestrian access at specific locations.

Midway Road Corridor (continuing)

This project is classified as high ranking in Council's Transport Strategy 2025. High traffic volumes and speed environment, along with generous geometry and lane widths are contributing to poor road safety outcomes. A corridor study will be undertaken to improve road safety and efficiency for all road users and transport modes.

Delivering for our community

Projects Capital & Operating Budget

Windbreaks Planning

This project aligns with the Playford Gateways Masterplan and the stormwater management plans for Adams Creek and Helps Drain, and Smith Creek. It aims to improve gateway presentation, reduce flood risk and enhance safety outcomes for public infrastructure. An assessment will evaluate the site's flood mitigation capacity and explore landscaping options, while considering its role as a gateway to the city. These findings will inform high-level concept plans, led by either Council or State.

PN15 Andrews Road (Curtis Road-Fradd Road) and PN16 Andrews Road (Fradd Road-Angle Vale Road)

This project will undertake concept planning ahead of developer works to ensure a coordinated approach to the upgrade of the road corridor. It aims to achieve a consistent outcome whilst working with the development industry to deliver the upgrade in line with adjacent land divisions.

Stebonheath Regional Park

This project will deliver concept planning and explore improvements for Stebonheath Reserve, including features like a bespoke playground, an additional dog park and the location of the BMX track, all aimed at reflecting its status as a regional park.

Dauntsey Reserve Upgrade

Dauntsey Reserve is the top priority in Council's Sports Facility Strategy. Given its proximity to Ramsey and Womma Park, a master plan is being developed to assess the needs and opportunities of these sites collectively, focusing on infrastructure improvements to better support their sporting activities and the needs across the community.

This project will progress the master plan and deliver a concept plan for Dauntsey Reserve which will include a new shared use building comprising clubrooms, meeting rooms, changerooms and storage areas, on site carparking, and oval configuration.

Argana Park Netball Courts

This project will deliver concept planning for the upgrade of the netball courts as part of the Argana Park Masterplan, subject to confirmation of a $2.5 million State Government election commitment.

Investigations and partnerships

Greater Adelaide Regional Plan (GARP) – Infrastructure Planning

This project will deliver studies and investigations relevant to the City of Playford to inform Council or State-led Code Amendments as part of implementing the directions of the GARP.

Northern Adelaide Plains Food Cluster

This is a continuation of funds for a partnership arrangement with the Northern Adelaide Plains Food Cluster. This work will underpin the delivery of a suite of activities that will support the growth of the local food industry.

Road Network Safety Plans and School Road Network Safety Plan

This project will involve approximately 15 manual traffic and pedestrian counts, along with other investigations, to inform the development of Road Network Safety Plans and a School Road Network Safey Plan. Outcomes include reduced speeds around schools during pick-up and drop-off times, and an increased percentage of children walking and cycling to and from school.

Delivering for our community

New or Adjusted Services Operating Budget

Positive Futures Expo at Playford Civic Centre.

New or Adjusted Services

In addition to the existing services outlined on page 28, the following new or adjusted services will be delivered in 2026/27.

Access and Inclusion Services

A funding increase for these services ensures the ongoing delivery, as well as broader community access, for Council's access and inclusion programs including:

- Positive Futures Expo
- International Day of People with Disability – Celebration of Ability
- B Bops monthly disco
- Club Unity monthly disco

Community Support and Grant Program

An expanded Financial Support Program will offer financial support to eligible local community organisations with a project that aims to increase social inclusion and participation and promote health and wellbeing outcomes for Playford residents. This may include start-up funding, financial support for day-to-day operations of a service, or funding for a new program within a current service.

Delivering for our community

New or Adjusted Services Operating Budget

Playford Water – Unallocated Groundwater Purchase

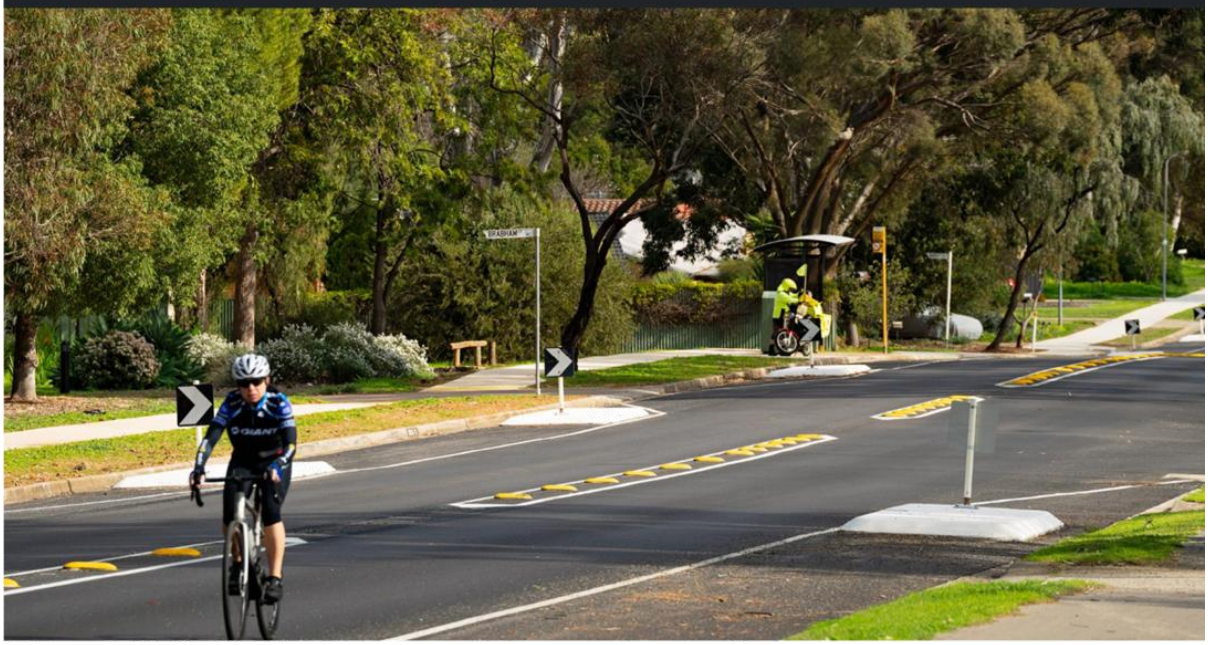
The purchase of 650ML of unallocated groundwater, phased over five years, offers a unique opportunity to enhance water security, deliver higher-quality water, and support the expansion of Council's recycled water network to promote greening the city.

Access to this water will significantly strengthen Playford Water's ability to provide fit-for-purpose irrigation for public open space, align with the State Government's urban greening priorities and maintain high-quality community sports infrastructure.

Stebonheath Boardwalk, Andrews Farm.

Delivering for our community

Rising Costs Operating Budget



Rising Costs

Like much of the community, local government is facing rising costs and inflationary pressures in 2026/27. This means it will cost us more to deliver the services we offer to the community.

Waste

Increase in rate above CPI as advised by the Northern Adelaide Waste Management Authority (NAWMA) due to market driven cost increases.

The impact for 2026/27 is $1,295k.

Animal Welfare League (AWL)

Increase in service delivery costs due to a new service agreement with the AWL.

The impact for 2026/27 is $482k.

Gawler River Floodplain Management Authority (GRFMA)

Increase in Council's share of the GRFMA.

The impact for 2026/27 is $35k.

Valuation Roll Rates

Fee for supply of valuation roll based on total capital value, which has increased by 26% from 2025/26 as set by the Valuer General.

The impact for 2026/27 is $42k.

Delivering for our community

Funding Pathways

2026/27 FUNDING PATHWAYS	Total Capital Budget	Capital Tied Funding	Operating Grant Funding	Reserves Allocation	Council Debt Funding	Contributions	Total Operating Budget	Other Funding	Growth
	$'000	$'000	$'000	$'000	$'000	$'000	**$'000**	$'000	$'000
Munno Para Sportsground Stage 3	**8,460**	-	-	-	5,160	3,300	**1,000**	-	1,000
Heaslip Road Streetscape Upgrade	**416**	-	-	-	416	-	**25**	-	25
New Footpaths 26-27	**1,850**	-	-	-	1,850	-	**116**	116	-
DDA Streetscape Infrastructure 26-27	**497**	-	-	-	497	-	**29**	29	-
Traffic Management Minor Projects	**50**	-	-	-	50	-	**4**	4	-
Odgers Road & O'Loughlin Road Safety Measure	**5**	-	-	-	5	-	**1**	1	-
Temporary Sportsground Facilities	**1,481**	-	-	-	1,481	-	**188**	-	188
Playford Water - Unallocated Groundwater Purchase	**-**	-	-	-	-	-	**372***	372	-
Access and Inclusion Services	**-**	-	-	-	-	-	**120**	120	-
Community Support & Grant Program – Financial Support Grant	**-**	-	-	-	-	-	**100**	**100**	-
Grand Total	**12,759**	**-**	**-**	**-**	**9,459**	**3,300**	**1,955**	**742**	**1,213**

* Once off operating expense

Rates

Council is committed to maintaining a financially sustainable budget whilst keeping rates as low as possible. Balancing the need to fund new infrastructure in both established and growth areas with fairness and equity in the distribution of rates.

DRAFT

The numbers in this section are draft and will be finalised upon completion of Rates Modelling. The final numbers will be reflected in the version of this Plan that is considered for adoption at the Ordinary Council Meeting

Rates

Rates

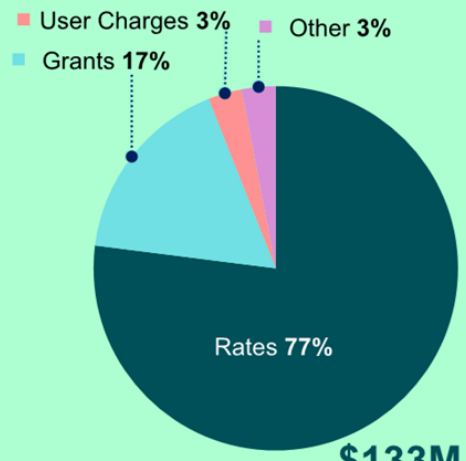
Why are rates important?

Rates are the primary source of revenue for Council. Rates are used to deliver Council services and to maintain community infrastructure.

This Annual Business Plan provides details of how we will continue to fund and deliver our existing services, as well as new services, projects and cost pressures. Just like members of our community, Council is facing increasing costs and seeks to cover these costs while minimising the impact on ratepayers. The additional costs to our budget have been partially offset with $1.0M of continuous improvement savings and through new ratepayer revenue. However, to ensure Council maintains a financially sustainable budget, we also need to raise rates to keep pace with the budgetary impacts. As a result, the Annual Business Plan includes a 3.5% increase in rate revenue for 2026/27. This increase funds new projects and services that the community has asked for, while covering rising costs due to inflation and meeting budget goals that support long-term financial sustainability.

Rate Revenue

Of $172.5M total revenue, Council requires **$133.4M** in general rates to fund existing services.



How we distribute our rates

Once our budget has been finalised, Council needs to determine how rates will be distributed amongst our community.

Our Rating Policy explains how rates are distributed across the community and why. Our Rate Rebate Policy explains how and why Council approves rebates. Rating policies are all underpinned by the principles of fairness and equity.

Rates

About Our Rate Revenue

The table below summarises information on how general rate revenue has increased from 2025/26 to 2026/27.

Rate Revenue	2025/26	2026/27	% Movement in Total Rate Revenue
General Rates (existing properties)	122,188,634	131,747,751	
General Rates (new properties)	5,369,636	5,102,437	
General Rates (gross)	**127,558,270**	**136,850,188**	7.46%
Less: Mandatory Rebates	-5,245,908	-5,524,725	
General Rates (After Mandatory Rebates)	**122,312,362**	**131,325,463**	7.37%
Less: Discretionary Rebates	-741,442	-697,689	
General Rates (After Discretionary Rebates)	**121,570,921**	**130,627,774**	**7.44%**

Note the table above does not take into account other rates collected such as the Regional Landscape Levy (net of rebates) of $2.0M (collected on behalf of State Government) or other charges of $0.8M.

The 7.44% increase in total general rate revenue (after rebates) includes both the increase in rates from existing ratepayers and new rates from new properties. See below table for breakdown:

Rate Revenue Source	Average % change in Rate Revenue
Rate revenue from existing ratepayers	3.50%
Rate revenue from new properties	3.94%
Total	**7.44%**

Rates

Fixed Charge

City of Playford's rating structure allows for a maximum of 50% of Council's total general rate revenue to come from a fixed charge. It is expected that $65.3M in fixed rates will be levied in 2026/27. Rebates will be applied to this amount bringing the collected general fixed rate revenue equal to 50% of General Rates after rebates.

In 2025/26, the fixed charge was $1,248.50. The fixed charge to apply in 2026/27 is $1,295.82.

Differential Charge

As per Council's Rating Policy, the remaining 50% of General Rates (after rebates) is collected from a differential charge. The amount payable per property is based on a rate in the dollar applied to the capital value of your property. City of Playford has two rate types declared, commercial and general. The table below provides indicative information on how rate revenue from each rate type is expected to increase from 2025/26 to 2026/27 and will be updated prior to final adoption by Council.

Expected Differential Revenue and Properties[1]

Differential Charge	Differential Rate Revenue			Rateable properties		Average per rateable property		
	2025/26	2026/27	Change	2025/26	2026/27	2025/26	2026/27	Change
Rate Type	$'000s	$'000s	%	#	#	$	$	$
General	38,964	41,958	7.68%	49,169	50,969	792	823	31
Commercial	26,240	27,988	6.66%	720	757	36,444	36,972	528
Total	**65,204**	**69,946**	**7.27%**	**49,889**	**51,726**			

[1] Table presented as gross revenue. Due to the impact of rate rebates gross rate revenue does not present as 50% of total gross revenue.

Rates

Aerial view of the Riverlea Park entrance.

Our Growing City

As one of South Australia's fastest growing council areas, the population of the City of Playford is estimated to increase from 115,790 to over 183,000 by 2046.

In 2025/26, City of Playford had 49,889 rateable properties. This is expected to increase to 51,726 in 2026/27, representing 3.68% growth in the number of rateable properties.

Measures and Targets

A range of performance measures and financial targets help track our progress as we deliver against the Annual Business Plan and Budget.

Aerial shot of Virginia Grove, Virginia.

Measures and Targets

Playground at Burdell Reserve, Elizabeth

New footpath on Adams Road, Craigmore.

Measures and Targets

Section 123 of the *Local Government Act 1999* states that the Annual Business Plan must include "the measures (financial and non-financial) that the council intends to use to assess the performance of the council against its objectives over the financial year".

Council has a strong focus on engaging our community and customers to understand their experience of us and gather feedback and insights to help measure our performance and improve service delivery. Council will monitor its performance in several ways to ensure we are on track to meet the objectives of our Strategic Plan.

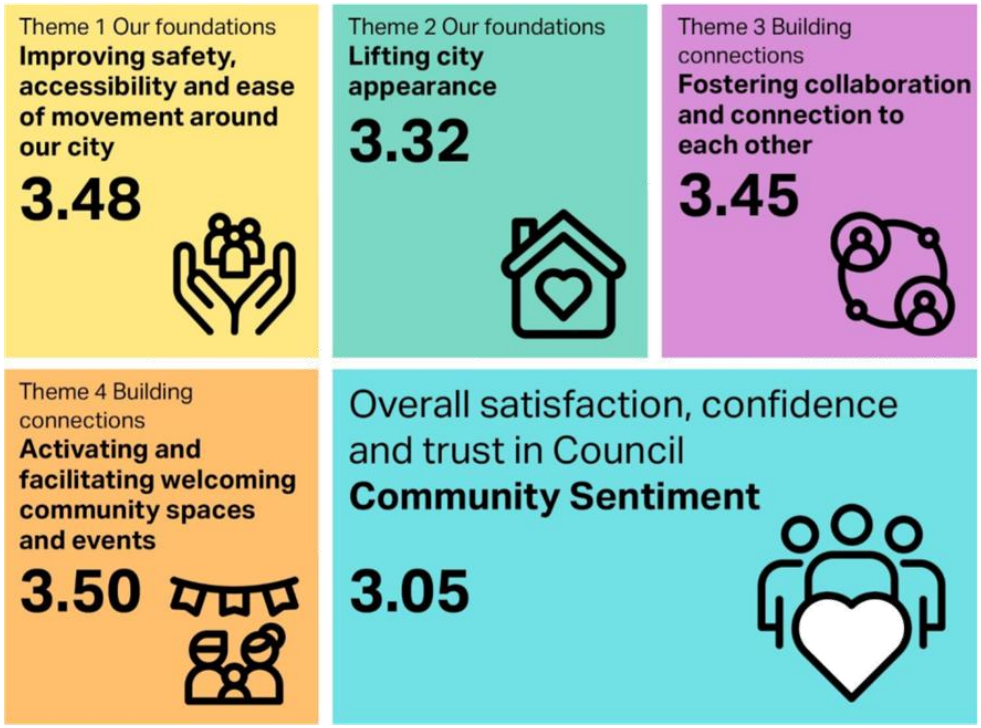
Measures and Targets

Playford Community Survey

Each year, Council undertakes a survey to better understand the views of our community. This annual community survey aligns to the Strategic Plan themes to capture sentiment, perception, and performance of Council's delivery against strategic objectives. Questions are focused on what it is like to live in or experience Playford.

In August 2025, more than 1500 members of the Playford community shared their thoughts and experiences. The graphics below show the average rating out of five for each of the four new Strategic Plan 2025-2028 Themes. The average Community Sentiment score is also shown, representing trust and confidence in Council, as well as satisfaction over the past 12 months.

We use the decision-making filters and Themes in the Strategic Plan to inform the development of the annual budget and to ensure we are working towards our longer-term objectives. The results of the Community Survey also guide our decision-making around priorities for the budget to ensure up-to-date feedback from the community is considered as part of our planning.



Note: Ratings are out of 5

Measures and Targets

Financial Indicators

Financial sustainability is achieved when Council can deliver the services it provides to the community at an agreed and consistent standard across a long period, without the need for significant rate increases above inflation or significant service reductions, whilst maintaining inter-generational equity.

Financial sustainability enables Council to:

- Deliver and maintain inter-generational equity
- Maintain a solid and healthy financial position
- Maintain a degree of stability and predictability for future rate increases
- Manage its debt levels

Council has six financial indicators used to measure its financial sustainability:

- Operating surplus ratio
- Structural surplus ratio
- Cashflow from operations ratio
- Asset renewal funding ratio
- Net financial liabilities ratio
- Interest expense ratio

Measures and Targets

Primary Financial Indicators

Financial Indicator	Explanation	Target	2025/26 Revised Budget	2026/27 Budget	Projected 5 Year Average
Operating Surplus Ratio	This ratio gives an indication of Council's ability to service its operations from expected income, while maintaining long-term financial sustainability.	Between 1% and 10%	6.7%	3.1%	4.0%
Structural Surplus Ratio	This ratio gives an indication of Council's ability to service its operations from expected income excluding one-off items that are not recurrent in nature, while maintaining long-term financial sustainability.	Between 1% and 4%	1.1%	0.5%	0.9%
Cashflow from Operations Ratio	This ratio measures whether Council is generating enough cash from its operations to cover the replacement of assets over time.	Between 90% and 110%	115.8%	123.0%	142.9%
Asset Renewal Funding Ratio	This ratio shows whether or not Council is replacing assets at the rate as required in the Asset Management Plan.	Between 90% and 110%	111.4%	116.5%	103.3%
Net Financial Liabilities Ratio	This ratio shows the extent to which Council is managing its debt.	Between 50% and 160%	69.4%	90.1%	69.7%
Interest Expense Ratio	This ratio shows how much discretionary income is used to pay interest on borrowings	Between 0% and 8%	5.0%	3.5%	2.5%

Operating Surplus Ratio

Performance against this ratio has decreased to 3.1% from 6.7% as at the 2025/26 revised budget. Although the ratio for 2026/27 remains within the target range, the reduction is primarily due to higher depreciation expenses following the revaluation of certain asset classes, which has increased operating expenses. In addition, one-off operating grants and contributions have reduced in 2026/27, further contributing to the decrease in the operating surplus ratio.

Structural Surplus Ratio

The structural surplus excludes one-off operating grants/contributions which will need to be spent on future infrastructure projects. Meeting the target range for this measure ensures Council remains financially sustainable. For 2026/27, the structural surplus falls short of the target range as Council absorbs the impact of increased depreciation and other cost pressures, while maintaining

Measures and Targets

a moderate rate increase to avoid a sudden burden on ratepayers. The structural surplus is projected to recover to 1% in the following year, in line with the Long Term Financial Plan, supporting Council's ongoing financial sustainability.

Cashflow from Operations Ratio

The 2026/27 ratio is above Council's target range at 123.0%. While it may appear that Council has "extra money", this is not the case. Cashflows from operations is in excess of the short-term funding requirements for the Asset Management Plan replacement annuity asset. These funds are committed to replacing assets which will come to end of their life over the next 20 to 50 years. Smoothing the requirement to fund the renewal over time ensures intergenerational equity – the idea that each generation pays their fair share for use of an asset or resource.

Asset Renewal Ratio

The ratio for 2026/27 is above the target range at 116.5% indicating Council is replacing assets at the rate as required in the Asset Management Plan.

Net Financial Liabilities Ratios

The ratio sits within the target range in 2026/27. The forecasted debt for 2026/27 remains relatively stable and this is primarily due to Council's ongoing commitment to achieving a financially sustainable surplus and effective debt management.

Interest Expense Ratio

Notwithstanding the significant investment in the city, the ratio is within the target range due to Council's commitment to achieving a financially sustainable surplus and effective debt and interest rate risk management.

ESCOSA Local Government Advice

On 30 April 2022, amendments to the *Local Government Act 1999* came into operation and introduced an advisory scheme that aims to give ratepayers confidence that the rates they pay are set at the level necessary for their council to provide the services they value. The Essential Services Commission SA (ESCOSA) is the advisory body. The State's 68 councils are subject to the scheme and were allocated across four tranches to be reviewed over a four-year cycle.

ESCOSA Local Government Advice

Council is obliged under the *Local Government Act 1999* to publish ESCOSA's advice and its response, if applicable, in its 2024/25 Annual Business Plan and subsequent plans until the next cycle of the scheme. Note that Council is not compelled under the Local Government Act to follow the advice.

A summary of ESCOSA's findings is provided below.

Financial Performance

The Essential Services Commission finds the City of Playford's current and projected financial performance is **sustainable** taking into account the council's average expected growth in properties of 2.3% p. a. over the next 10 years, and the planned average rate increases of 2.2% p. a. per property over this period.

Continue

- ✓ Monitoring average rate rises annually
- ✓ Reviewing rateable property growth forecasts annually
- ✓ Focusing on selling and disposing of assets to help reduce debt
- ✓ Reporting any actual and projected cost savings in its annual budget and long term financial plan

Risks Impacting Sustainability

- ⚠ Forecast growth in rateable properties is lower than anticipated and not realised by Council
- ⚠ Failure to reduce its exposure to debt

Commission's Recommendations

- Reduce its level of net financial liabilities, as forecast in its latest long-term financial plan, and continue to focus on asset sales or disposals as one of its strategies to help reduce debt.
- Improve transparency on borrowing assumptions, including loan facilities and loan terms, in its long-term financial plan.
- Include efficiency goals and projected cost savings in its long-term financial plan, to provide further evidence of projected cost growth constraint and efficiencies across its operations and service deliveries.

Council Response

Council's sustainable financial position is a result of many years of prudent financial management consistent with its Finance Strategy. This seeks to ensure the Council has adequate funding to support the needs of a growing community. Supporting the Finance Strategy is a suite of policies, procedures, and reporting arrangements that ensure that Council decision making considers the ongoing financial sustainability of the Council when considering current and future service provision.

The full advice provided by ESCOSA can be found as Appendix 2.

Budgeted Financial Statements

Council is committed to delivering long-term financial sustainability with a focus on producing a sustainable operational surplus position, effectively managing debt and sustainably growing assets and services.

DRAFT

This section will need updating post rates modelling to allow for final growth and capital values.

Budgeted Financial Statements

Budgeted Financial Statements & Explanations

Financial Summary

	Operating Budget $M
Operating Income	172.5
Operating Expenditure	167.2
Operating Surplus/(Deficit)	**5.3**

Council continues to be committed to maintaining an operating surplus as a key strategy of the Council's long-term financial sustainability.

Council's budget provides an operating surplus of $5.3M. This budgeted operating surplus includes developer contributions and grants associated with future capital spend that does not form part of our ongoing sustainable structural position.

Council continues to be committed to maintaining an operating surplus as a key strategy of the Council's long-term financial sustainability.

Budgeted Financial Statements

Statement of Comprehensive Income

Resource Group	Revised Budget 2025/26 $'000's	Budget 2026/27 $'000s	Increase (Decrease) $'000
Rates	123,772	133,391	9,619
Statutory Charges	3,443	3,804	361
User Charges	4,518	4,571	53
Investment Income	89	71	(18)
Reimbursements	663	763	100
Other Income	258	269	11
Grants, Subsidies and Contributions - Operating	24,564	23,946	(618)
Grants, Subsidies and Contributions - Capital	9,103	5,084	(4,019)
Net Gain – Joint Ventures & Associates	635	635	-
Revenue Total	**167,045**	**172,534**	**5,489**

Rates Income – $133.4M

Increases in Council rates allow Council to meet the community service delivery expectations and achieve Long Term Financial Plan objectives. The 2026/27 Budget includes the following:

- A rate revenue increase of 3.50% for existing ratepayers
- Additional rate income of $5.1M from new developments in the city
- The Landscape Levy collected on behalf of the Green Adelaide Board of $2.0M. Once collected this is paid to the Green Adelaide Board with no impact on the bottom line
- Penalties and Legal recoveries $0.8M

Statutory Charges – $3.8M

Statutory charges are fees for the provision of regulatory services. They are associated with the granting of a permit or licence or with the regulation of an activity, including the *Planning, Development and Infrastructure Act* (2016), fees, parking fines and dog registration fees.

Most fees are set by State Government legislation and administered by Council.

Council is notified of the fee amounts in late June of each year and these will be adopted by Council to apply from July 2026.

Budgeted Financial Statements

User Charges – $4.6M

User charges income is received from individuals, sporting groups and various other bodies that utilise user-pay services and hire or lease Council owned property.

Council also receives commercial activity income from the operation of the theatres, café, function centre and the Northern Sound System, with a minor amount coming from the hiring of Council facilities for functions or meetings.

User charges for 2026/27 have increased as a result of increased demand for user-paid services and to take into account inflationary cost pressures.

Reimbursement – $0.8M

Reimbursement income consists of all reimbursements paid to Council by insurance companies, ratepayers, developers, and other tiers of government.

Reimbursements have increased slightly compared with the 2025/26 budget.

Other Income – $0.3M

Other income is comprised of donations, sponsorships, and other miscellaneous receipts, which varies from year to year.

Grants, Subsidies and Contributions – Operating – $23.9M

Grants, subsidies, and contributions received from Federal and State Governments specifically to fund operations. Income is budgeted to decrease, mainly due to completion of grants in 2025/26.

Grants, Subsidies and Contributions – Capital – $5.1M

Grants, subsidies, and contributions that are untied received from Federal and State Governments specifically to fund the construction or purchase of new or upgraded assets, in addition to contributions from developers for future capital investment. The budgeted decrease is mainly due to a reduction in grant allocation for 2026/27.

Net Gain – Joint Ventures & Associates – $0.6M

Council's share of the Northern Adelaide Waste Management Authority (NAWMA) will result in a net profit of $0.6M in 2026/27, based on advice from the Authority and improved operating position.

Budgeted Financial Statements

Operating expense by category

Resource Group	Revised Budget 2025/26 $'000	Budget 2026/27 $'000	Increase (Decrease) $'000
Employee Costs	55,998	58,417	2,419
Contracts, Material and Other	56,234	59,634	3,400
Finance Costs	6,238	4,653	(1,585)
Depreciation	37,266	44,272	7,006
Share of Equity Loss on Associates and Joint Ventures	196	278	82
Expense Total	**155,932**	**167,254**	**11,322**

Employee Costs – $58.4M

Employee costs include base salary and all relevant on-costs, such as superannuation and work cover, as well as agency labour costs. The budget covers recurrent labour, project labour and externally funded labour.

The budgeted increase in employee costs is the result of estimated salary increases based on the Enterprise Agreement.

Materials, Contracts and Other Expenses – $59.6M

Materials covers many different expenses of Council including utility payments for water and electricity, library books and consumable materials.

Contracts covers costs such as contractors, waste collection, equipment hire, software licence fees and consultants.

Other expenditure includes audit and legal fees, contributions, communication expenses, insurance and registration, levies paid to other organisations, Elected Member allowances, advertising, fringe benefits tax, training, and travel expenses.

The budget increase reflects cost pressures in the market largely related to waste, AWL service delivery costs and general inflation.

Finance Costs – $4.7M

Finance costs include interest payable on borrowings and finance leases, and other banking charges.

Council is budgeting for a decrease in finance costs due to lower costs arising from new capital spend during 2026/27.

Budgeted Financial Statements

Depreciation – $44.3M

Depreciation is a non-cash expense that recognises the systematic allocation of the service potential, (cost or replacement value) of an asset over its useful life. Over the long-term, depreciation represents the minimum amount which, on average, Council needs to allocate each year towards asset replacement. This is a different concept from maintenance expenditure, which is the amount Council needs to spend each year to ensure that its assets last as long as planned.

Depreciation is increasing in 2026/27, largely due to the increase in asset values resulting from the revaluation of assets and new assets to service our growing community.

Loss on Associates and Joint Ventures – $0.3M

Council's share of the Gawler River Floodplain Management Authority (GRFMA) will result in a net loss of $0.3M in 2026/27, based on advice from the Authority.

Financial Statements

Cashflow Statement

The cashflow statement shows the cash movement reflective of Council's operating position and investment decisions for 2026/27.

Cashflow from operating activities increases by $5.7M reflecting additional rates revenue and increase in User charges and Statutory charges offset by higher operating costs.

Cash used for investment activities increases by $24.4M due to capital spend on new and existing infrastructure.

The overall impact in cashflow results in increased borrowing requirements for 2026/27.

Balance Sheet

Total Non-Current Assets are projected to rise to $3,029M in 2026/27, an increase of $248M. This increase arises from the capital expenditure program, contributed assets and revaluation of assets.

Total borrowings are projected to increase to $41M by 30 June 2027. This is a result of a higher debt funded capital program. The level of borrowings is within the target range. Please see the financial indicator section for more information.

Budgeted Financial Statements

Uniform Presentation of Finances

Operating Surplus / (deficit)

The operating surplus or deficit indicates the extent to which income is sufficient, or insufficient, to fund the cost of services. A surplus indicates Council is raising enough operating income to cover its operating expenses, whereas a deficit indicates it is not.

Net Outlays on Existing Assets

This is expenditure that returns the service potential of existing assets back towards their original level. Consistent negative outlays on existing assets indicate that, overall, existing assets may be deteriorating as expenditure on their renewal or replacement is less than the rate of depreciation.

Net Outlays on New and Upgraded Assets

Outlays on new and upgraded assets indicate the net cost to Council of acquiring or creating new assets. Outlays on new or upgraded assets will increase depreciation and maintenance expenses in future periods.

Net Lending / (borrowing) for Financial Year

Net lending, if a positive result, indicates that Council will reduce its level of borrowings over the period. Net borrowings, if a negative result, means Council is required to borrow additional funds increasing the level of net borrowings over the period.

Budgeted Financial Statements

City of Playford
Statement of Comprehensive Income
For the year ended 30 June 2027

2024/25 Actual $000's		2025/26 Original Budget $000's	2025/26 Revised Budget $000's	2026/27 Original Budget $000's
	INCOME			
113,073	Rates	123,772	123,772	133,391
4,011	Statutory Charges	3,443	3,443	3,804
4,634	User Charges	4,518	4,518	4,571
199	Investment Income	89	89	71
1,353	Reimbursements	663	663	763
542	Other Income	258	258	269
31,570	Grants, Subsidies and Contributions - operating	23,574	24,564	23,946
6,719	Grants, Subsidies and Contributions - capital	8,383	9,103	5,084
-	Net Gain - Equity Accounted Council Businesses	635	635	635
162,101	**TOTAL INCOME**	165,335	167,045	172,534
	EXPENSES			
50,877	Employee costs	55,998	55,998	58,417
50,040	Materials, Contracts & Other Expenses	54,402	56,234	59,634
2,739	Finance costs	6,692	6,238	4,653
34,074	Depreciation, Amortisation and Impairment	37,365	37,266	44,272
2,599	Net Loss - Equity Accounted Council Businesses	196	196	278
140,329	**TOTAL EXPENSES**	154,653	155,932	167,254
21,772	**Operating Surplus / (Deficit)**	**10,682**	**11,113**	**5,280**
(4,867)	Asset Disposal & Fair Value Adjustments	-	(1,250)	-
9,527	Amounts Received Specifically for New or Upgraded Assets	11,480	7,539	9,559
53,977	Physical Resources Received Free of Charge	39,460	39,460	75,300
80,409	**NET SURPLUS / (DEFICIT)**	**61,622**	**56,862**	**90,139**
	Other Comprehensive Income			
262,554	Changes in Revaluation Surplus - I,PP&E	53,489	417,945	110,789
-	Share of Other Comprehensive Income - Equity Accounted Council Businesses	-	-	-
(269)	Other Equity Adjustments - Equity Accounted Council Businesses	-	-	-
-	Impairment (Expense) / Recoupments Offset to Asset Revaluation	-	-	-
262,285	**Total Other Comprehensive Income**	53,489	417,945	110,789
342,694	**TOTAL COMPREHENSIVE INCOME**	**115,111**	**474,807**	**200,928**

Budgeted Financial Statements

City of Playford
Year End Balance Sheet
For the year ended 30 June 2027

2024/25 Actual $000's		2025/26 Original Budget $000's	2025/26 Revised Budget $000's	2026/27 Original Budget $000's
	CURRENT ASSETS			
2,871	Cash & Cash Equivalents	1,500	1,500	1,500
7,734	Trade & Other Receivables	8,143	8,298	8,813
223	Inventories	286	304	322
27	Other Financial Assets	29	29	30
1,280	Other current assets	1,128	1,316	1,396
362	Non-current assets classified as Held for Sale	4,387	12,557	4,661
12,497	TOTAL CURRENT ASSETS	15,473	24,004	16,722
	NON-CURRENT ASSETS			
196	Financial Assets	167	167	137
16,492	Equity Accounted Investments in Council Businesses	16,810	16,931	17,289
2,242,831	Infrastructure, Property, Plant & Equipment	2,422,301	2,728,348	2,976,129
35,815	Other Non-Current Assets	30,683	35,815	35,815
2,295,334	TOTAL NON-CURRENT ASSETS	2,469,961	2,781,261	3,029,370
2,307,831	**TOTAL ASSETS**	2,485,434	2,805,265	3,046,092
	CURRENT LIABILITIES			
19,639	Trade & Other Payables	16,653	20,530	18,729
4,559	Borrowings	3,559	3,616	3,700
6,376	Provisions	6,739	6,704	6,931
30,574	TOTAL CURRENT LIABILITIES	26,951	30,850	29,360
	NON-CURRENT LIABILITIES			
71,351	Long Term Borrowings	140,856	93,767	135,109
1,441	Long Term Provisions	1,364	1,376	1,423
72,792	TOTAL NON-CURRENT LIABILITIES	142,220	95,143	136,532
103,366	**TOTAL LIABILITIES**	169,171	125,993	165,892
2,204,465	**NET ASSETS**	**2,316,263**	**2,679,272**	**2,880,200**
	EQUITY			
580,781	Accumulated Surplus	634,081	635,109	721,972
1,606,478	Asset Revaluation Reserves	1,664,648	2,024,423	2,135,212
17,206	Other Reserves	17,534	19,740	23,016
2,204,465	**TOTAL EQUITY**	**2,316,263**	**2,679,272**	**2,880,200**

Budgeted Financial Statements

City of Playford
Statement of Cash Flows
For the year ended 30 June 2027

2024/25 Actual $000's		2025/26 Original Budget $000's	2025/26 Revised Budget $000's	2026/27 Original Budget $000's
Inflows / (Outflows)		Inflows / (Outflows)	Inflows / (Outflows)	Inflows / (Outflows)
	CASHFLOWS FROM OPERATING ACTIVITIES			
	Receipts			
113,126	Rates Receipts	123,379	123,289	132,967
4,011	Statutory Charges	3,406	3,297	3,758
4,952	User Charges	4,501	4,281	4,564
32,842	Grants, Subsidies and Contributions	23,583	24,331	23,941
199	Investment Receipts	89	91	72
1,456	Reimbursements	664	658	752
11,086	Other Receipts	354	256	269
	Payments			
(51,089)	Payments to Employees	(55,735)	(55,735)	(58,144)
(56,077)	Payments for Materials, Contracts & Other Expenses	(53,353)	(55,117)	(58,759)
(2,739)	Finance Payments	(6,691)	(6,237)	(4,652)
57,767	**NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES**	**40,197**	**39,114**	**44,768**
	CASH FLOWS FROM FINANCING ACTIVITIES			
	Receipts			
60,427	Proceeds from Borrowings	72,605	64,501	83,643
26	Proceeds from Bonds & Deposits	-	-	
	Payments			
(75,918)	Repayments of Borrowings	(34,413)	(43,013)	(42,105)
	Repayment of bonds and deposits			
(163)	Repayment of Finance Lease Liabilities	(112)	(187)	(111)
(15,628)	**NET CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES**	**38,080**	**21,301**	**41,427**
	CASH FLOWS FROM INVESTMENT ACTIVITIES			
	Receipts			
1,104	Sale of Replaced Assets	-	-	-
780	Sale of Surplus Assets	18,560	1,562	12,557
7,110	Amounts Received Specifically for New/Upgraded Assets	11,415	7,596	7,979
3,905	Grants utilised for capital purposes	8,445	9,307	3,866
26	Repayments of Loans by Community Groups	27	27	29
	Payments			
(23,618)	Expenditure on Renewal/Replacement of Assets	(41,401)	(42,793)	(42,470)
(30,326)	Expenditure on New/Upgraded Assets	(75,323)	(37,485)	(68,156)
(41,019)	**NET CASH PROVIDED BY (USED IN) INVESTMENT ACTIVITIES**	**(78,277)**	**(61,786)**	**(86,195)**
1,120	**NET INCREASE (DECREASE) IN CASH HELD**	**-**	**(1,371)**	**-**
1,751	CASH AT BEGINNING OF REPORTING PERIOD	1,500	2,871	1,500
2,871	**CASH AT END OF REPORTING PERIOD**	**1,500**	**1,500**	**1,500**

Budgeted Financial Statements

City of Playford
Statement of Changes in Equity
For the year ended 30 June 2027

2024/25 Actual $000's		2025/26 Original Budget $000's	2025/26 Revised Budget $000's	2026/27 Original Budget $000's
	ACCUMULATED SURPLUS			
495,110	Balance at end of previous reporting period	575,780	580,781	635,109
80,409	Net Surplus / (Deficit) for Year	61,622	56,862	90,139
-	Adjustments (Correction of Prior Period Errors)	-		
(269)	Other Equity Adjustments - Equity Accounted Council Businesses	-	-	-
6,874	Transfer to Accumulated Surplus on Sale of I,PP&E	-	-	-
(1,343)	Transfers between Reserves	(3,321)	(2,534)	(3,276)
580,781	**Balance at end of reporting period**	**634,081**	**635,109**	**721,972**
	ASSET REVALUATION RESERVE			
1,350,798	Balance at end of previous reporting period	1,611,159	1,606,478	2,024,423
-	Other Comprehensive Income	-	-	-
262,554	Gain(Loss) on revaluation of infrastructure, property, plant &	53,489	417,945	110,789
-	Impairment (expense) / recoupments offset to asset revaluation	-	-	-
(6,874)	Transfers to accumulated surplus	-	-	-
-	Transfers between Reserves	-	-	-
1,606,478	**Balance at end of reporting period**	**1,664,648**	**2,024,423**	**2,135,212**
	OTHER RESERVES			
15,863	Balance at end of previous reporting period	14,213	17,206	19,740
-	Transfers to accumulated surplus	3,321	2,534	3,276
-	Transfers from accumulated surplus	-	-	
1,343	Transfer between Reserves	-	-	
17,206	**Balance at end of reporting period**	**17,534**	**19,740**	**23,016**
2,204,465	**TOTAL EQUITY AT END OF REPORTING PERIOD**	**2,316,263**	**2,679,272**	**2,880,200**
580,781	Accumulated Surplus	634,081	635,109	721,972
1,623,684	Reserves	1,682,182	2,044,163	2,158,228
2,204,465	**TOTAL EQUITY AT END OF REPORTING PERIOD**	**2,316,263**	**2,679,272**	**2,880,200**

Budgeted Financial Statements

City of Playford
Uniform Presentation of Finances
For the year ended 30 June 2027

2024/25 Actual $000's		2025/26 Original Budget $000's	2025/26 Revised Budget $000's	2026/27 Original Budget $000's
	INCOME			
113,073	Rates	123,772	123,772	133,391
4,011	Statutory Charges	3,443	3,443	3,804
4,634	User Charges	4,518	4,518	4,570
199	Investment Income	89	89	71
1,353	Reimbursements	663	663	763
542	Other Income	258	258	269
6,719	Grants, Subsidies and Contributions - capital	8,383	9,103	5,084
31,570	Grants, Subsidies and Contributions - operating	23,574	24,564	23,946
-	Net Gain - Equity Accounted Council Businesses	635	635	635
162,101	**TOTAL INCOME**	**165,335**	**167,045**	**172,533**
	EXPENSES			
50,877	Employee costs	55,998	55,998	58,417
50,040	Materials, Contracts & Other Expenses	54,402	56,234	59,634
2,739	Finance costs	6,692	6,237	4,652
34,074	Depreciation, Amortisation and Impairment	37,365	37,266	44,273
2,599	Net Loss - Equity Accounted Council Businesses	196	196	278
140,329	**TOTAL EXPENSES**	**154,653**	**155,931**	**167,254**
21,772	**Operating Surplus / (Deficit)**	**10,682**	**11,114**	**5,279**
(9,181)	Net timing adjustment for general purpose grant funding	-	-	-
(6,719)	Less: grants, subsidies and contributions - capital	(8,383)	(9,103)	(5,084)
5,872	**Adjusted Operating surplus/ (deficit)**	**2,299**	2,011	**196**
	Net outlays on existing assets			
(23,618)	Capital expenditure on renewal and replacement of existing assets	(41,401)	(42,793)	(42,470)
(116)	Finance lease payments for right of use assets on existing assets	(121)	(201)	(123)
34,074	add back Depreciation, Amortisation and Impairment	37,365	37,266	44,272
-	add back Proceeds from Sale of Replaced Assets	-	-	-
10,340	**Net Outlays on Existing Assets**	**(4,157)**	**(5,728)**	**1,679**
	Net outlays on new and upgraded assets			
(30,326)	Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(75,323)	(37,485)	(68,156)
(62)	Finance lease payments for right of use assets for new and upgraded assets	-	-	-
6,719	add back Grants, subsidies and contributions – Capital	8,383	9,103	7,650
7,110	add back Amounts Received Specifically for New and Upgraded	11,415	7,596	7,980
780	add back Proceeds from Sale of Surplus Assets : (including Investment Property, Real Estate Developments & non-current assets held for sale)	18,560	1,562	12,557
(15,779)	**Outlays on New and Upgraded Assets**	**(36,965)**	**(19,224)**	**(39,969)**
433	**NET LENDING / (BORROWING) FOR FINANCIAL YEAR**	**(38,823)**	**(22,941)**	**(38,094)**

Appendix I

Proposed Infrastructure Renewal Works 2026/27

Aerial view of Dwight Reserve North, Elizabeth Downs.

Proposed Infrastructure Renewal Works 2026/27

Transport Renewals

Suburb	Location
Roads	
Andrews Farm	Springdale Avenue
Angle Vale	Burgundy Avenue (design only)
Blakeview	Eucalypt Circuit
Craigmore	Carob Crescent Chowilla Court Edward Avenue Jenkins Court Nicholas Court Phillip Avenue Reginald Parade (incl Batcombe Ave cul-de-sac) Stuart Drive Sydney Court Whatley Way
Davoren Park	Chaser Street Kingsbury Street Lambrook Street Peacemarsh Road Petherton Road
Elizabeth East	Fuller Crescent Grayling Street Lewis Court Northampton Crescent Paginton Crescent Pipkin Road Talbot Street Thornton Street
Elizabeth Grove, Elizabeth South	Hogarth Road#
Elizabeth Grove	Patney Street
Elizabeth South	Hannan Street Kettering Road
Elizabeth Vale	Handley Street Mofflin Road Poulshot Crescent
Hillbank	Brooker Drive Hilltop Boulevard Rhodes Court
Munno Para	Amanda Court Coventry Road* Gardiner Terrace Louise Place

Proposed Infrastructure Renewal Works 2026/27

Suburb	Location
	Shaun Court
Munno Para Downs	Dalkeith Road
Penfield	Pellew Road (design only)
Smithfield Plains	Beaumont Road
Waterloo Corner	Brown Road (design only)

**Potential multi-year projects*
#Multi-year project

Suburb	Location
Kerbs	
Blakeview	Eucalypt Circuit
Craigmore	California Avenue Chowilla Court
Davoren Park	Kingsbury Street Lambrook Street
Elizabeth East	Grayling Street Northampton Crescent
Elizabeth Grove	Hogarth Road Patney Street
Elizabeth Vale	Handley Street Poulshot Crescent
Bridges	
Blakeview	Castle Court – Footbridge* (design only) Village Terrace – Arch Road bridge* (design only)

**Potential multi-year projects*

Proposed Infrastructure Renewal Works 2026/27

Streetscape Renewals

Suburb	Location
Footpaths	
Andrews Farm	Davoren Road Springdale Avenue
Craigmore	Bentley Walk California Avenue Zurich Road#
Davoren Park	Davoren Road Kingsbury Street Neagle Road Peacemarsh Road Walpole Street
Elizabeth Downs	Barton Road Douglas Street Halifax Court Hanson Road# Lancaster Court McKenzie Road Midway Road Wellington Court
Elizabeth East	Halsey Road Nautilus Road Thornton Street
Elizabeth North	Broadmeadows Road# Woodgreen Street Reserve
Elizabeth Park	Ifould Road Windbreak# Peterswool Road (Removal) Yorktown Road#
Hillbank	Cambridge Terrace
Munno Para	Alawoona Road Maltarra Road Shaun Court

#Sections of these roads have budget allocated for widening

Pram Ramps	
Streetscape	x 121
Transport	x 196

Proposed Infrastructure Renewal Works 2026/27

Parks and Sportsfield Renewals

Suburb	Location	Item
Blakeview	Blakes Crossing Adventure Playground	Rubber softfall
Craigmore	Marena Reserve	Rubber & organic softfall
Elizabeth East	Pipkin Reserve Spruance Reserve	Rock mound & rubber softfall Rubber softfall
Elizabeth Park	Dwight Reserve Fremont Park Jubilee Reserve	Cricket nets, irrigation, backstop fencing Liberty swing, gym equipment, rubber softfall and playground 2 renewal Rubber softfall
Hillbank	Jo Gapper Reserve Honeysuckle Reserve	Design and planning for renewal Irrigation controller
Smithfield	Smithfield Oval	Playground & rubber softfall
Smithfield Plains	John McVeity outdoor gym	Rubber softfall
Munno Para	Curtis Rd Wetlands	Single play piece renewal

Buildings Renewals

Suburb		Location	Item
Davoren Park	Playford Operations Centre	Internal fitout including office furniture	
Edinburgh North	Ramsay Park (Rugby)	LED lighting	
Elizabeth	Aquadome	Structural assessment & design, pool blankets, change beds	
Elizabeth	Civic Centre	Soft furnishings, function room entrance, fire panel, air conditioning, BMS integration	
Elizabeth	Elizabeth Oval	Entrance & DDA ramp	
Elizabeth	Northern Sound System	Carpets, HVAC	
Elizabeth Downs	Argana Park	Change room & amenities, exterior recladding	
Elizabeth Downs	Uley Road Reserve	Changeroom refurbishment	
Elizabeth Park	Fremont Park	Shed	
Eyre	Eyre Sports Park	LED lighting	
One Tree Hill	McGilp Oval - Clubrooms	Roof	
One Tree Hill	McGilp Reserve	LED lighting	
Virginia	Virginia Institute	Amenities & kitchen	

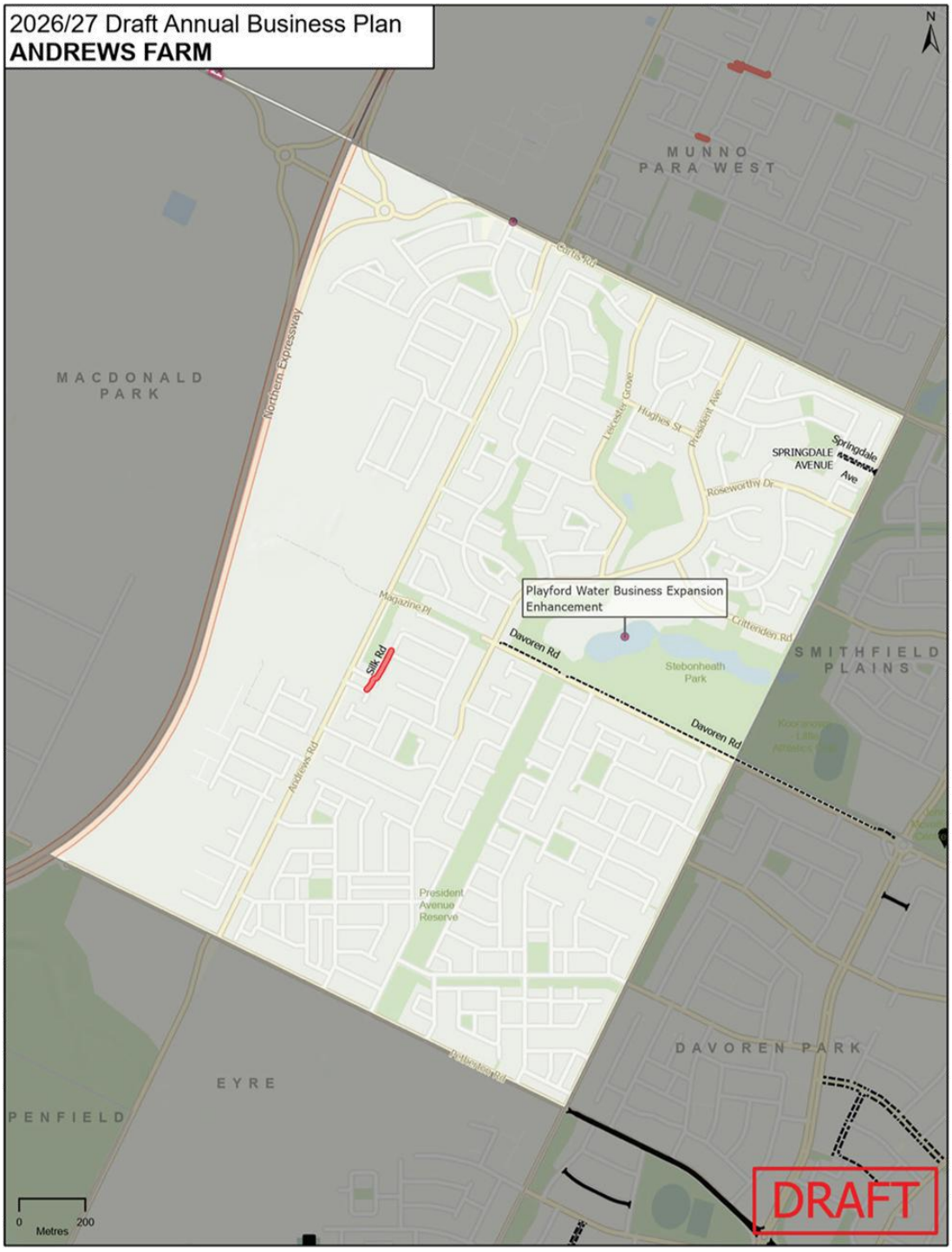
Proposed Infrastructure Renewal Works 2026/27

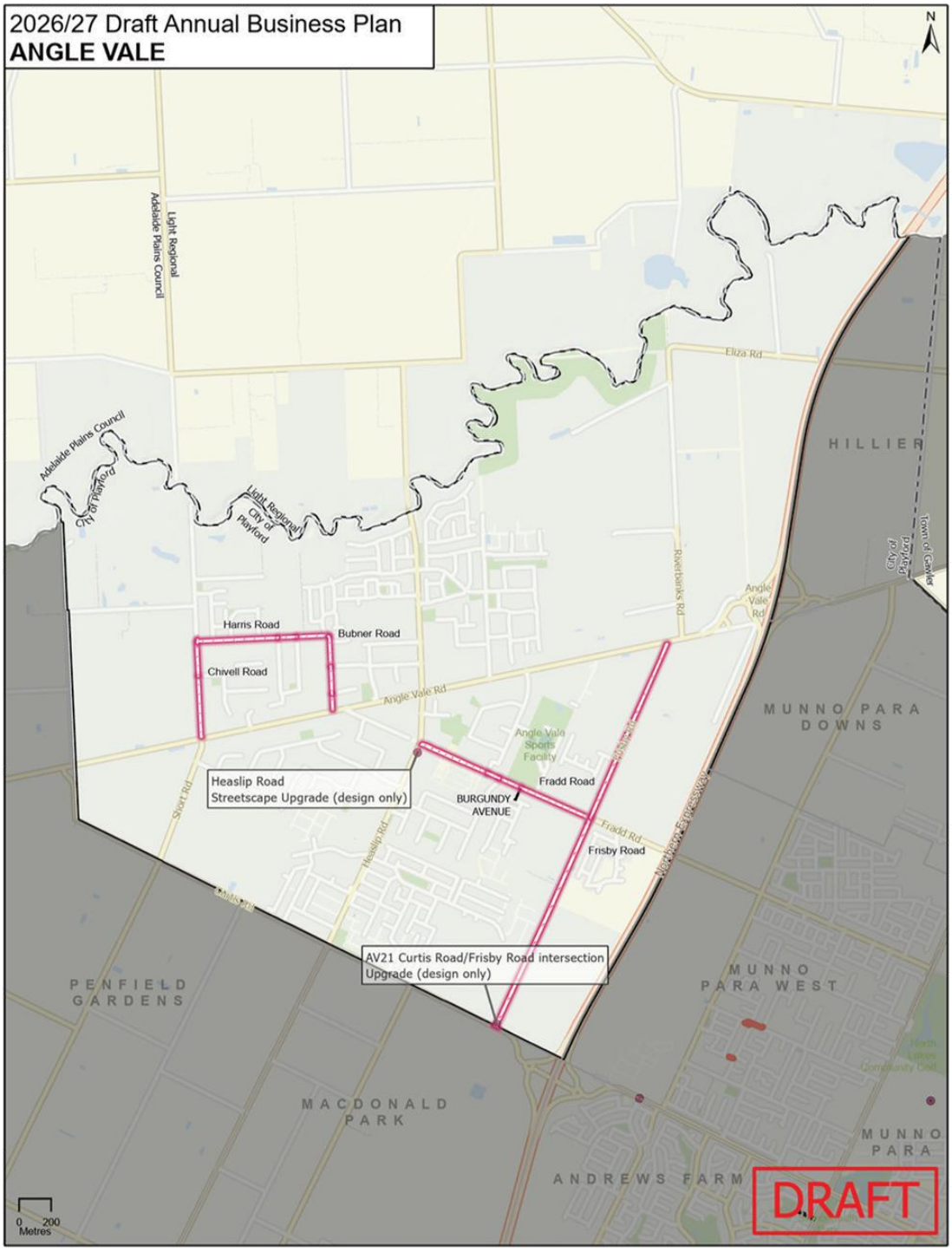
Water Delivery Renewals

Facility	Item
Stebonheath Davoren Wetlands	Shed, irrigation, control panels, gates, pump & tank
Main Terrace	Water meter, pressure reducing valve & filter
Woodford Road	Water meter, pressure reducing valve & filter
Stratton Reserve	Water meter, pressure reducing valve & filter
Fairfield Road	Water meter, pressure reducing valve & filter
Broadmeadows Oval	Water meter, pressure reducing valve & filter
Dwight Reserve	Water meter, pressure reducing valve & filter
Philip Highway	Median irrigation
Duncan Anderson & Mofflin Reserve	Distribution VSD pump, manifold, valving and electrical
Munno Para Wetlands	Gabion
North Lakes Community Golf	Pump shed electrical and control board upgrade, replace bore
Town Park	Waterplay at playground
Smithfield Oval	Water meter, pressure reducing valve & filter
Kooranowa Reserve	Water meter, pressure reducing valve & filter

Appendix II

Proposed Capital Works 2026/27 – Suburb Maps


2026/27 Draft Annual Business Plan
ANDREWS FARM
N
MUNNO PARA WEST
MACDONALD PARK
Northern Expressway
Curtis Rd
Leicester Grove
Hughes St
President Ave
SPRINGDALE AVENUE
Springdale Ave
Roseworthy Dr
Playford Water Business Expansion Enhancement
Magazine Pl
Critterden Rd
Davoren Rd
Silk Rd
Stebonheath Park
SMITHFIELD PLAINS
Andrews Rd
President Avenue Reserve
DAVOREN PARK
EYRE
PENFIELD
Port Wakefield Rd
DRAFT
0
200
Metres
CITY OF Playford
New Assets and Upgrades
Footpath - New
Renewal - Footpath
Road - Renewal



CITY OF Playford

New Assets and Upgrades

Road - Upgrade (design only)

Road - Renewal

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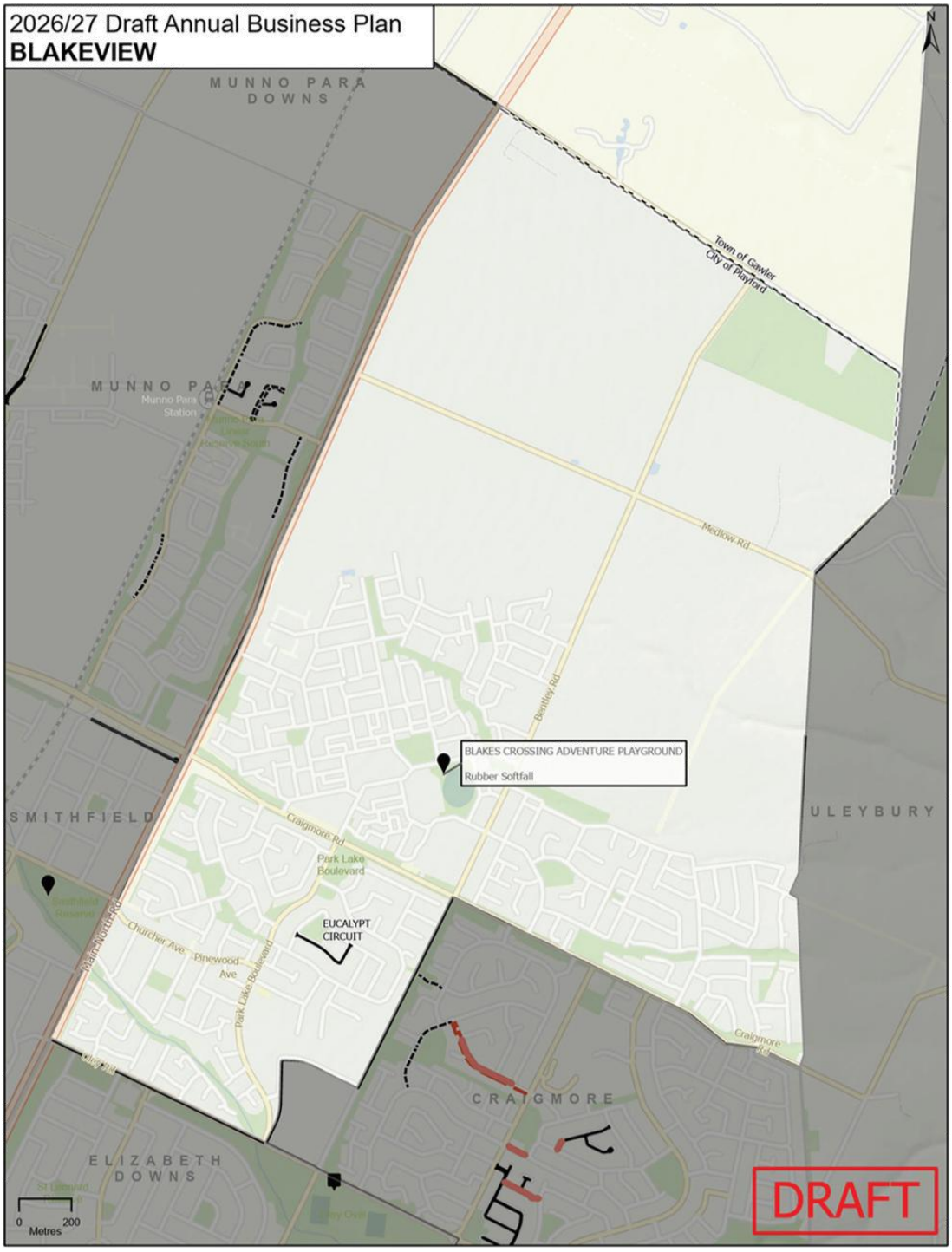

CITY OF Playford

Parks - Renewal

Road - Renewal

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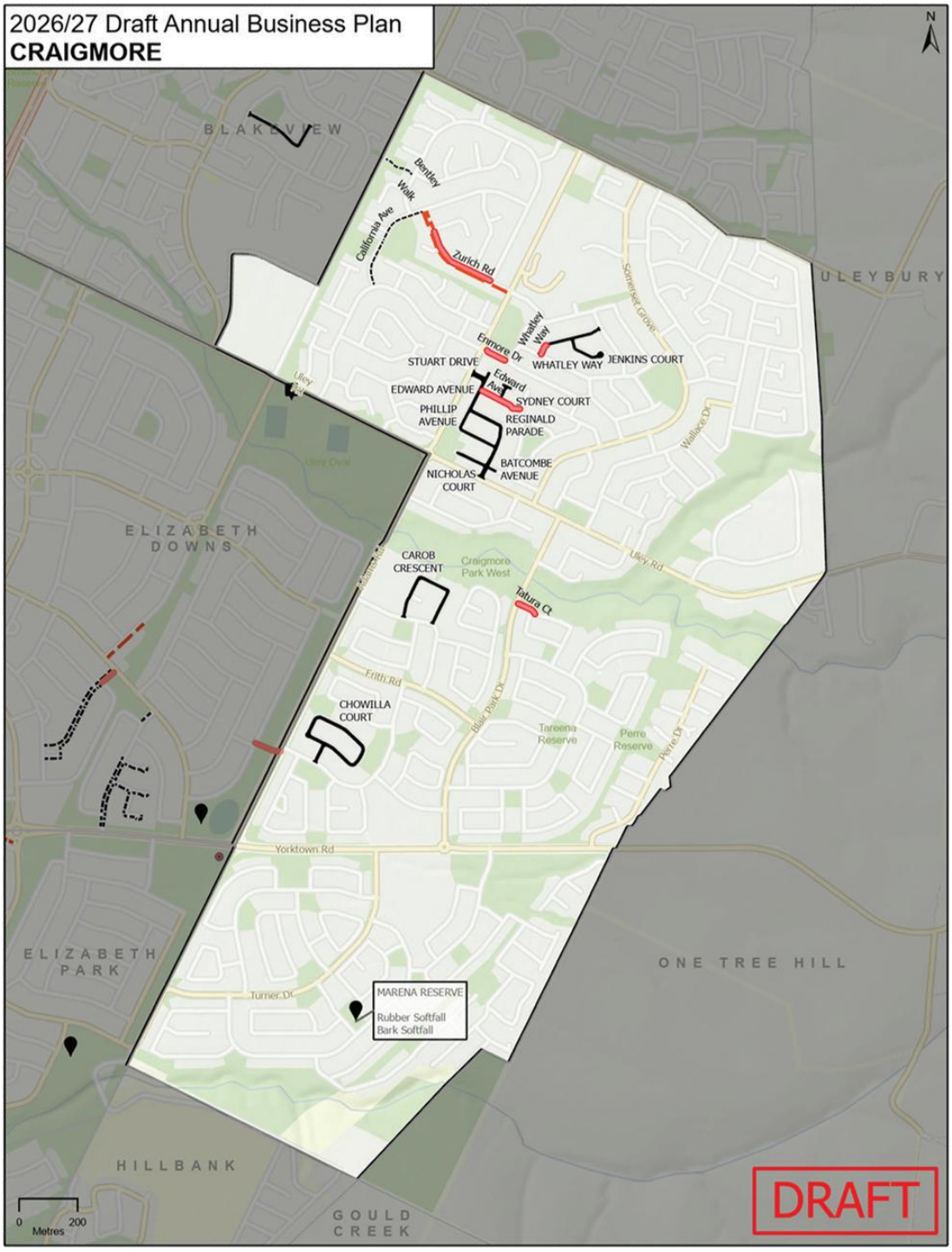
2026/27 Draft Annual Business Plan
CRAIGMORE
N
BLAKEVIEW
ULEYBURY
ELIZABETH DOWNS
ELIZABETH PARK
ONE TREE HILL
HILLBANK
GOULD CREEK
Bentley Walk
California Ave
Zurich Rd
Somerset Grove
Whatley Way
Enmore Dr
STUART DRIVE
WHATLEY WAY
JENKINS COURT
Edward Ave
EDWARD AVENUE
SYDNEY COURT
PHILLIP AVENUE
REGINALD PARADE
BATCOMBE AVENUE
NICHOLAS COURT
Wallace Dr
Uley Rd
CAROB CRESCENT
Craigmore Park West
Takura Ct
Frith Rd
CHOWILLA COURT
Blair Park Dr
Tareena Reserve
Perre Reserve
Perre Dr
Yorktown Rd
Turner Dr
MARENA RESERVE
Rubber Softfall
Bark Softfall
DRAFT
0
200
Metres
CITY OF Playford
Footpath - Widen
Footpath - New
Parks - Renewal
Renewal - Footpath
Road - Renewal

CITY OF Playford

Buildings - Renewal
Renewal - Footpath
Road - Renewal

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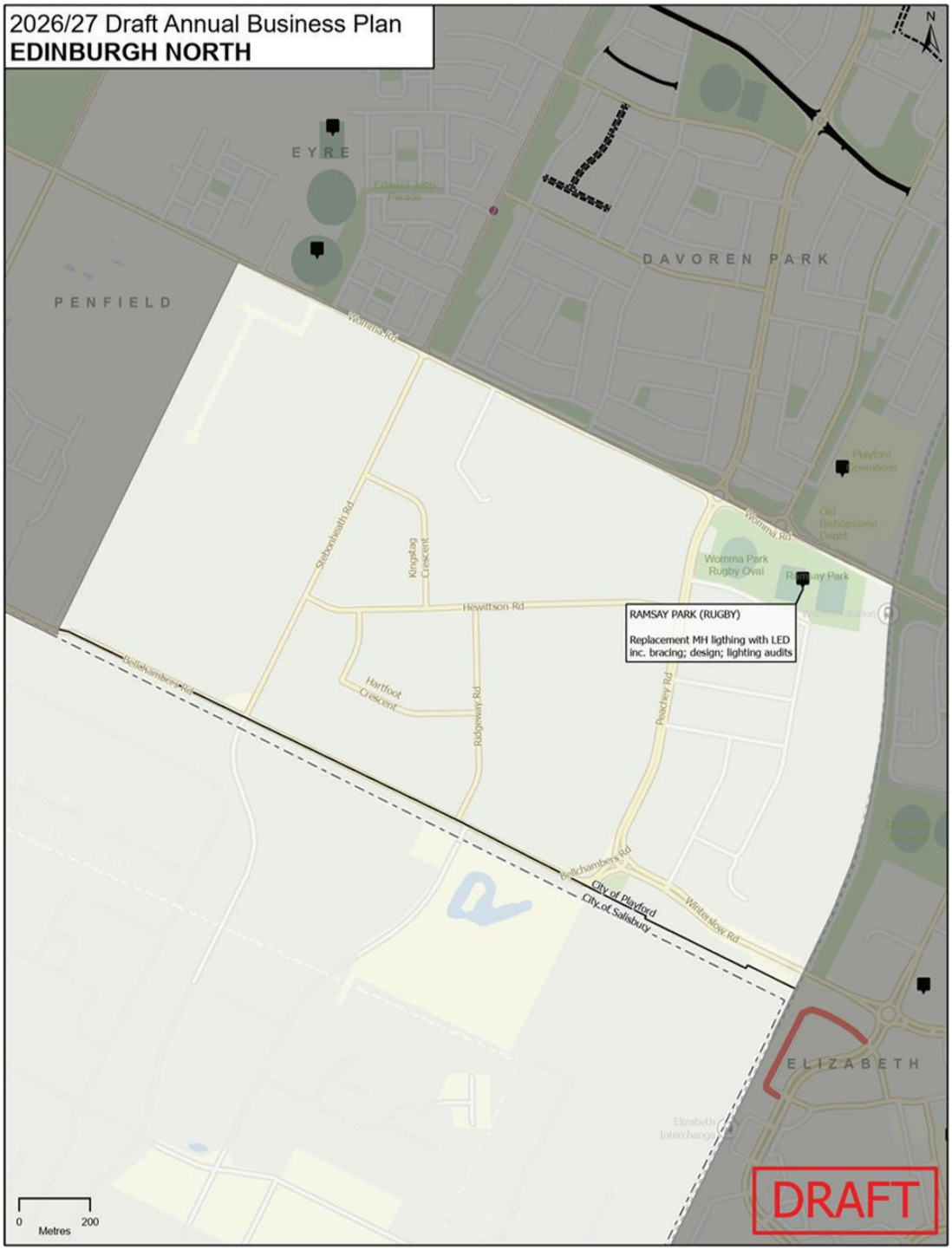

CITY OF Playford

Buildings - Renewal

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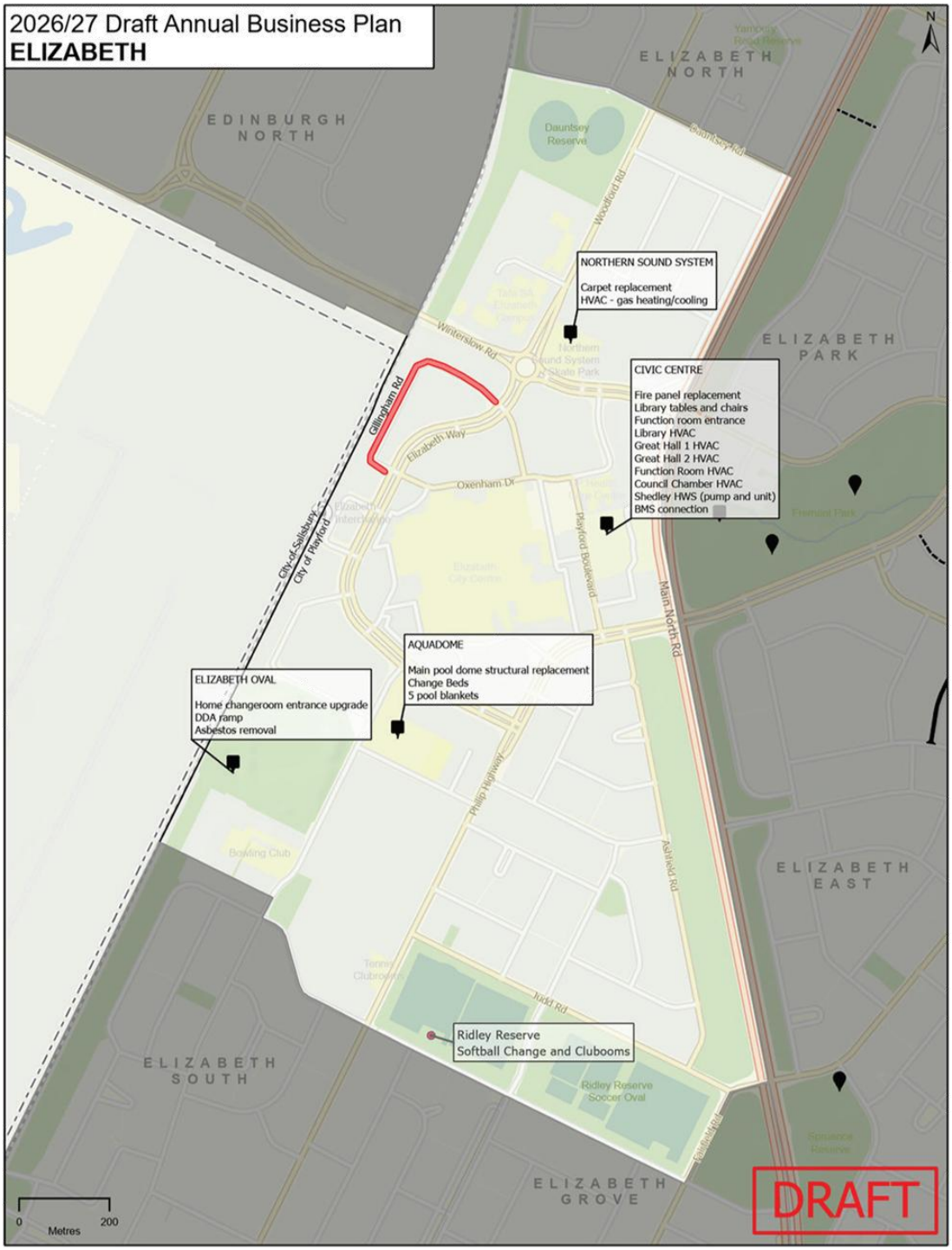
2026/27 Draft Annual Business Plan
ELIZABETH
N
EDINBURGH NORTH
ELIZABETH NORTH
ELIZABETH PARK
ELIZABETH EAST
ELIZABETH SOUTH
ELIZABETH GROVE
Dauntsey Reserve
Dauntsey Rd
Woodford Rd
NORTHERN SOUND SYSTEM
Carpet replacement
HVAC - gas heating/cooling
Winterslow Rd
Gillingham Rd
Elizabeth Way
Oxenham Dr
CIVIC CENTRE
Fire panel replacement
Library tables and chairs
Function room entrance
Library HVAC
Great Hall 1 HVAC
Great Hall 2 HVAC
Function Room HVAC
Council Chamber HVAC
Shedley HWS (pump and unit)
BMS connection
Playford Boulevard
Main North Rd
City of Salisbury
City of Playford
AQUADOME
Main pool dome structural replacement
Change Beds
5 pool blankets
ELIZABETH OVAL
Home changeroom entrance upgrade
DDA ramp
Asbestos removal
Philip Highway
Ashfield Rd
Bowling Club
Judd Rd
Ridley Reserve
Softball Change and Clubooms
Ridley Reserve Soccer Oval
Smithfield Rd
Smithfield Reserve
0
200
Metres
DRAFT
CITY OF Playford
New Assets and Upgrades
Footpath - New
Buildings - Renewal

CITY OF Playford

- Footpath - Widen
- Footpath - New
- Parks - Renewal
- Buildings - Renewal
- Renewal - Footpath

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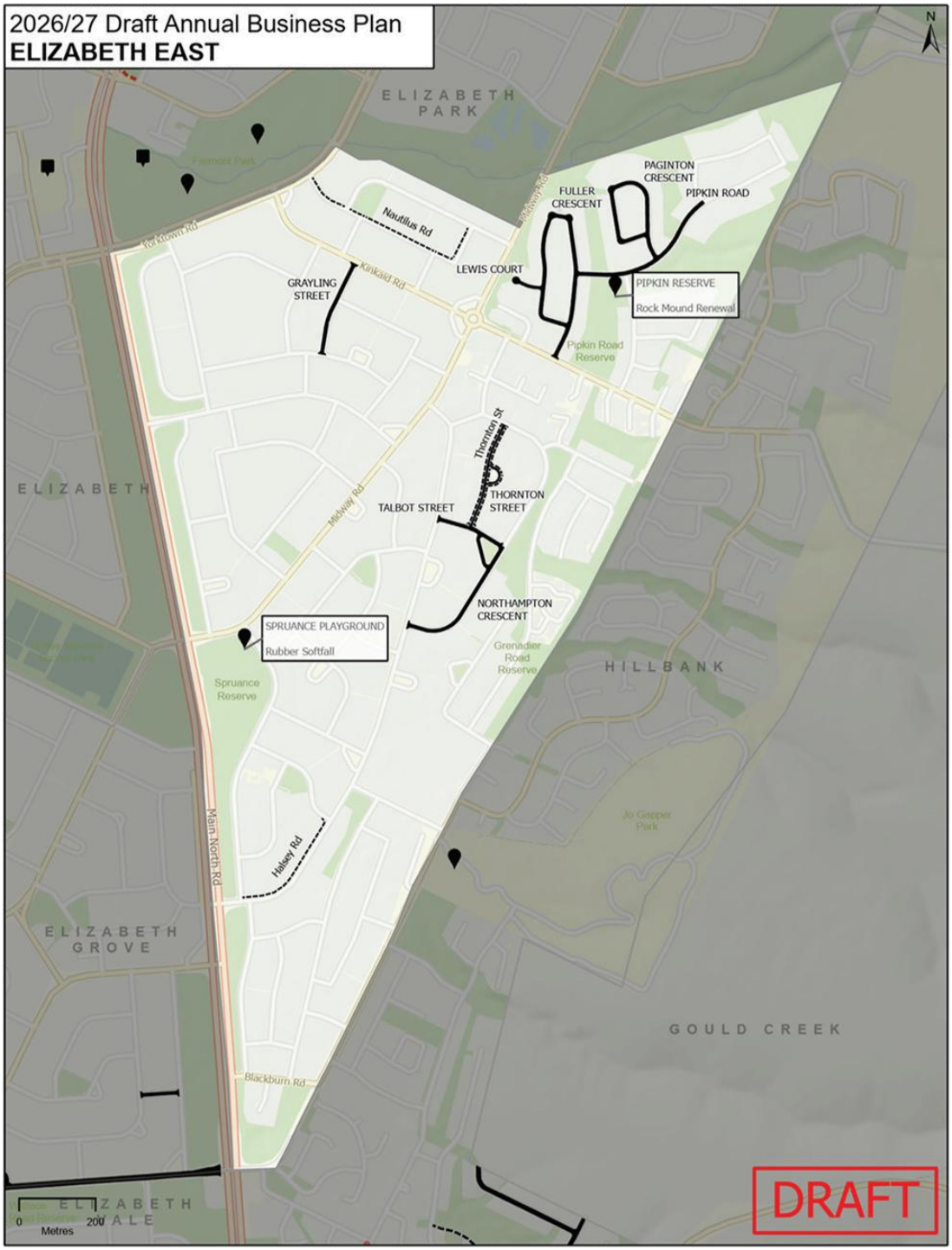

CITY OF Playford

Parks - Renewal
Renewal - Footpath
Road - Renewal

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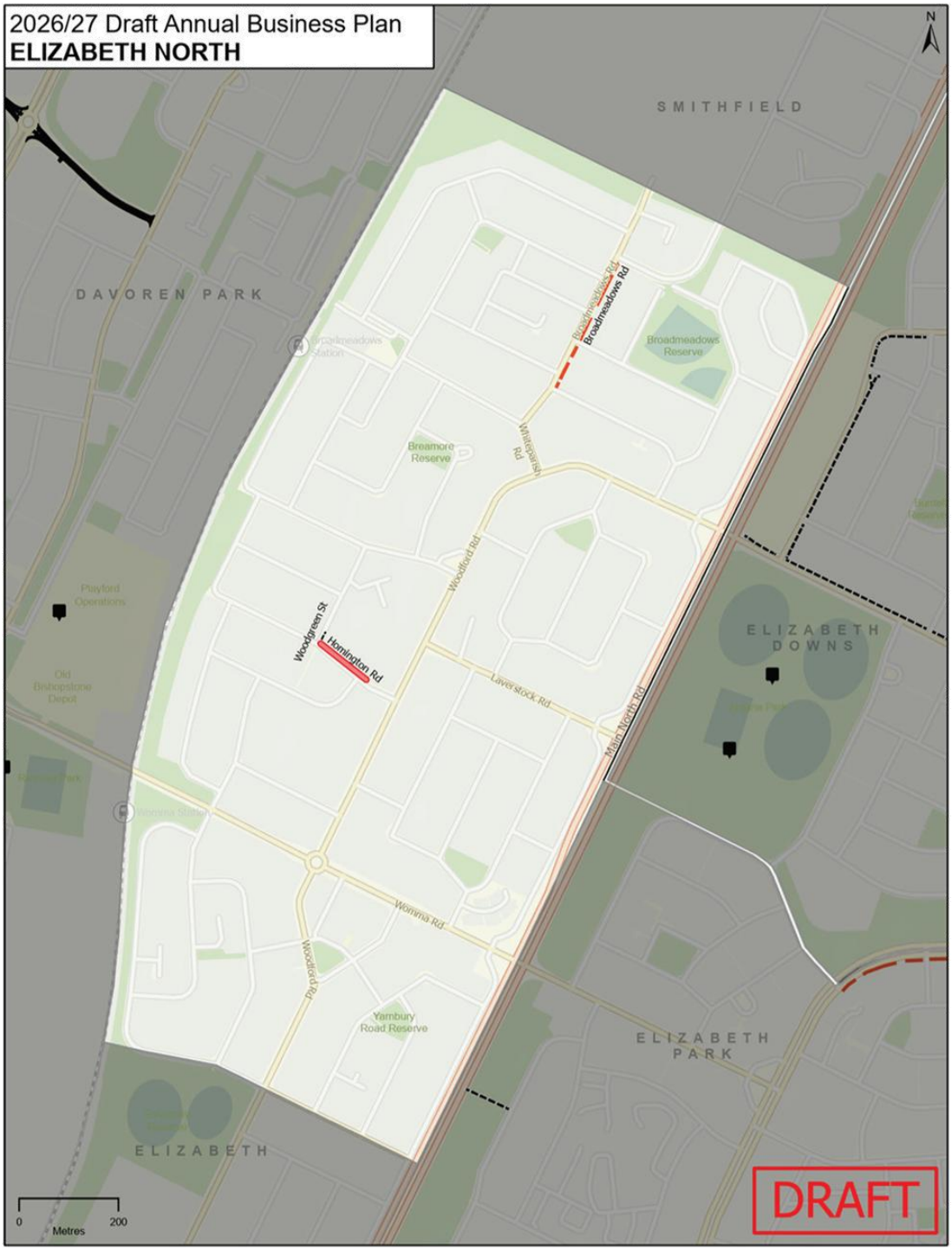

CITY OF Playford

Footpath - Widen
Footpath - New
Renewal - Footpath

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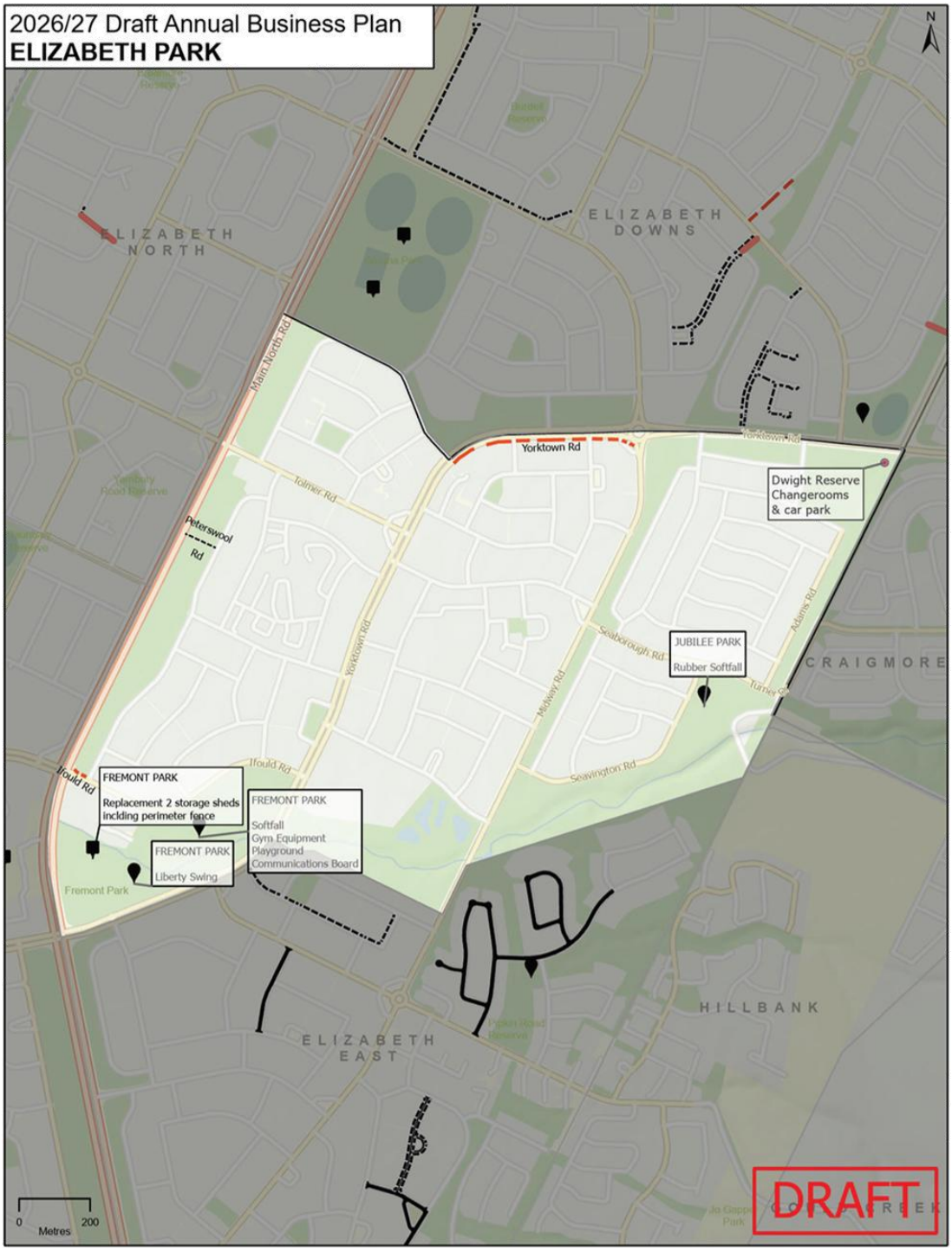

CITY OF Playford

- New Assets and Upgrades
- Footpath - Widen
- Parks - Renewal
- Buildings - Renewal
- Renewal - Footpath

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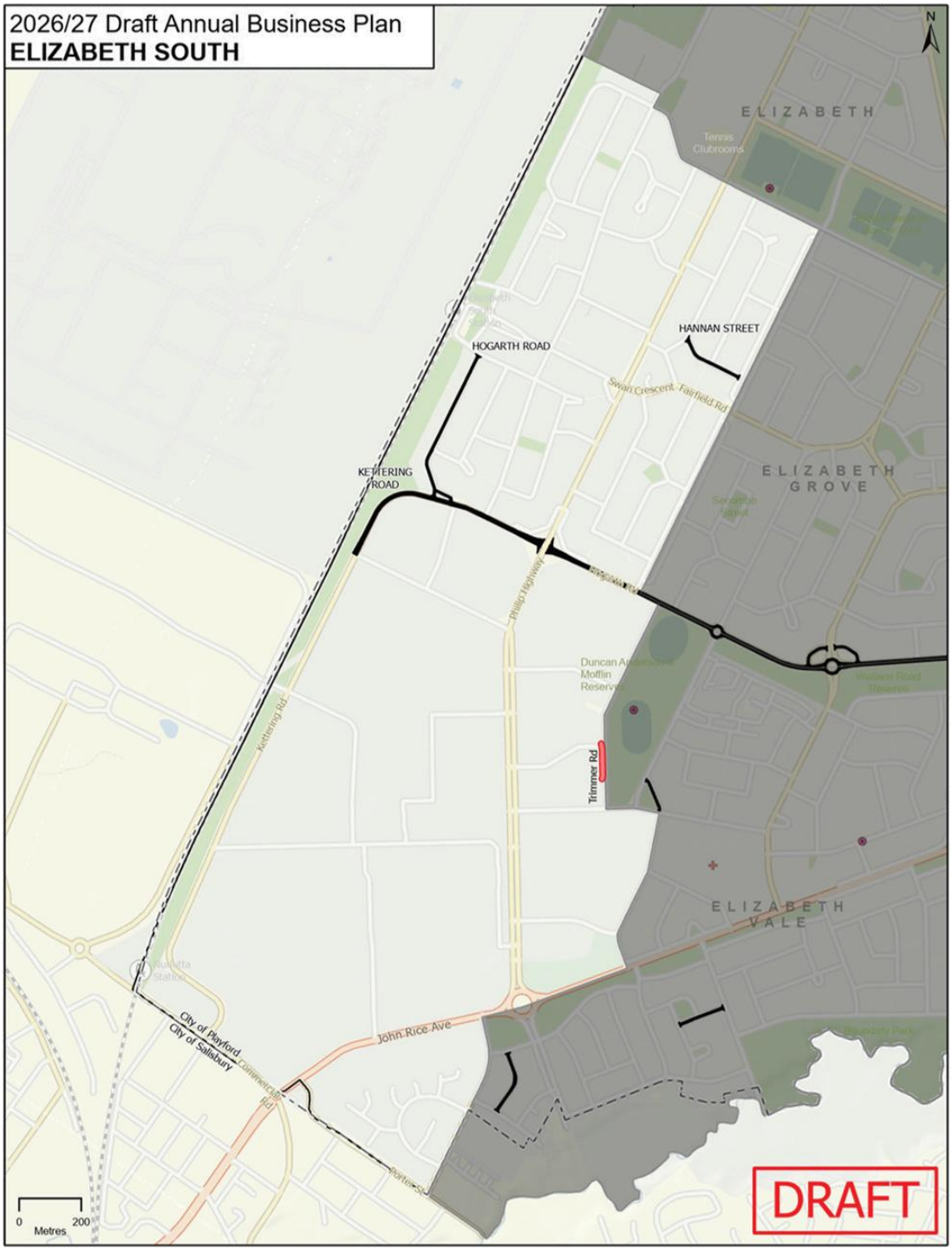

CITY OF Playford

Footpath - New

Road - Renewal

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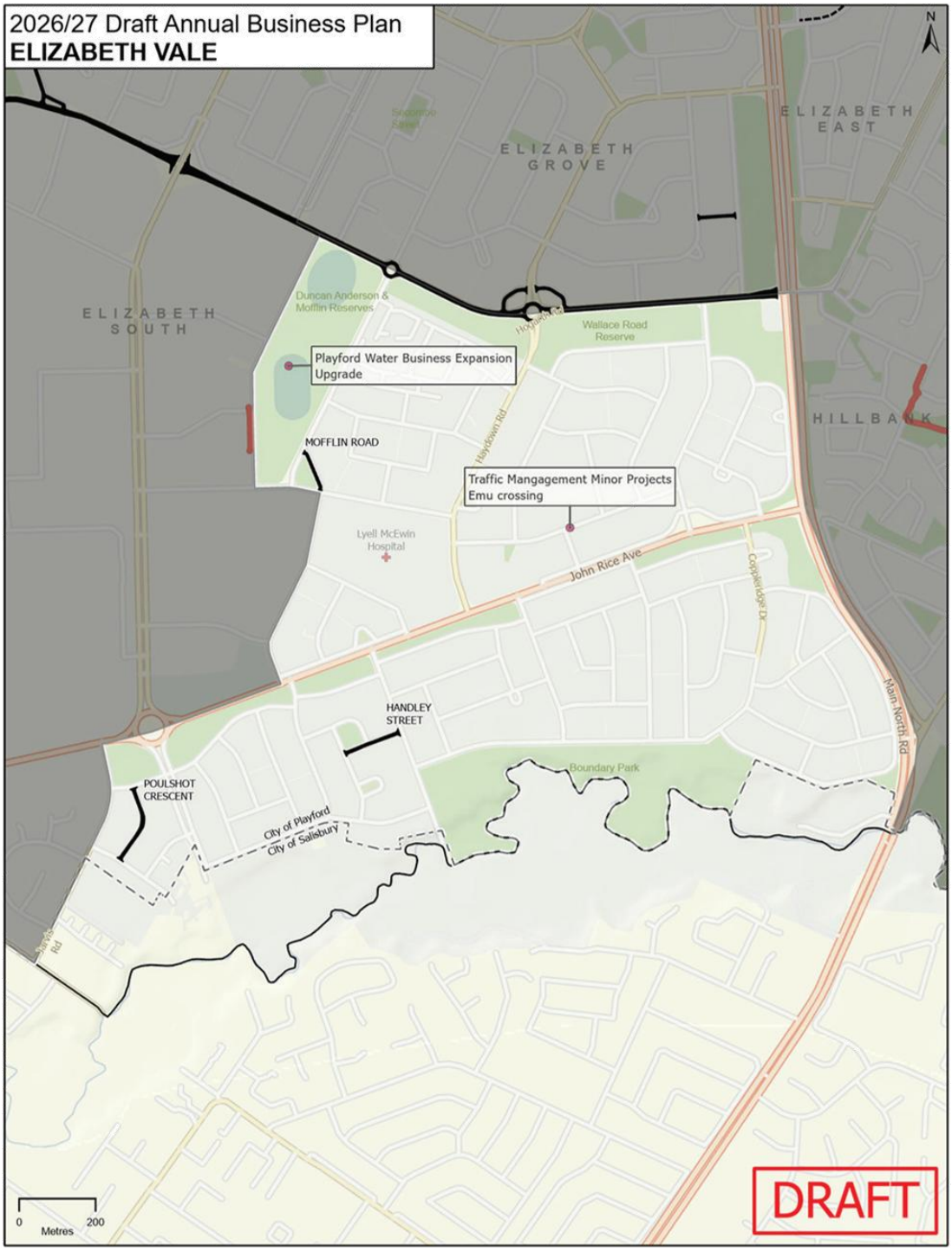

CITY OF Playford

New Assets and Upgrades

Road - Renewal

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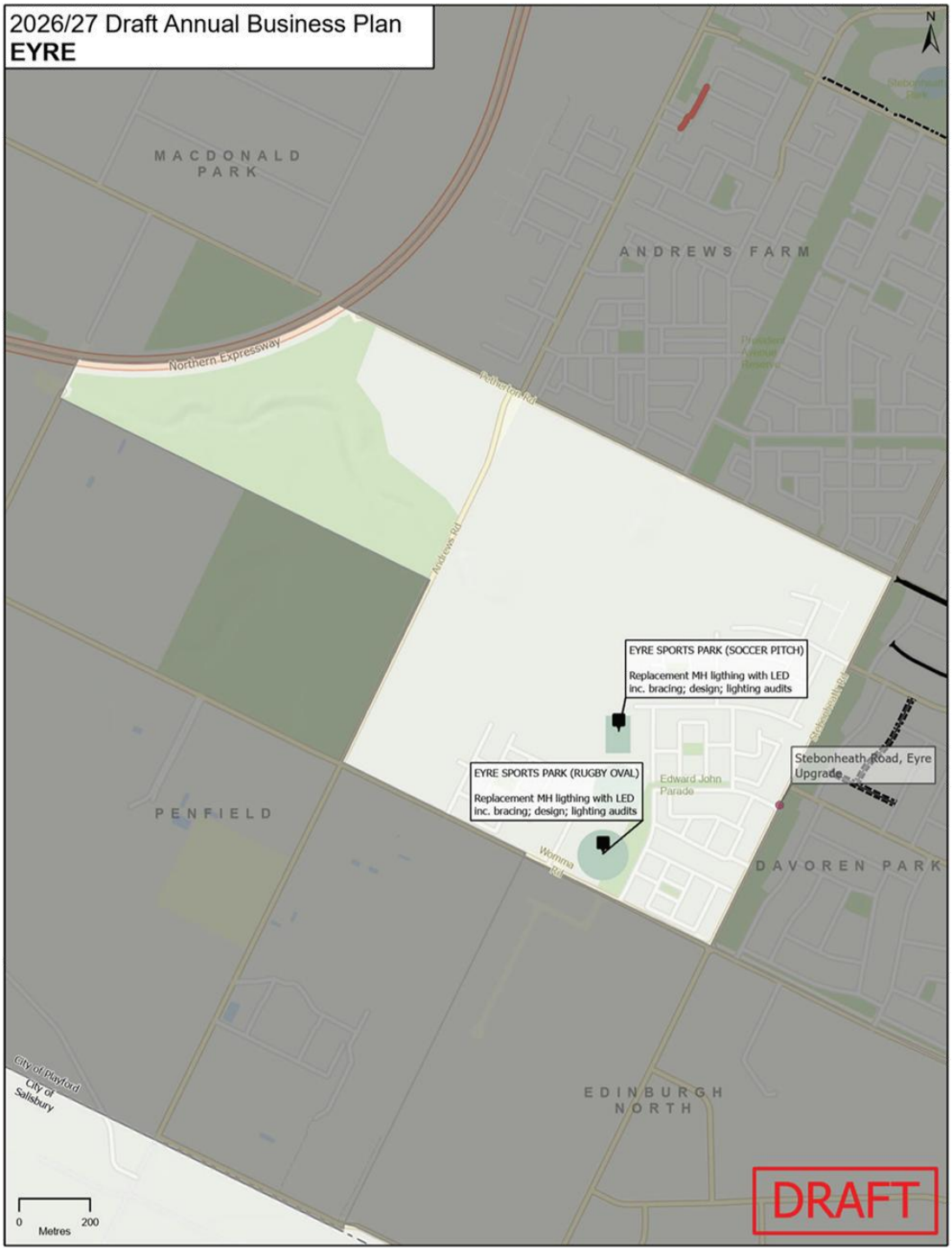

CITY OF Playford

New Assets and Upgrades

Buildings - Renewal

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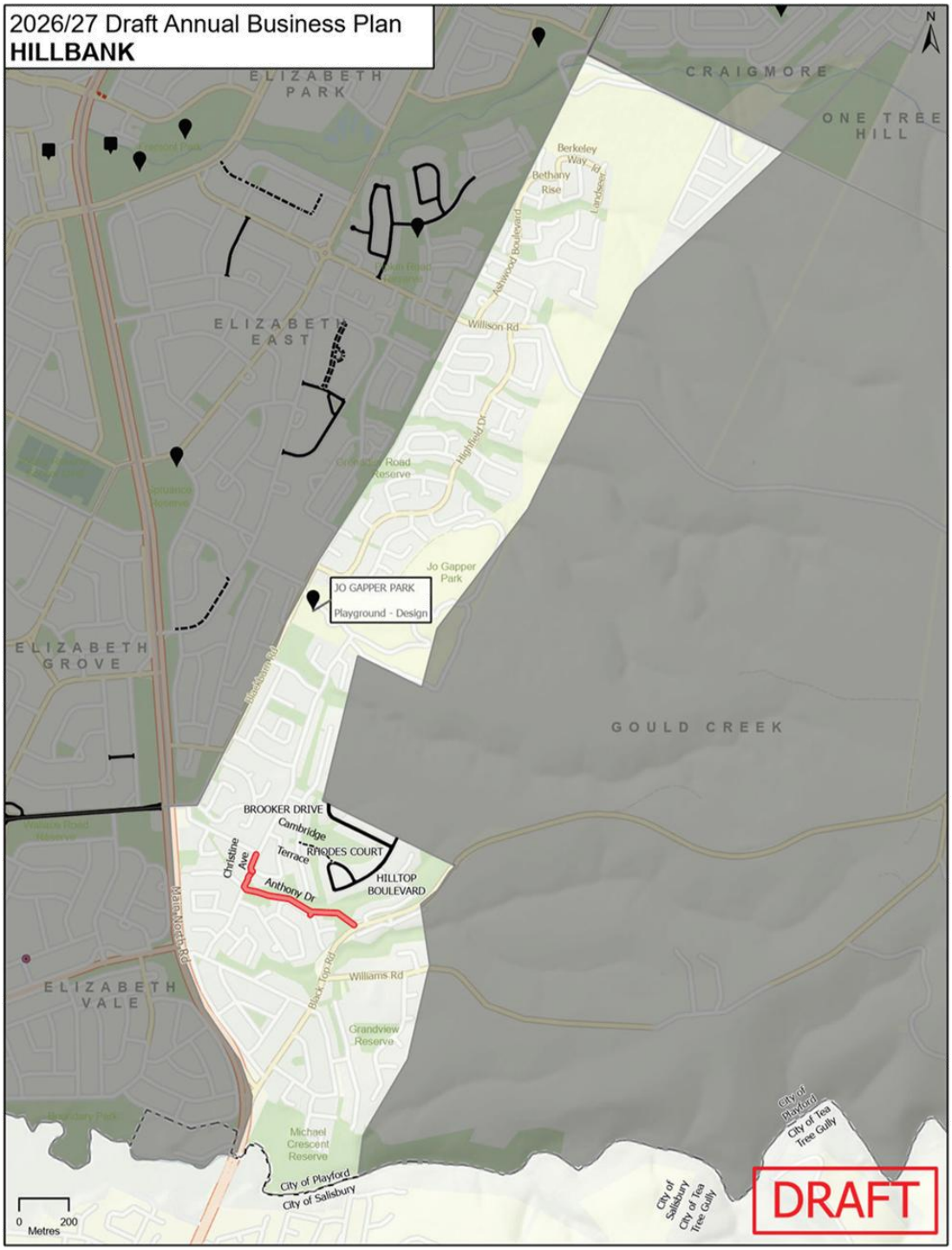

CITY OF Playford

Footpath - New
Parks - Renewal
Renewal - Footpath
Road - Renewal

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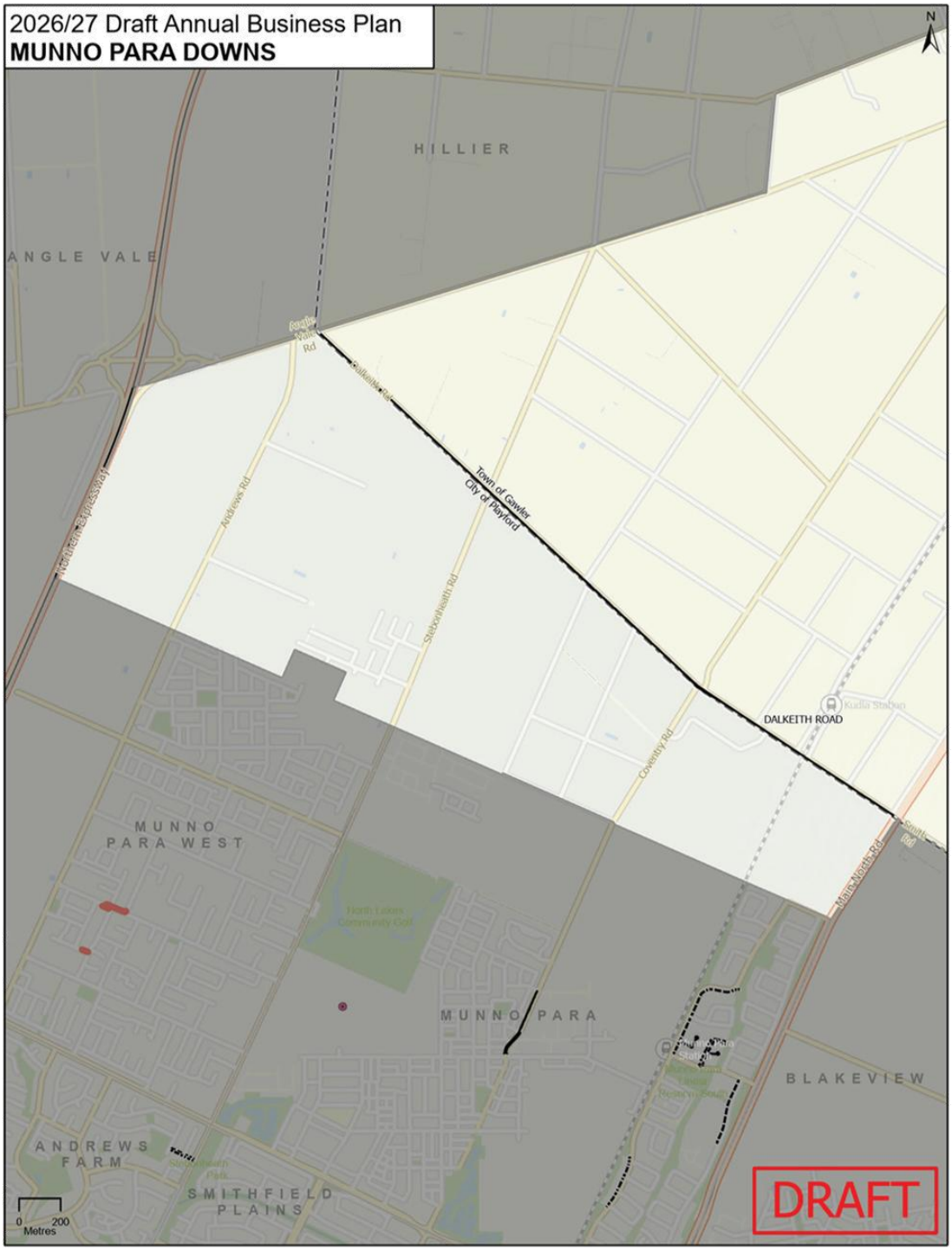
2026/27 Draft Annual Business Plan
MUNNO PARA
MUNNO PARA DOWNS
MUNNO PARA WEST
SMITHFIELD PLAINS
SMITHFIELD
BLAKEVIEW
DAVOREN PARK
Town of Gawler
City of Playford
Kudla Station
North Lakes Community Golf
Munno Para Sportsground Stages 2 & 3
COVENTRY ROAD
Coventry Rd
Stebonheath Rd
Alawoona Rd
AMANDA COURT
LOUISE PLACE
SHAUN COURT
Shaun Ct
Karri St
Munno Para Station
Alawoona Rd
Mallarra Rd
Main North Rd
Munno Para Linear Reserve South
Alawoona Rd
Sansbury St
Curtis Rd
Douglas Dr
Samuel St
GARDINER TERRACE
Smithfield Interchange
Smithfield Reserve
Metres
DRAFT
New Assets and Upgrades
Renewal - Footpath
Road - Renewal



CITY OF Playford

Road - Renewal

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CITY OF Playford

New Assets and Upgrades

Footpath - New

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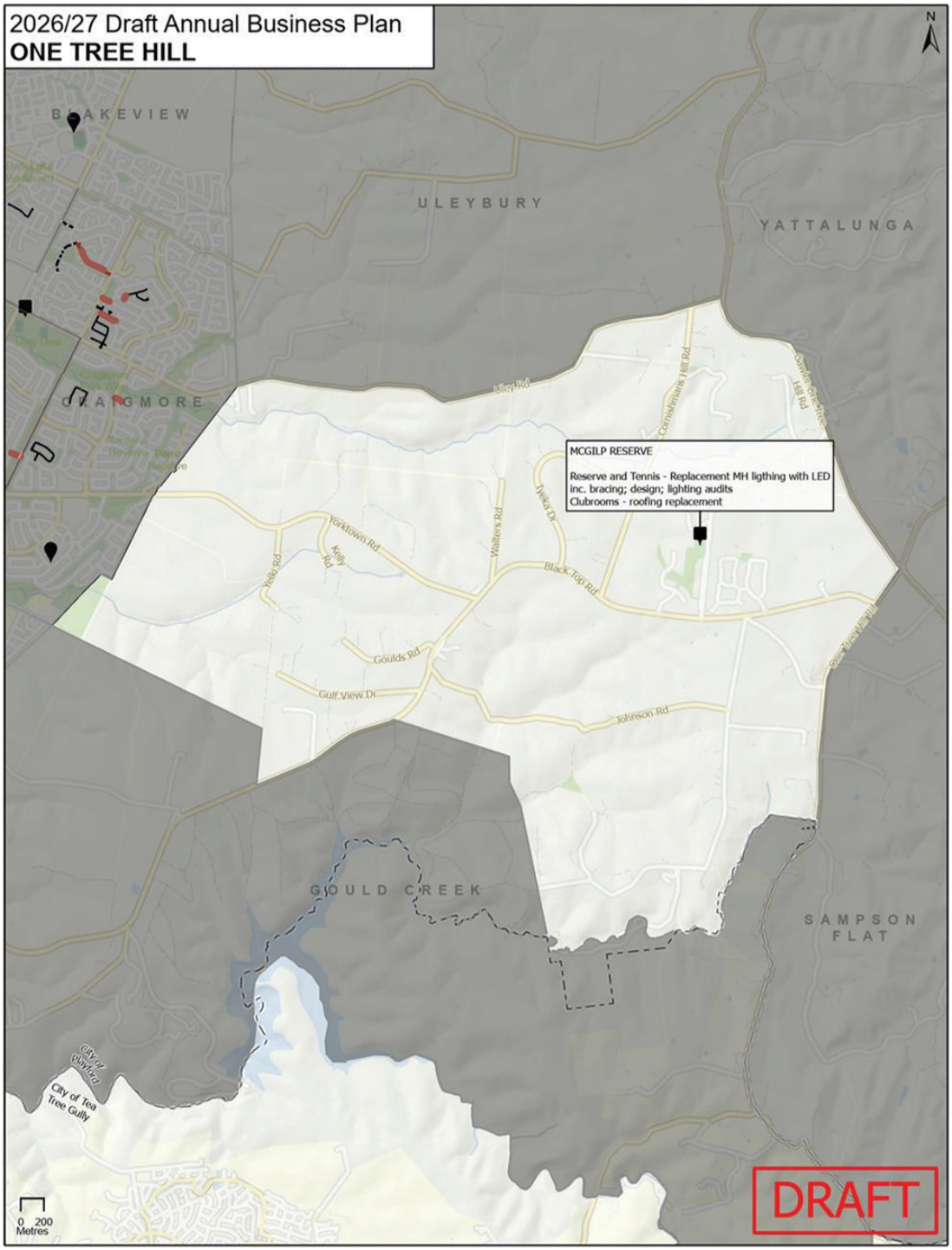
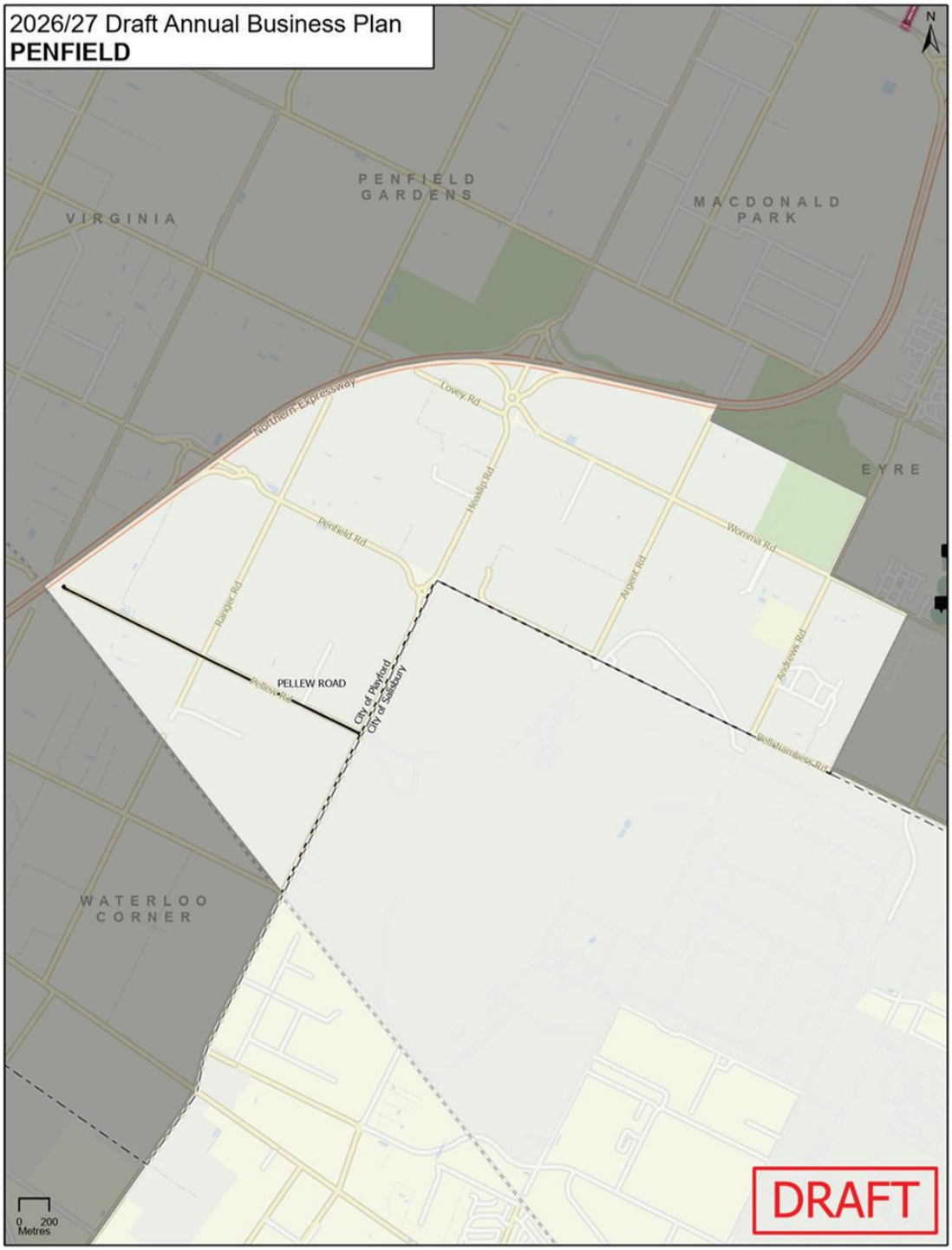

2026/27 Draft Annual Business Plan
ONE TREE HILL
N
BLAKEVIEW
ULEYBURY
YATTALUNGA
GRANGMORE
MCGILP RESERVE
Reserve and Tennis - Replacement MH ligthing with LED inc. bracing; design; lighting audits
Clubrooms - roofing replacement
Uley Rd
Cornishmans Hill Rd
Golden Grove Hill Rd
Yorktown Rd
Kelly Rd
Walters Rd
Tjaska Dr
Black Top Rd
Goulds Rd
Gulf View Dr
Johnson Rd
GOULD CREEK
SAMPSON FLAT
City of Playford
City of Tea Tree Gully
0 200 Metres
DRAFT
CITY OF Playford
Buildings - Renewal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PENFIELD
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PENFIELD GARDENS
VIRGINIA
MACDONALD PARK
EYRE
WATERLOO CORNER
Northern Expressway
Lovey Rd
Heaslip Rd
Penfield Rd
Womma Rd
Argent Rd
Andrews Rd
Bellchambers Rd
Raleigh Rd
Pellew Rd
PELLEW ROAD
City of Playford
City of Salisbury
0 200
Metres
DRAFT
CITY OF Playford
Road - Renewal
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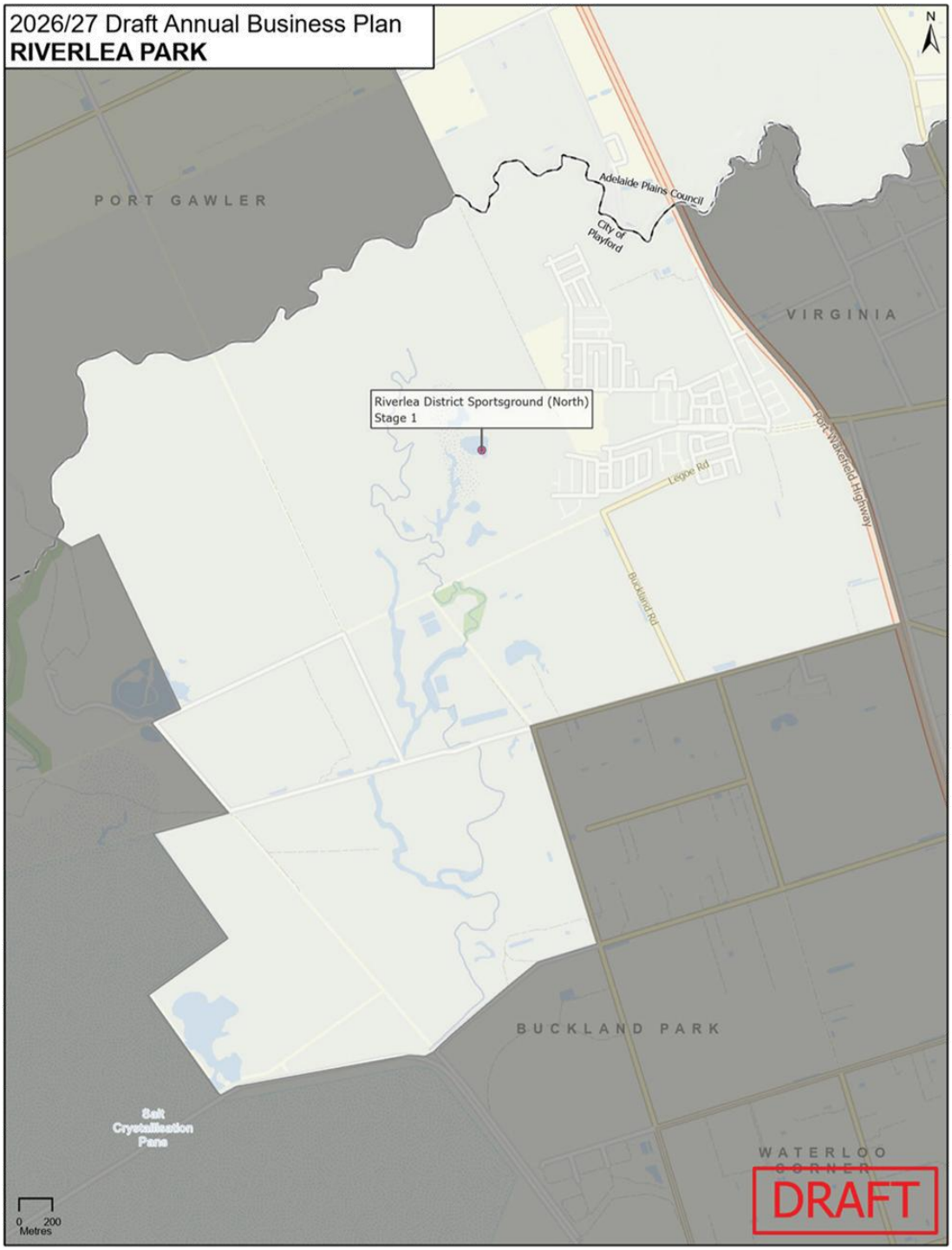

CITY OF Playford

New Assets and Upgrades

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CITY OF Playford

Parks - Renewal

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CITY OF Playford

Parks - Renewal

Road - Renewal

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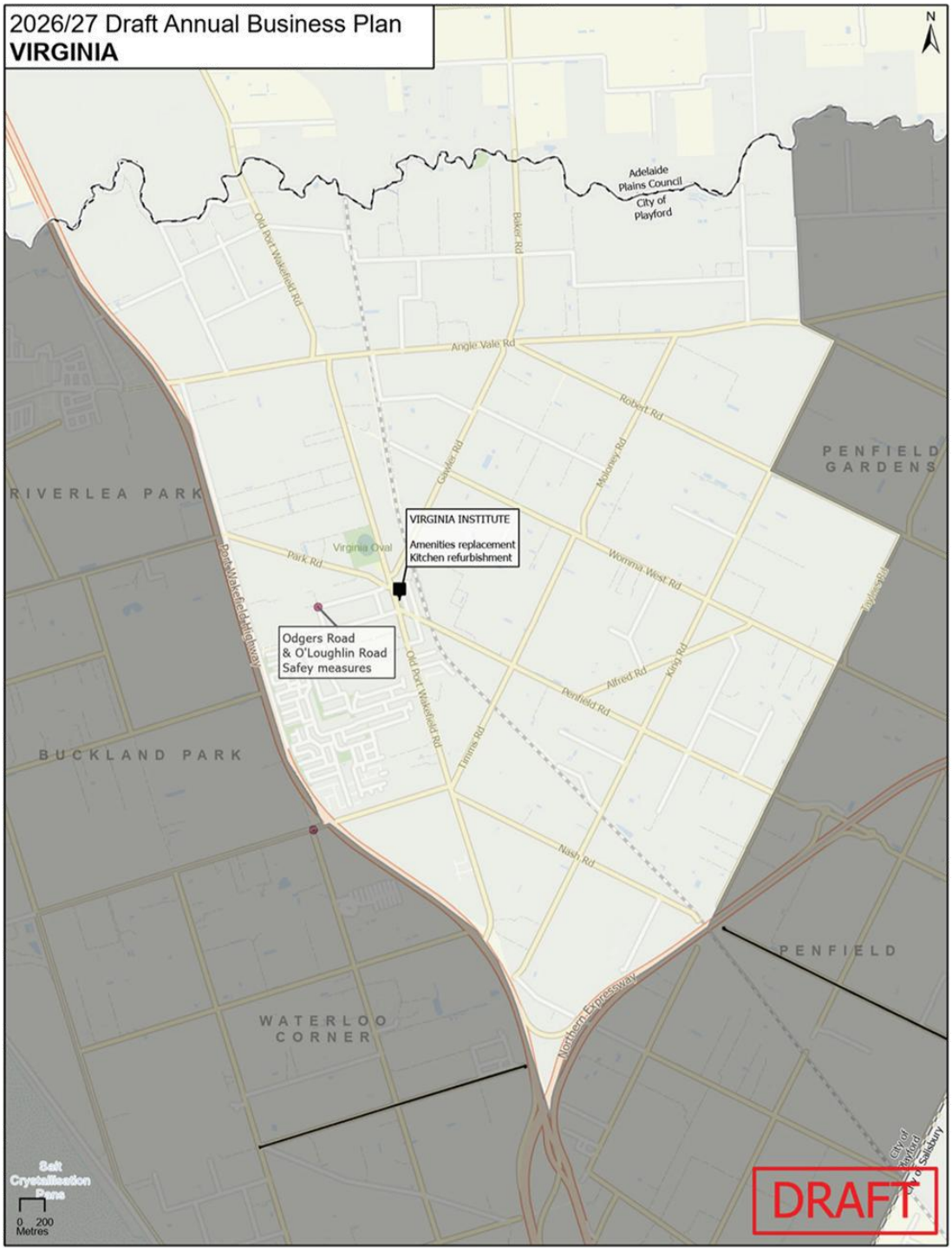
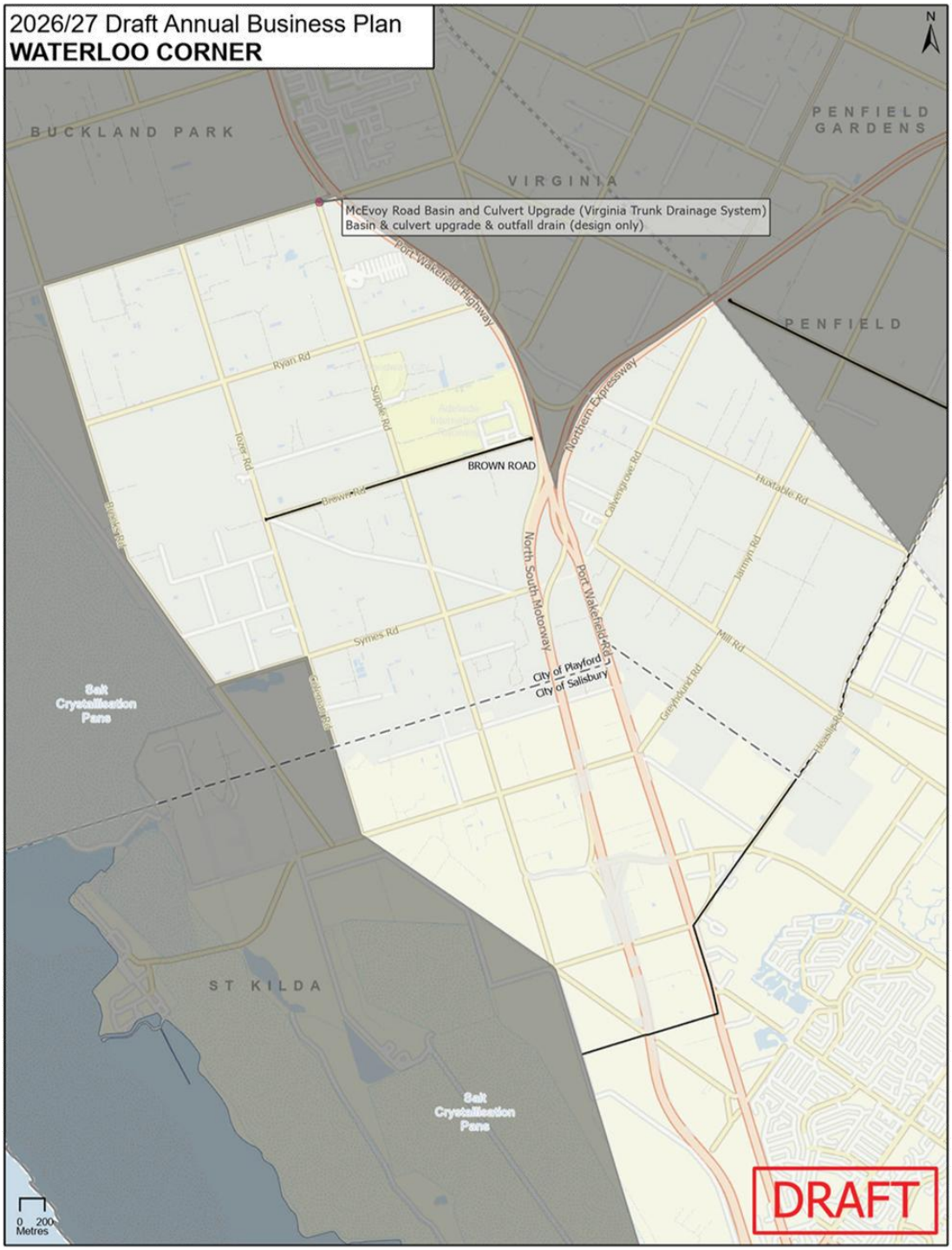

2026/27 Draft Annual Business Plan
VIRGINIA
N
Adelaide Plains Council
City of Playford
Old Port Wakefield Rd
Baker Rd
Angle Vale Rd
Robert Rd
Gawler Rd
Moloney Rd
PENFIELD GARDENS
RIVERLEA PARK
VIRGINIA INSTITUTE
Amenities replacement
Kitchen refurbishment
Virginia Oval
Park Rd
Port Wakefield Highway
Womma West Rd
Taylors Rd
Odgers Road
& O'Loughlin Road
Safey measures
Old Port Wakefield Rd
Alfred Rd
Kelly Rd
Penfield Rd
BUCKLAND PARK
Timms Rd
Nash Rd
PENFIELD
WATERLOO CORNER
Northern Expressway
City of Playford
City of Salisbury
Salt Crystallisation Pans
0 200
Metres
DRAFT
CITY OF Playford
New Assets and Upgrades
Buildings - Renewal



CITY OF Playford

New Assets and Upgrades

Road - Renewal

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Appendix III

ESCOSA Advice

OFFICIAL

Advice

Local Government Advice

City of Playford

February 2024

Enquiries concerning this advice should be addressed to:

Essential Services Commission
GPO Box 2605
Adelaide SA 5001

Telephone: (08) 8463 4444
Freecall: 1800 633 592 (SA and mobiles only)
E-mail: advice@escosa.sa.gov.au
Web: www.escosa.sa.gov.au

OFFICIAL

City of Playford

AT A GLANCE

OVERVIEW

The Essential Services Commission finds the City of Playford's current and projected financial performance **sustainable** taking into account the council's average expected growth in properties of 2.3% p.a. over the next 10 years, and the planned average rate increases of 2.2% p.a. per property over this period

RISKS IMPACTING SUSTAINABILITY

- ⚠ Forecast growth in rateable properties is lower than anticipated and not realised by council
- ⚠ Failure to reduce its exposure to debt

CONTINUE

- Monitoring average rate rises annually
- Reviewing rateable property growth forecasts annually
- Focusing on selling and disposing of assets to help reduce debt
- Reporting any actual and projected cost savings in its annual budget and long-term financial plan

COMMISSION'S RECOMMENDATIONS

- Reduce the level of net financial liabilities
- Improve transparency on borrowing assumptions
- Include efficiency goals and cost savings in the long-term financial plan

KEY FACTS

- Population in 2021 was **99,190**
- Council covers **345 square kilometres**
- **44,407** rateable properties in 2022-23
- **$91.8 million of rate income** in 2022-23
- Value of assets held in 2022-23 equals **$1.621 billion**

The Essential Services Commission is an independent statutory authority with functions in a range of essential services including water, sewerage, electricity, gas, rail and maritime services, and also has a general advisory function on economic matters. For more information, please visit www.escosa.sa.gov.au.

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Projected financial performance (future):....3
Previous financial performance (past ten years):....3
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2.1 Summary of advice....5
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Glossary of terms

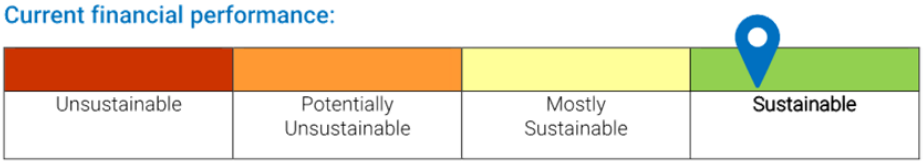
ABS	Australian Bureau of Statistics
AMP	Asset management plan (also called an IAMP)
Commission	Essential Services Commission, established under the *Essential Services Commission Act 2002*
CPI	Consumer Price Index (Adelaide, All Groups)
Council	City of Playford
CWMS	Community Wastewater Management System
ESC Act	*Essential Services Commission Act 2002*
F&A	Local Government Advice: Framework and Approach – Final Report
FTE	Full Time Equivalent
IAMP	Infrastructure and asset management plan (also called an AMP)
LG Act	*Local Government Act 1999*
LGA SA Financial Indicators Paper	Local Government Association of South Australia, Financial Sustainability Information Paper 9 - Financial Indicators Revised May 2019
LGGC	Local Government Grants Commission
LGPI	Local Government Price Index
LTFP	Long-term financial plan
Regulations	*Local Government (Financial Management) Regulations 2011*
RBA	Reserve Bank of Australia
SACES	The South Australian Centre for Economic Studies
SEIFA	Socio-Economic Indexes for Areas
SMP	Strategic management plan
SG	Superannuation Guarantee
The scheme or advice	Local Government Advice Scheme

Legend: Low-risk Moderate-risk High-risk

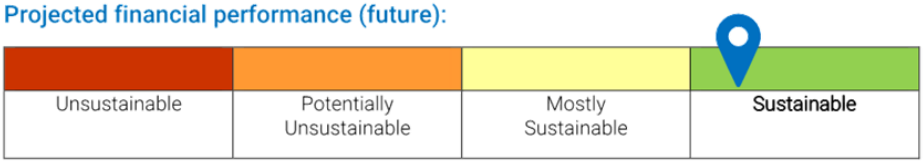
1 The Commission's key advice findings for the City of Playford

The Essential Services Commission (**Commission**) finds the City of Playford's (**Council's**) current and projected financial performance **sustainable** as it prepares for continued high levels of projected population growth. After a period of significant infrastructure and service expansion, leveraged by substantial borrowings and grant funding, the Council appears, based on historical surpluses, to demonstrate sound operating performance.

Current financial performance:



Projected financial performance (future):



Previous financial performance (past ten years):

The Commission notes the Council's strategy to reduce its borrowings via the sale of assets (repurpose of assets) and operating surplus growth. However, it is not clear what level of borrowing can be reduced via asset sales in the 10 years to 2032-33. If the Council is unable to fulfill its asset sale strategy, then it risks a greater burden of revenue shifting to its ratepayers.

In addition, the Council's ability to reduce its borrowings via operating surplus growth also highlights the importance of its forecast growth in rateable properties. If the Council overestimates the growth in rateable properties to 2032-33, the burden of debt repayment will fall on existing ratepayers.

Noting that the Council's projections are somewhat reliant on its high growth assumptions, the Commission considers it important for the Council to ensure that its costs align to actual growth achieved – including having contingency plans to defer or avoid costs and new infrastructure if forecast growth does not transpire. In addition, the Council should focus on achieving scalability so that the marginal cost of serving a new ratepayer is financially sustainable.

Budgeting considerations

1. **Continue** its good practice of reviewing inflation forecasts in its budget and forward projections from 2024-25, given the potential for higher short-term inflation outcomes, followed by a return to long-term averages.
2. **Continue** its good practice of reviewing the rateable property growth forecasts in budget projections each year, to ensure that they remain current and do not create a need for additional rate increases to generate the same level of projected revenue.

Continue to provide evidence of ongoing cost efficiencies

3. **Continue** its good practice of reporting any actual and projected cost savings in its annual budget (and long-term financial plan, as appropriate), to provide evidence of constraining cost growth and achieving efficiency across its operations and service delivery.
4. **Include** efficiency goals and projected cost savings in its long-term financial plan, to provide further evidence of projected cost growth constraint and efficiencies across its operations and service deliveries.

Continue to manage borrowing risk

5. **Reduce** its level of net financial liabilities, as forecast in its latest long-term financial plan, and continue to focus on asset sales or disposals as one of its strategies to help reduce debt.
6. **Improve** transparency on borrowing assumptions, including loan facilities and loan terms, in its long-term financial plan.

Containing rate levels

7. **Continue** to monitor average rate rises to help reduce cost of living pressure on the community.

2 About the advice

The Essential Services Commission (**Commission**), South Australia's independent economic regulator and advisory body, has been given a role by the Parliament to provide advice on material changes proposed by local Councils in relation to elements of their strategic management plans (**SMPs**) and on the proposed revenue sources, including rates, which underpin those plans.[1]

One of the main purposes of the Local Government Advice Scheme (**advice** or **the scheme**) is to support Councils to make 'financially sustainable' decisions relating to their annual business plans and budgets in the context of their long-term financial plans (**LTFP**s) and infrastructure and asset management plans (**IAMP**s)[2] – both required as part of a Council's SMP.[3] Financial sustainability is considered to encompass intergenerational equity,[4] as well as program (service level) and rates stability.[5] The other main purpose is for the Commission to consider ratepayer contributions in the context of revenue sources, as outlined in the LTFP.[6] In addition, the Commission has discretion to provide advice on any other aspect of a Council's LTFP or IAMP it considers appropriate, having regard to the circumstances of that Council.[7]

The first cycle of the scheme extends over four years from 2022-23 to 2025-26, and the Commission has selected 17 Councils for advice in the second scheme year (2023-24), including the Council.

This report provides the Local Government Advice for the Council in 2023-24.

The Council is obliged under the *Local Government Act 1999* (**LG Act**) to publish this advice and its response, if applicable, in its 2024-25 annual business plan (including any draft annual business plan) and subsequent plans until the next cycle of the scheme.[8] It does not need to publish the attachment to the advice (these will be available with the advice on the Commission's website[9]), nor is it compelled under the LG Act to follow the advice.

The Commission thanks the Council for providing relevant information and engaging with Commission staff to assist the Commission in preparing this advice.

2.1 Summary of advice

Historically, the Council's community has had strong rateable property growth, accompanied by strong infrastructure growth and increasing contributions from ratepayers and government grants. In general, the Commission finds the Council's current financial position sustainable, on balance, with small historical and projected operating surpluses. However, there are some risks to the income and expense forecasts and the Council's strategy to reduce its borrowings.

The Council is one of South Australia's fastest growing areas. In 2022-23, the Council had 44,407 rateable properties. The Council expects this to increase to 46,306 in 2023-24, a 4.3 percent growth in rateable properties.[10]

The Council's cost base is expected to rise in the short-term, driven by further growth projections, with the Council forecasting an average of 1,075 new properties each year from 2023-24 to 2032-33. This growth will become embedded into the underlying cost base of the Council. In addition, the Council has

1 Amendments to the LG Act (s122(1c) to (1k) and (9)) specify the responsibilities for the Commission and local Councils for the Local Government Scheme Advice. The Commission must provide advice to each Council in accordance with the matters outlined in s122(1e), (1f) and (1g).
2 Commonly referred to as asset management plans.
3 The objectives of the advice with reference to a Council's LTFP and IAMPs are presented under LG Act, s122(1g). LG Act s122(1) specifies the requirements of a Council's SMP, including the LTFP and IAMPs.
4 'Intergenerational equity' relates to fairly sharing services and the revenue generated to fund the services between current and future ratepayers.
5 Commission, *Framework and Approach – Final Report*, August 2022, pp. 2-3, available at www.escosa.sa.gov.au/advice/advice-to-local-government.
6 LG Act s122(1f)(a) and (1g)(a)(ii).
7 LG Act s122(1f)(b) and (1g)(b).
8 LG Act s122(1h).
9 The Commission must publish its advice under LG Act s122(1i)(a).
10 City of Playford, *2023-24 annual business plan*, June 2023, p. 60.

factored this growth into its additional rate revenue estimates. Therefore, the future sustainability of the Council is strongly linked to its expectations regarding the further development of the community.

The Council has predominantly used borrowings from the Local Government Finance Authority of South Australia (**LGFA**) to fund its renewal of existing assets and acquisition of new and upgraded assets. In doing so, the Council's net financial liabilities ratio[11] has been outside (or above) the suggested target range (the 10-year average to 2021-22 was 121.3 percent). The Council has forecast a reduction in its net financial liabilities ratio from a peak of 88.4 percent in 2023-24 to an average of 49.9 percent in the five years to 2032-33. The reduction in the ratio from 2022-23 to 2031-32 is proposed to come from the progressive repayment of total borrowings ($33.1 million over the next ten years to 2032-33), via the sale of assets and from operating surplus growth.

The Council's forward projections from 2023-24 (in its LTFP) forecast a slightly improved financial sustainability outlook as a result of the forecast rate of operating revenue growth set to slightly outpace the forecast rate of expense growth with:

- average growth in rates and expenses per property below the Reserve Bank of Australia (**RBA**)-based forecast inflation rate (and generally aligned with the Council's forecast inflation), and
- a reduction in its net financial liabilities ratio from a progressive repayment of total borrowings (of $33.1 million over the next ten years to 2032-33), via the sale of assets[12] and forecast available net annual cashflow.

The Commission notes the Council's current good practice of reporting cost savings (the Council has identified $0.6 million of savings during the 2023-24 budget process). However, these savings equate to only 0.4 percent of the Council's total forecast expenses in 2023-24.[13]

The Commission encourages the Council to include efficiency goals and challenging projected cost savings in its long-term financial plan that could provide some mitigation if the forecast increase in rateable properties does not arise. There are also other opportunities for the Council to be more transparent about its price, service level and efficiency-related assumptions in its forward cost projections. In general, a transparent focus on cost constraint should help the Council to identify opportunities to reduce any affordability risk emerging for residential ratepayers, who account for the major share of the rates revenue.

2.2 Detailed advice findings

The next sections summarise the Commission's more detailed observations and advice findings regarding the Council's material changes to its 2023-24 plans (compared with the previous year's plans), its financial sustainability (in the context of its long-term operating performance, net financial liabilities, and asset renewals expenditure) and its current and projected rate levels.

In providing this advice, the Commission has followed the approach explained in the Framework and Approach – Final Report (**F&A**). The attachment explores these matters further.[14]

2.2.1 Advice on material plan amendments in 2023-24

Key Point:

Projected improvement in operating performance driven by higher rates and grant revenue and reduced level of net financial liabilities.

[11] The net financial liabilities ratio is defined as: Net financial liabilities ÷ Total operating income. This ratio measures the extent to which a Council's total operating income covers, or otherwise, its net financial liabilities. The suggested LGA target range is between zero and 100 percent of total operating income, but possibly higher in some circumstances (LGA SA Financial Indicators Paper, pp. 7-8).

[12] City of Playford, *2023-24 2032 long-term financial plan*, June 2023, pp. 18.

[13] City of Playford's total expenses for 2023-24 are forecast to be $131,187,342 City of Playford Council, *2024 – 2033 long-term financial plan*, June 2023, p. 35

[14] The attachment will be available on the Commission's website with the Advice.

The Council's 2023-24 LTFP includes an improvement in projected operating performance and increases in projected capital expenditure estimates, compared with the 2022-23 forecasts (for the nine-year overlapping period in both LTFPs: 2023-24 to 2031-32), as follows:

- An additional improvement of $145.5 million (11 percent) in total operating income. Most of this increase is due to higher rates revenue, which increased by $104.5 million (10.3 percent) on the 2022-23 estimates (for the period 2023-24 to 2031-32). Grants, subsidies and contributions have also increased by $40.6 million (21 percent).
- An additional $137.2 million or 11.2 percent in total operating expenses. This includes an additional $57 million (12.7 percent) for 'materials, contracts and other' expenses, and an additional $34.1 million (7 percent) in 'employee costs'. Depreciation also increased by $39.9 million (14 percent).

The table below highlights the Council's 10-year CPI assumptions between the 2022-23 and 2023-24 LTFPs, the Commission has reviewed the nine overlapping years' CPI statistics: 2023-24 to 2031-32.

Consumer Price Index	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32
Deloitte Forecast Economics 2022-23 LTFP	2.30%	2.30%	2.40%	2.30%	2.40%	2.50%	2.30%	2.40%	2.30%
Deloitte Forecast Economics 2023 -24 LTFP	7.90%	2.58%	2.47%	2.51%	2.52%	2.43%	2.29%	2.29%	2.38%

The Council's current inflation forecasts present a risk to its cost and income projections in the current inflationary environment. The RBA currently forecasts the CPI (Australia-wide) to increase by 3.6 percent in the year to the June 2024 quarter and by 3.1 percent in the year to June 2025. Thereafter, it is reasonable to anticipate a return to long-run averages (and growth of 2.5 percent per annum from 2025-26, based on the midpoint of the RBA's 2 to 3 percent target range).[15]

The Commission notes that the Council's stated assumptions for indexation in its 2023-24 LTFP are based on its annual review of these forecasts. The Commission considers that annual reviews of assumptions to reflect best practice and supports the Council in continuing to do so through its annual process. For this reason, it would be appropriate for the Council to:

1. **Continue** its good practice of reviewing its inflation forecasts in its budget and forward projections from 2024-25, given the potential for higher short-term inflation outcomes, followed by a return to long-term averages.

2.2.2 Advice on financial sustainability

Operating performance

Key Points:

- ✓ Operating surpluses have been consistently achieved between 2016-17 to 2022-23.
- ✓ The operating surplus ratio is forecast to meet the suggested LGA target range in each year to 2032-33, averaging 3.3 percent.
- ⚠ Operating expenses from 2012-13 to 2022-23 have experienced moderate growth above CPI.

[15] RBA, Forecast Table - August 2023, available at https://www.rba.gov.au/publications/smp/2023/aug/forecasts.html

- Average operating expenses per rateable property are projected to increase by 1.7 percent each year to 2032-33.
- Continuous improvements have resulted in cost savings of $16.9 million since 2011.

The Council has consistently recorded operating surpluses[16] since 2016-17 and the operating surplus ratio[17] is forecast to meet the suggested LGA target range in each year to 2032-33. In the 10 years to 2021-22, the average operating surplus ratio performance was 3.5 percent. That is within the lower portion of the suggested LGA target range for the ratio. In the same period, the Council's operating income growth averaged 5.3 percent per annum, higher than the rate of operating expense growth (averaging 3.3 percent per annum).[18]

The Council received a combination of additional rates, statutory charges, user charges and 'grants, subsidies and contributions' income over this period to generate its relatively strong operating income growth.

On the cost side, its 'materials, contracts and other' expense increased at a conservative level (averaging 2.6 percent per annum) from 2012-13 to 2021-22, given the average annual CPI growth of 2.0 percent.[19] On the other hand, its 'employee' and depreciation expenses both increased by an average of 3.3 and 5.2 percent per annum.

The estimated increase in the rate of growth in operating expenses (to an average of 4.0 percent per annum to 2032-33, which is above the RBA-based forecast inflation[20]), combined with operating income growth of 3.7 percent per annum (also above the RBA-based forecast inflation), is expected to slightly reduce the Council's operating performance. The Council has projected smaller operating surpluses to 2032-33, averaging 3.3 percent.

Average operating expenses per rateable property are projected to increase at 1.7 percent (nominally) in the 10 years to 2031-32 (the increase in the 10 years to 2021-22 was also 1.7 percent). At the same time, average operating income per property is forecast to increase by 1.3 percent (nominally), below forecast inflation. These projections highlight the importance of the forecast growth in rateable properties in minimising the impact of rising costs on households. The Council's assumed average growth is 2.3 percent per annum (to 2031-32) in rateable properties, which is higher than historical growth of 1.7 percent per annum (10 years to 2021-22).

If the forecast growth in rateable properties does not occur, and the Council cannot reverse the increases in costs, this could place pressure on rate levels., while simultaneously reducing the speed at which borrowings are drawn down. This could result in the need for further asset sales. Notwithstanding this, the Commission notes the Council's good practice of reviewing its rateable property forecast annually and encourages the Council to:

2. **Continue** its good practice of reviewing the rateable property growth forecasts in its budget projections each year to ensure that they remain current and do not create a need for additional rate increases to generate the same level of projected revenue.

16 This means the Council's operating income (including rates and other revenue sources but excluding capital grants, subsidies, and contributions) have exceeded operating expenses (including depreciation).

17 The operating surplus ratio is defined as: Operating Surplus (Deficit) ÷ Total Operating Income. The general target is to achieve, on average over time, an operating surplus ratio of between zero and 10 percent (Local Government Association of South Australia, *Financial Sustainability Information Paper 9 - Financial Indicators Revised*, May 2019 (**LGA SA Financial Indicators Paper**), p. 6).

18 Based on the compound average annual growth rate formula (which is the adopted approach to calculating average annual growth rates throughout the Commission's advice).

19 CPI (All groups). Average annual growth in the LGPI published by the South Australian Centre for Economic Studies was similar (at 2.0 percent), available at https://www.adelaide.edu.au/saces/economic-and-social-indicators/local-government-price-index.

20 The forecast average annual growth in the CPI from 2022-23 to 2031-32 is estimated to be 2.6 percent based on the RBA forecasts for the CPI (Australia-wide) to June 2025 (and the Commission's calculations of average annual percentage growth) and the midpoint of the RBA's target range (2.5 percent) from 2025-26.

The Commission has observed the current good practice of the Council to focus on continuous improvement resulting in savings: over $16.9 million since 2011.[21] As an example, it has factored in savings of approximately $0.6 million to its expense estimates in 2023-24, compared to these items in 2022-23.[22] However, the Commission notes that the Council has not set any subsequent year efficiency goals in its LTFP.

To ensure that the Council is positioned to achieve the forecast real term reduction in its cost base and improve its operating performance (without the need for further rate increases above inflation), the Commission encourages it to:

3. **Continue** its good practice of reporting any actual and projected cost savings in its annual budget (and long-term financial plan, as appropriate), to provide evidence of constraining cost growth and achieving efficiency across its operations and service delivery.

4. **Include** efficiency goals and projected cost savings in its long-term financial plan, to provide further evidence of projected cost growth constraint and efficiencies across its operations and service deliveries.

Net financial liabilities

Key Points:

- The net financial liabilities ratio has been above the LGA target range between 2012-13 to 2021-22.
- The net financial liabilities ratio in the ten years to 2032-33 is forecast to be an average of 49.9 percent as a result of progressive repayment of debt, asset sales and growth of operating income.
- Current high level of debt of $101 million with an average debt of $105.8 million dollars between 2012-13 to 2021-22.

Over the past 10 years, the Council's net financial liabilities ratio has been above the suggested LGA target range (averaging 121.3 percent from 2012-13 to 2021-22).[23] The Council has consistently used a high level of borrowings to finance (in part) its capital expenditure (the average level of borrowings from 2012-13 to 2021-22 was $105.8 million).

While the Council's performance is above the LGA target range, the Commission notes the significant outlays on new infrastructure required for a high growth Council. The Commission also notes that, in the 2023-24 budget process, the Council's public consultation report received only two mentions (out of a total of 48) that expressed concerns about how it is planning to reduce debt.[24] The Commission also notes that the Council has achieved consistent operating surpluses (seven operating surpluses in the 10 years to 2021-22).

The Council has forecast a reduction in its net financial liabilities ratio from a peak of 88.4 percent in 2023-24 to an average of 49.9 percent in the five years to 2032-33. The reduction in the ratio from 2023-24 to 2032-33 comes from the progressive repayment of total borrowings (of $33.1 million over the next

[21] City of Playford, *2024 – 2033 long-term financial plan*, June 2023, pp. 17, available at City-of-Playford-LTFP-23-24_2023-07-05-033606_mqwd.pdf

[22] City of Playford Council, *2024 – 2033 long-term financial plan*, June 2023, p. 17.

[23] The net financial liabilities ratio is defined as: Net financial liabilities ÷ Total operating income. This ratio measures the extent to which a Council's total operating income covers, or otherwise, its net financial liabilities. The suggested LGA target range is between zero and 100 percent of total operating income, but possibly higher in some circumstances (LGA SA Financial Indicators Paper, pp. 7-8).

[24] City of Playford, *Ordinary Council Meeting Agenda -27 June 2023, Item 14.5 Draft 2023/2024 annual business plan, What We Heard Report – Public Consultation,* available at https://cdn.playford.sa.gov.au/agendas-minutes/attachments/06-27-June-2023-Attachments-for-Items-14.5-14.7.pdf

ten years to 2032-33), via the sale of assets and operating income growth. In doing so, the Commission supports the Council's strategy to:

5. **Reduce** its level of net financial liabilities as forecast in its latest long-term financial plan and continue to focus on asset sales or disposals as one of its strategies to help reduce debt.

The Council only includes proposed asset sales when there is a high level of certainty associated with the disposal.[25] As a result, it is not clear what level of borrowing can be reduced via asset sales in the 10 years to 2032-33 relative to using operating surpluses to repay borrowings. If the Council is unable to fulfill its asset sale strategy, then it risks a greater burden of revenue shifting to its ratepayers in order to achieve operating surpluses that can be used to repay borrowings.

As previously mentioned, these projections (the progressive repayment of borrowings of $33.1 million to 2032-33) also indicate the importance of the forecast growth in rateable properties and ensuring that the Council undertakes a robust process when forecasting rateable property growth. If the Council overestimates the growth in rateable properties to 2032-33, it also risks a greater burden of revenue shifting to existing ratepayers in order to achieve operating surpluses that can be used to repay borrowings.

In addition, the Council has not fully disclosed the assumptions underpinning its borrowing forecasts in its LTFP (such as loan facilities and/or terms, if applicable). However, the Council has disclosed its interest rate assumptions for its borrowing facilities, along with sensitivity analysis. According to its 2023-24 LTFP, the Council has a $3.7 million impact to its operating expenditure over 10 years based on a 1 percent interest rate increase each year over its 10-year LTFP. The Commission considers that it would be appropriate for it to:

6. **Improve** transparency on borrowing assumptions, including loan facilities and loan terms, in the Council's long-term financial plan.

Asset renewals expenditure

Key Points:

- ⚠ The asset renewal funding ratio averaged 86 percent from 2012-13 to 2021-22 and averaged $16.3 million per annum.
- ✓ The forecast asset renewal funding ratio until 2032-33 is 100 percent with an average of $25 million spend per annum.
- ✓ The forecast capital expenditure on new and upgraded assets will average $19.8 million to 2032-33.
- ⚠ Depreciation expenses are growing higher than forecast renewal expenditure, causing the Council to not meet the average rate of asset consumption based on current projected depreciation expenses.

The Council's asset renewal funding ratio[26] averaged 86 percent for the 10 years to 2022-23, which is close to but below the lower end of the suggested LGA target range of 90 to 110 percent. The Council is forecast to consistently meet the suggested target for the ratio in the 9 years to 2032-33 (averaging 100 percent).

The Council's spending on the renewal of assets averaged $16.3 million per annum between 2012-13 to 2021-22. From 2023-24, the Council is adjusting its asset renewals spending profile, with higher

[25] City of Playford, *2023-24 2032 long-term financial plan*, June 2023, pp. 18.

[26] The IAMP-based method is the current industry standard whereby asset renewal/replacement expenditure is divided by the recommended expenditure in the IAMP (or AMP). Ideally, this will show the extent to which a Council's renewal or replacement expenditure matches the need for this expenditure, as recommended by the plan. The suggested LGA target range for the ratio is 90 to 110 percent (LGA SA Financial Indicators Paper, p.9).

projected annual renewal expenditure averaging $25 million to 2032-33, in nominal terms. This compares to a projected capital spending on new and upgraded assets averaging $19.8 million to 2032-33, and a projected slight increase in the value of assets per property over this period.

When the asset renewal funding ratio is calculated by the depreciation-based method,[27] it is forecast to average 68 percent over the period 2023-24 to 2032-33. The ratio is impacted by the Council's renewal expenditure which is quite low due to its relatively new asset base (average asset age is 21 years).[28] Renewal expenditure is expected to increase as the council's average asset age increases. The Commission notes that the Council is of a young age (the council was formed in 1997 through the merger of the City of Elizabeth and City of Munno Parra), in a high growth area with a high number of new assets recently acquired or gifted.[29]

2.2.3 Advice on current and projected rate levels

Key Points:

- ⚠ Rate revenue per property growth has averaged 3.4 percent or $52 per annum for each property in the period between 2012-13 and 2021-22, which is 1.4 percent above CPI for the same period.
- ⚠ The forecast rate increase for 2023-24 is 10.7 percent or $225 per property.
- ⚠ The Council is one of South Australia's fastest growing council areas, with rateable properties forecast to increase by 4.3 percent in 2023-24 and averaging 3 percent until 2032-33.
- ✓ Based on current projected increases in rateable properties of 4.3 percent, between 2023-24 to 2032-33 the average rate across all categories is forecast to increase by 2.2 percent which is below the RBA-based forecast average of inflation of 2.6 percent per annum.

The Council's rate revenue per property growth has averaged 3.4 percent or $52 per annum for each property in the period between 2012-13 and 2021-22. This has exceeded CPI growth of an average of 2.0 percent per annum over this period, resulting in rates increasing in real terms (but also encompassing 1.5 percent average annual growth in rateable property numbers).[30] Current rate levels partially reflect the Council's recent history of spending growth, predominantly on capital expenditure (on renewals, and new and upgraded assets), higher employee-related costs, and its focus to improve its operating performance.

The Council has budgeted for an average rate increase (for general and commercial ratepayers) of 10.7 percent, or $225, per property for its existing ratepayers in 2023-24.[31] This was higher than anticipated in its 2022-23 LTFP projections (2.78 percent for existing rateable properties). The rates increase reflects higher short-term inflation (estimated by the Council to be 7.9 percent) along with the Council's target to meet a 1 percent structural surplus.[32] As noted earlier, the Council is one of South Australia's fastest growing council areas: in 2022-23, it had 44,407 rateable properties, and it expects this to increase to 46,306 in 2023-24 - a 4.3 percent growth in rateable properties.[33]

The Council's general rate revenue, consists of two components: one based on a fixed charge and the other on the value of the land (differential charge).

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27 Where asset renewal/replacement expenditure is divided by depreciation expenses as was known as the asset sustainability ratio until 2018.
28 City of Playford, *2023-24 strategic asset management Plan*, June 2023, pp. 19
29 City of Playford, Error of fact check letter, January 2024, pp1.
30 CPI Adelaide (All groups). Average annual growth in the LGPI published by the South Australian Centre for Economic Studies was similar (at 2.0 percent). Available at https://www.adelaide.edu.au/saces/economic-and-social-indicators/local-government-price-index.
31 Based on the Council's 2023-24 annual business plan and its Excel template (with the 2023-24 forecasts) provided to the Commission. The Commission has used $105.615 million (in 2023 24 budgeted rates revenue) compared to unaudited 2022-23 estimates. Individual rate level changes may be higher or lower depending on the rates category and property value.
32 City of Playford, *2023-24 long-term financial plan*, June 2023, p. 16.
33 City of Playford, *2023-24 annual business plan*, June 2023, p. 60

After applying rebates, the Council will collect general fixed rate revenue equal to 50 percent of its general rates revenue. This is the maximum amount that it can collect from the fixed charge under the Council's rating structure and LG Act.[34] [35] In 2023-24, the Council's fixed charge will be $1,111.90 per rateable property, with the remaining 50 percent of general rates (after rebates) to be collected from a differential charge.[36]

The differential charge payable per property is based on a rate in the dollar that is applied to the capital value of property. The rate in the dollar may vary based on land use and the Council currently has two rate types declared, commercial and general.

The Commission notes that the average differential charge per rateable property for the general type will increase to $707 in 2023-24 (from $664 in 2022-23). As such, the average rate per rateable property for the general type will be $1,818.90, of which $1,111.90 is the fixed charge applicable to all rateable properties.

The Commission also notes that there is no differentiation in the commercial rate to reflect the type of industry (for example light versus heavy) or type of commercial property (for example office versus retail

On balance, affordability risk within the community for these further rate increases appears to be high. The current economic environment is likely to be putting more pressure on the communities' capacity to pay for further rate increases. The Council has a relatively low socio-economic index (SEIFA) economic resources ranking[37] and already has relatively high average rates (across most ratepayers). In the 2023-24 budget process, the Council's public consultation report received 23 submissions (out of a total of 48) that expressed concerns about further rate increases.[38] For these reasons, the Commission suggests that the Council:

7. **Continue** to monitor average rate rises to help reduce cost of living pressure on the community.

2.3 The Commission's next advice and focus areas

In the next cycle of the scheme, the Commission will review and report upon the Council's:

- progress in reducing its net financial liabilities,
- ongoing performance against its LTFP estimates (including review of growth assumptions),
- achievement of cost savings and efficiencies and its continued reporting of these in its plans, and
- actions to address any misalignment between the capital expenditure and depreciation estimates in its LTFP and various AMPs.

34 City of Playford, *2023-24 annual business plan*, June 2023, p. 59.
35 *Local Government Act 1999* (**LG Act**) s151(10).
36 City of Playford, Rating Policy, June 2023, p. 1 available at https://cdn.playford.sa.gov.au/general-downloads/Rating-Policy-23-24.pdf
37 The City of Playford area is ranked 10 among 71 South Australian '*local government areas*' (including Anangu Pitjantjatjara and Maralinga Tjarutja Aboriginal community areas and 'unincorporated SA') on the Australian Bureau of Statistics SEIFA Index of Economic Resources (2016), where a lower score (eg, 1) denotes relatively lower access to economic resources in general, compared with other areas, available at https://www.abs.gov.au/statistics/people/people-and-communities/socio-economic-indexes-areas-seifa-australia/2021.
38 City of Playford, *Ordinary Council Meeting Agenda -27 June 2023, Item 14.5 Draft 2023/2024 annual business plan, What We Heard Report – Public Consultation,* available at https://cdn.playford.sa.gov.au/agendas-minutes/attachments/06-27-June-2023-Attachments-for-Items-14.5-14.7.pdf

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OFFICIAL

Advice

Local Government Advice - Attachment

City of Playford

February 2024

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A The Commission's approach

In providing the Advice for the City of Playford (**Council**), the Essential Services Commission (**Commission**) has followed the approach in the Framework and Approach – Final Report (**F&A**).[1]

The Commission has considered the Council's strategic management plan (**SMP**) documents (as in the box below), with a particular focus on its performance and outlook against three financial indicators: the operating surplus ratio, the net financial liabilities ratio and the asset renewal funding ratio.[2] Analysis of these three indicators captures financial and service sustainability, in addition to cost control and affordability risk.[3]

- 2023-24 Annual Business Plan (adopted June 2023)
- 2022-23 Annual Business Plan (adopted June 2022)
- 2023-2032 Long Term Financial Plan (adopted June 2022)
- 2024-2033 Long Term Financial Plan (adopted June 2023)
- 2023-2024 Strategic Asset Management Plan (adopted June 2023)
- 2021-22 Annual Report (adopted October 2022)

The Commission notes that most of the Council's asset base is covered by its existing strategic asset management plan, and asset valuations for those assets are carried out internally on an annual basis with an external independent review carried out every 5 years.

Given that the Commission must, in providing advice, have regard to the objective of Councils maintaining and implementing their infrastructure and asset management plans (**IAMPs**) (usually termed AMPs) and long-term financial plans (**LTFPs**),[4] it has also considered the Council's performance in that context. Findings regarding the content of the Council's AMPs, and the alignment between its LTFP and AMPs,[5] are discussed in section C.3.

The Commission has also reviewed the Council's template data, which contains its 2023-24 LTFP forecasts for 2023-24 to 2032-33, 2022-23 LTFP forecasts, historical financial data, the number of rateable properties and staff (Full Time Equivalent (**FTE**)) numbers from 2012-13 onwards.[6] [7] All charts and tables in the Advice are primarily sourced from these datasets. In addition, the Commission has reviewed the Council's audit committee reports and other public information.

The Commission has reported estimates in nominal terms, for consistency with the Council's plans and actual rate levels, but it has compared estimated inflation impacts to these trends as a guide to identify 'real' rather than 'inflationary' effects. In the charts, the Consumer Price Index (**CPI**) line shows the cumulative growth in the CPI (Adelaide) series from 2012-13, and then projections of this series from

1 Commission, *Framework and Approach – Final Report*, August 2022, available at www.escosa.sa.gov.au/advice/advice-to-local-government.

2 The indicators are specified in the *Local Government (Financial Management) Regulations 2011*. Since 2011, each Council has been required to refer to these three indicators in its plans, annual budget, mid-year budget review and annual financial statements. The Councils can adopt their own target range for each ratio, but the Commission has adopted the previously suggested Local Government Association (**LGA**) target ranges as a basis for its analysis, which were established and agreed during the development of the LGA Financial Sustainability Papers (2006-2011).

3 The F&A listed 29 analytical questions that the Commission has answered in assessing the Council's performance against these indicators to determine affordability, cost control and other sustainability risks.

4 *Local Government Act 1999* (**LG Act**) s122(1g)(a)(i).

5 As required under s122(1b) of the LG Act.

6 Sourced from the Local Government Grants Commission (including data reported by the Office of the Valuer-General) and the Council's data.

7 The Council's estimates for the 2022-23 financial year, relied on at the time of preparing this advice, were unaudited.

2023-24 based on the Reserve Bank of Australia (**RBA**) (Australia-wide) inflation forecasts (to the December quarter 2025), and the midpoint of the RBA target range (2.5 percent) thereafter.

Finally, in formulating this Advice, the Commission has had regard to all discussions and engagement with the Council, including the face-to-face onsite meeting at the Council chambers and the individual circumstances of the Council, consisting of:

- its location as a metropolitan fringe Council,
- its income level ($124.2 million), and
- the size of its rates base (more than 43,000 ratepayers[8]).

Summary of the City of Playford's financial sustainability performance and the Commission's risk assessment

Financial sustainability indicators:	Last 10 years from 2012-13 (Actual performance)		2022-23 estimate	Next 10 years from 2023-24 (Council forecasts)
Operating surplus ratio (target 0-10%)	Operating Deficits	Ratio within target range --------->		Surpluses projected to 2032-33 ------->
Net financial liabilities ratio (target 0-100%)	Ratio not met historically ---------->		Ratio projected within target from 2022-23 ------->	
Asset renewal funding ratio (target 90-110%)	Spending on renewal works below target range ---------->	Volatility in renewal works spending & some years below target range		Projected asset renewal in LTFP to align with AMP - required spending (ratio 100%)
Identified Risks:				
Cost control risk	Operating expenses per property average growth 1.9% pa to 2022-23 (CPI 2.6%) ---------->			Projected operating expense per property average growth 1.7% to 2032-33 (CPI 2.6%)
Affordability risk	High rates revenue per property average growth of 3.3% pa to 2022-23 (CPI 2.6%)			Projected rate revenue per property average growth below forecast CPI (CPI 2.6%) ---------->

Ratio outside suggested LGA target range or higher risk

Ratio close to suggested LGA target range or medium risk

Ratio within suggested LGA target range or lower risk

[8] Based on the estimated number of property assessments in 2021-22.

B Material plan amendments in 2023-24

The Council has made various amendments to its 2023-24 budget and forward projections, partly for inflation and partly for other revenue and spending initiatives. The material amendments to some of its main financial forecasts are listed in the table below (in nominal terms).[9] To ensure a comparable analysis of estimates between the 2022-23 and 2023-24 LTFPs, the Commission has reviewed nine overlapping years' statistics, 2023-24 to 2031-32, and identified material amendments accordingly.

Selected Financial Item	Sum of 2023-24 to 2031-32 estimates in 2022-23 LTFP ($ million)	Sum of 2023-24 to 2031-32 estimates in 2023-24 LTFP ($ million)	Change in 2023-24 estimates ($ million)	Change in 2023-24 estimates (percent)
Grants, subsidies and contributions operating income	188.7	229.4	40.7	21.6
Rates	1,011.0	1,115.5	104.5	10.3
Employee Expenses	490.6	524.7	34.1	7.0
Materials, contracts and other expenses	448.3	505.4	57.0	12.7
Depreciation, amortisation and impairment expenses	286.1	326.1	39.9	14.0
Total Expenses	1,256.9	1,394.1	137.2	10.9
Capital expenditure on renewal of assets[10]	152.9	218.4	65.5	42.9
Total Liabilities	1,001.4	1,053.3	51.8	5.2

B.1 Changes to operating performance

In its 2023-24 LTFP, the Council increased its operating income projections to 2031-32 by 11.2 percent in total compared with its 2022-23 LTFP estimates (from 2023-24). Rates income projections increased by $104.5 million (or 10.3 percent). Most of that increase is attributable to rate increases of $63.9 million and a further $8.8 million, due to growth in the number of rateable properties.[11] Grant income increased by 21.5 percent, or $40.6 million ,due to the Council receiving $12.1 million in Federal assistance grants and $10.6 million from the Roads to Recovery Program.[12]

The Council's operating expense estimates increased by $137.2 million, or 10.9 percent, in its 2023-24 LTFP estimates (compared with its 2022-23 LTFP estimates), which exceeds the impact of revised inflation forecasts but incorporates continuous improvement savings of $559,000 in 2023-24.[13] Those

9 This table shows only selected financial items to demonstrate the material amendments made by the Council in its 2023-24 estimates. It excludes various financial items and individual items do not sum to totals.

10 The capital expenditure estimates are based on the 2023-24 LTFP estimates provided by the Council to the Commission (in an Excel template).

11 The rates income estimates are based on the material amendments reasons estimates for the set of nine years forecast in both the 2022-23 and 2023-24 LTFP projections provided by the Council to the Commission (in an Excel template).

12 See footnote 11.

13 City of Playford, *2024 – 2033 annual business plan*, June 2023, pp. 7, available at https://cdn.playford.sa.gov.au/general-downloads/City-of-Playford-ABP-23-24_2023-07-05-033559_uyyu.pdf

savings equate to 0.4 percent of the Council's total forecast expenses in 2023-24.[14] Employee costs increased by $34.1 million or 7 percent, partly due to new budgeted roles to maintain services and infrastructure standards for the forecast growing number of residents and also due to higher superannuation charges to 2025[15] and higher inflation. Materials, contracts and other expenses increased by $57 million, or 12.7 percent, due to increases in capital works of $25.9 million, electricity of $5.9 million and $21.8 million to account for higher inflation.

The Council's historical and projected operating performance is discussed further in section C.1.

B.2 Indexation adjustments

The table below highlights the Council's 10 year CPI assumptions between the 2022-23 and 2023-24 LTFPs.

Consumer Price Index	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32
Deloitte Forecast Economics 2022-23 LTFP	2.30%	2.30%	2.40%	2.30%	2.40%	2.50%	2.30%	2.40%	2.30%
Deloitte Forecast Economics 2023 -24 LTFP	7.90%	2.58%	2.47%	2.51%	2.52%	2.43%	2.29%	2.29%	2.38%

Based on updated inflation assumptions in the Council's 2023-24 LTFP, an increase in cost and revenue estimates (excluding employee costs), by up to 6 percent over the 2023-24 to 2031-32 forecast period,[16] compared with the same estimates in its 2022-23 LTFP, could reflect higher inflation forecasts. The Council has adjusted its operating income and expense forecasts by amounts higher than its adjusted inflation forecasts (increases of 11.2 percent and 10.9 percent on 2022-23 estimates[17]). This suggests higher forecasts in real terms.

The Council's current inflation forecasts present a risk to its cost and income projections in the current inflationary environment. The RBA currently forecasts the CPI (Australia-wide) to increase by 3.9 percent in the year to the June 2024 quarter and by 3.3 percent in the year to June 2025. Thereafter, it is reasonable to anticipate a return to long-run averages (and growth of 2.5 percent per annum from 2025-26, based on the midpoint of the RBA's 2 to 3 percent target range).[18]

The Commission notes that the Council's stated assumptions for indexation in its 2023-24 LTFP are transparent and based on its annual review of these forecasts. The Commission considers that such annual reviews of assumptions to reflect best practice and supports the Council to do so through its annual process. For this reason, it would be appropriate for the Council to:

1. **Continue** its good practice of reviewing its inflation forecasts in its budget and forward projections from 2024-25, given the potential for higher short-term inflation outcomes, followed by a return to long-term averages.

[14] City of Playford's total expenses for 2023-24 are forecast to be $131,187,342 City of Playford Council, *2024 – 2033 Long Term Financial Plan*, June 2023, p. 35

[15] The Superannuation Guarantee Levy is the amount that an employer is required to pay into a superannuation account on behalf of an employee. From 1 July 2021, the Superannuation Guarantee was legislated to rise in half per cent increments from 9.5 percent each year, until it reaches 12 percent of wages in 2025.

[16] The set of nine years forecast in both the 2022-23 and 2023-24 LTFP projections.

[17] Based on the overlapping forecast period in both LTFPs (2022-23 to 2031-32 and 2023-24 to 2032-33).

[18] RBA, Forecast Table - August 2023, available at https://www.rba.gov.au/publications/smp/2023/aug/forecasts.html

B.3 Increase to capital expenditure estimates

The Council's 2023-24 LTFP indicates an increase in capital expenditure for new and upgraded assets (by $180.2 million), compared to the previous year's LTFP (for the period from 2023-24 to 2031-32). The Council has changed its methodology and adopted the good practice of including future work for capital expenditure on new and upgraded assets (previously this was excluded from the LTFP forecast. The Commission encourages the Council to continue this practice.

B.4 Increase in total liabilities

The Council's 2023-24 LTFP indicates an increase in total liabilities of $51.8 million, or 5.2 percent, compared to the previous year's LTFP (for the period from 2023-24 to 2031-32). The Council's current liabilities decreased by $42.1 million, or 14.1 percent, mostly due to a decrease in trade and other payables and borrowings of $39.4 million and $4.9 million (for the period from 2023-24 to 2031-32).

The Council's non-current liabilities have increased by $93.9 million, or 13.4 percent, compared to the previous year's LTFP (for the period from 2023-24 to 2031-32). Long-term borrowings have increased by $163.6 million, or 26.4 percent, to fund increased capital works (for the period from 2023-24 to 2031-32). Other non-current liabilities of $70.2 million were for the Council's cash advance debenture facility, which was reduced to zero.

The Council's borrowings and net financial liabilities are forecast to be higher in the 2023-24 LTFP than the previous year's LTFP (for the period from 2023-24 to 2031-32). As a result, the Council's net financial liabilities ratio is forecast to achieve a higher average rate of 68.4 percent (for the period from 2023-24 to 2031-32). This compares to the 2022-23 LTFP which forecast the net financial liabilities ratio to achieve an average rate of 51 percent (for the period from 2023-24 to 2031-32).

The Council's net financial liabilities outlook is discussed further in section C.2.

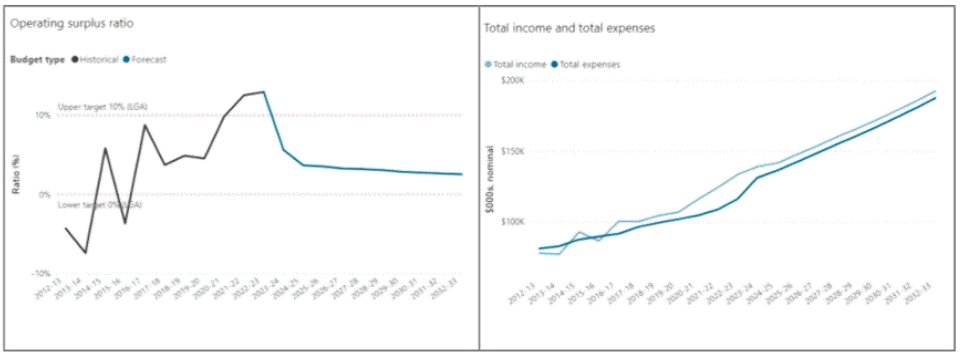
C Financial sustainability

C.1 Operating performance

The Council has consistently recorded operating surpluses[19] since 2016-17, and the operating surplus ratio[20] is forecast to meet the suggested LGA target range in each year to 2032-33 (see the left chart below).

Historically, the Council has ensured that its income growth exceeds its expense growth over time (see the right chart below), thereby providing for recurring surpluses. From 2012-13 to 2021-22, operating expenses increased by an average of 3.3 percent per annum, which compares with average operating income growth of 5.3 percent and annual inflation growth of 2.0 percent over this period.[21] Accordingly, the operating surplus ratio averaged 3.5 percent, which demonstrates prudent financial management without excessive surplus levels in the context of the growth in expenses experience.

The Council's operating expense growth (from 2012-13 to 2021-22) was primarily due to an average annual increase in 'Depreciation, amortisation and impairment' of 5.2 percent and a 3.3 percent increase in employee costs.[22] The right chart over the page shows the nominal increases by expense type in specific time periods. The estimated rate of growth in those expenses projected over the next 10 years (an average of 4 percent per annum and 4.8 percent per annum respectively), combined with higher rates increases, will help the Council's operating performance remains in surplus.



Rates revenue has increased on average by 4.9 percent per annum from 2012-13 to 2021-22 (when rateable property growth averaged 1.5 percent and CPI growth averaged 2.0 percent). Over the same period, user charges' (accounting for 3 percent of total operating income) increased by an average of 6.1 percent per annum. 'Grants, subsidies and contributions' (accounting for 23 percent of total operating income) increased by an average of 7.3 percent per annum; however, the Council is forecasting grants income to remain generally constant in the 10 years to 2032-33 (accounting for 14 percent by 2032-33).

As a result of the generally constant levels in grants income that is forecast to 2032-33, the Council is projecting total income growth of 3.7 percent to 2032-33, with average annual rates growth of 4.6

19 This means that the Council's operating income (including rates and other revenue sources but excluding capital grants, subsidies, and contributions) have exceeded operating expenses (including depreciation).

20 The operating surplus ratio is defined as: Operating Surplus (Deficit) ÷ Total Operating Income. The general target is to achieve, on average over time, an operating surplus ratio of between zero and 10 percent (Local Government Association of South Australia, *Financial Sustainability Information Paper 9 - Financial Indicators Revised,* May 2019 (**LGA SA Financial Indicators Paper**), p. 6).

21 CPI (All groups). Average annual growth in the LGPI published by the South Australian Centre for Economic Studies was similar (at 2.0 percent), available at https://www.adelaide.edu.au/saces/economic-and-social-indicators/local-government-price-index.

22 Based on the compound average annual growth rate formula (which is the adopted approach to calculating average annual growth rates throughout the Commission's advice).

percent to 2032-33. Total income growth and average annual rates growth are forecast to increase above forecast long-term inflation.[23]

Higher forecast average expense growth of 4.0 percent per annum is also above the RBA-based forecast inflation growth[24] and higher than the Council's past performance (with average annual growth of 3.3 percent in the 10 years to 2021-22).

The Council's template data shows that employee numbers are assumed constant at current levels (453 FTEs), and its employee expenses are forecast to increase by an average of 4.8 percent per annum from 2023-24 to 2032-33. In addition, 'Materials, contracts and other' expenses and costs for depreciation are forecast to increase by an average of 4.2 percent and 4.0 percent per annum respectively, from 2022-23 to 2031-32.

The estimated rate of growth in the average total operating expense (for the 10 years to 2032-33) is slightly higher than the estimated rate of growth for total income for the same period. However, the Council is still forecasting that it will remain in surplus each year to 2032-33, with an annual average operating surplus ration of 3.3 percent - slightly below the Council's past performance (with average operating surplus ratio of 3.5 percent in the 10 years to 2021-22).

Total expenses per property (a metric which accounts for growth) are expected to increase by an average of 1.7 percent per annum over this period, which would represent a significant cost reduction in real terms (based on current inflation projections) (see the right chart below). At the same time, average total income per property is forecast to increase by 1.3 percent (nominally), below the forecast inflation.

These projections highlight the importance of the forecast growth in rateable properties in minimising the impact of rising costs on households. The reduced costs and revenue per property in real terms is reliant on the Council's assumed average growth of 2.3 percent per annum (to 2031-32) in rateable properties, which is notably higher than historical growth of 1.5 percent per annum (10 years to 2021-22).

The Commission notes that, if the Council's growth in rateable properties remained at 1.5 percent instead of its forecast 2.3 percent for the 10 years to 2032-33, then there would likely be a negative impact on the Council's operating performance in those years.

If the forecast growth in rateable properties does not occur and the Council cannot reverse the increases in costs in the short-term (for example, if contracts are locked in), this could place pressure on

[23] The forecast average annual growth in the CPI from 2023-24 to 2032-33 is estimated to be 2.6 percent based on the RBA forecasts for the CPI (Australia-wide) to December 2025 (and the Commission's calculations of average annual percentage growth) and the midpoint of the RBA's target range (2.5 percent) from 2025-26.

[24] Footnote 23 applies.

rate levels. Notwithstanding this the Commission notes the Council's good practice of reviewing its rateable property forecast annually and encourages the Council to:

2. **Continue** its good practice of reviewing the rateable property growth forecasts in its budget projections each year to ensure that they remain current and do not create a need for additional rate increases to generate the same level of projected revenue.

The Commission has observed the current good practice of the Council to focus on continuous improvement resulting in savings of over $16.9 million since 2011.[25] As an example, it has factored in savings of approximately $0.6 million to its expense estimates in 2023-24, compared to these items in 2022-23.[26] However, the Commission notes that the Council has not set out any efficiency goals in the subsequent years in its LTFP.

To ensure the Council is positioned to achieve the real terms reduction in its cost base that it has forecast and improve its operating performance (without the need for further rate increases above inflation), the Commission encourages it to:

3. **Continue** its good practice of reporting any actual cost savings in its annual budget (and long-term financial plan, as appropriate), to provide evidence of constraining cost growth and achieving efficiency across its operations and service delivery.
4. **Include** efficiency goals and projected cost savings in its long-term financial plan, to provide further evidence of projected cost growth constraint and efficiencies across its operations and service deliveries.

C.2 Net financial liabilities

The Council has predominantly used borrowings from the Local Government Finance Authority of South Australia (**LGFA**) to fund its capital expenditure. As a result, its net financial liabilities ratio[27] has trended between 99.8 and 143.2 percent between 2012-13 and 2022-23 respectively (see the left chart over the page). This is outside (or above) the suggested LGA target range for the indicator of between zero and 100 percent.

While this could suggest that the Council is accumulating liabilities that its operating income cannot reasonably service (see the right chart over the page), the Commission notes that it has achieved operating surpluses in seven out of the last 10 years to 2021-22. In addition, as one of the fastest growing communities in South Australia, the Council is experiencing a period of significant development. By utilising debt within the Council's own target range of 160 percent, the Council is spreading the cost of acquiring the necessary assets, thereby more equitably reducing intergenerational risk. The Commission notes that there were minimal community concerns, with only two out of the 48 submissions received mentioning the need to reduce debt in the 2023-24 budget process.[28]

The Commission also notes the Council's strategy of reducing its net financial liabilities ratio from a peak of 88.4 percent in 2023-24 to an average of 49.9 percent in the five years to 2032-33. The reduction in the ratio from 2023-24 to 2032-33 comes from progressive repayment of total borrowings

[25] City of Playford, *2024 – 2033 Long Term Financial Plan*, June 2023, pp. 17, available at City-of-Playford-LTFP-23-24_2023-07-05-033606_mqwd.pdf

[26] City of Playford Council, *2024 – 2033 Long Term Financial Plan*, June 2023, p. 17.

[27] The net financial liabilities ratio is defined as: Net financial liabilities ÷ Total operating income. This ratio measures the extent to which a Council's total operating income covers, or otherwise, its net financial liabilities. The suggested LGA target range is between zero and 100 percent of total operating income, but possibly higher in some circumstances (LGA SA Financial Indicators Paper, pp. 7-8).

[28] City of Playford, *Ordinary Council Meeting Agenda -27 June 2023, Item 14.5 Draft 2023/2024 annual business plan, What We Heard Report – Public Consultation*, available at https://cdn.playford.sa.gov.au/agendas-minutes/attachments/06-27-June-2023-Attachments-for-Items-14.5-14.7.pdf

(of $33.1 million over the next ten years to 2032-33) via the sale of assets[29] and operating income growth. For this reason, the Commission supports the Council's strategy to:

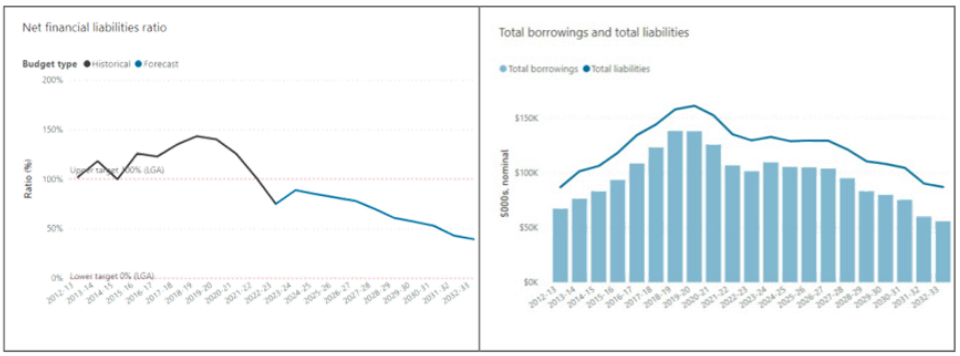
5. **Reduce** its level of net financial liabilities as forecast in its latest long-term financial plan and continue to focus on asset sales or disposals as one of its strategies to help reduce debt.

The Council only includes proposed asset sales when there is a high level of certainty associated with the disposal.[30] As a result it is not clear what level of borrowing can be reduced via asset sales in the 10 years to 2032-33 relative to using operating surpluses to repay borrowings. If the Council is unable to fulfill its asset sale strategy, then it risks a greater burden of revenue shifting to its ratepayers in order to achieve operating surpluses that can be used to repay borrowings.

As previously mentioned, those projections (the progressive repayment of borrowings of $33.1 million to 2032-33) also highlight the importance of the forecast growth in rateable properties and of ensuring that the Council undertakes a robust process when forecasting rateable property growth. If the Council overestimates the growth in rateable properties to 2032-33, it also risks a greater burden of revenue shifting to existing ratepayers in in order to achieve operating surpluses that can be used to repay borrowings.

The Council has not fully disclosed the assumptions underpinning its borrowing forecasts in its LTFP (such as loan facilities and/or terms, if applicable). However, the Council has disclosed its interest rate assumptions for its borrowing facilities, along with sensitivity analysis. According to its 2023-24 LTFP, the Council has a $3.7 million impact over 10 years, based on a 1 percent interest rate increase each year over its 10-year LTFP. The Commission considers that it would be appropriate for it to:

6. **Improve** transparency on borrowing assumptions, including loan facilities and loan terms, in its long-term financial plan.

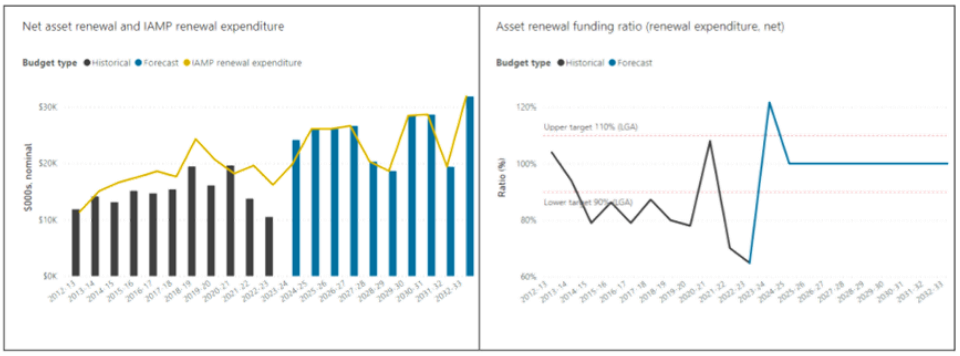


C.3 Asset renewals expenditure

Between 2012-13 and 2021-22, the Council averaged 86 percent on its asset renewal funding ratio[31] (under the 'IAMP-based' approach),[32] signifying a slight underspend on the renewal and rehabilitation needs of its asset stock over this period (see left chart over the page). The Council's spending on renewal and rehabilitation of assets averaged $16.3 million each year (over this period). From 2023-24

29 City of Playford, *2023-24 2032 Long Term Financial Plan*, June 2023, pp. 18.
30 City of Playford, *2023-24 2032 Long Term Financial Plan*, June 2023, pp. 18.
31 The IAMP-based method is the current industry standard whereby asset renewal/replacement expenditure is divided by the recommended expenditure in the IAMP (or AMP). Ideally, this will show the extent to which a Council's renewal or replacement expenditure matches the need for this expenditure, as recommended by the plan. The suggested LGA target range for the ratio is 90 to 110 percent (LGA SA Financial Indicators Paper, p. 9).
32 The quoted averages for the ratio are based on 'net asset renewal expenditure' (after the sale of replaced assets) rather than 'gross asset renewal expenditure'.

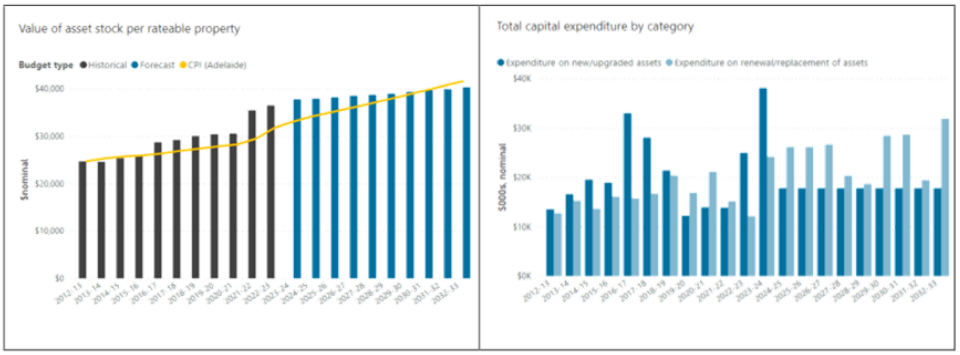
to 2032-33, the ratio is forecast to be within the appropriate range, at an average of 102 percent (see right chart below). Average annual spending on renewal or rehabilitation of assets is projected to increase to $25 million (in nominal terms).



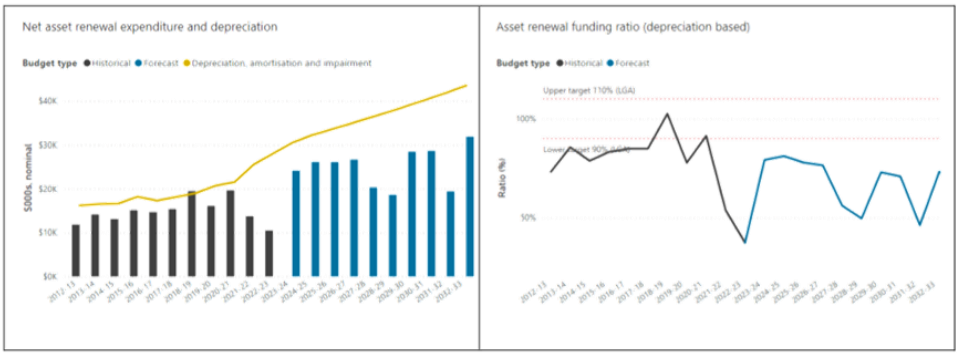
As one of the fastest growing communities in South Australia, the Council is experiencing a period of significant development. During 2012-13 to 2021-22, the Council spent more on new and upgraded assets than the renewal and rehabilitation of its existing stock, averaging $19 million per annum on new or upgraded assets, compared with $16.3 million per annum on the renewal of its asset base (see right chart above). The Council's accumulation of infrastructure reflects the demands of property growth (of 1.5 percent on average per annum over this period). As a result, the Council has grown its asset base over the past 10 years.

The expenditure on new and upgraded assets includes a portion of grant funding for certain projects. The growth in its asset base reflects a combination of capital expenditure and asset accumulation by the Council (including those assets provided by developers), as well as asset revaluations over this period. This has led to an average annual increase in the value of the asset stock per property of 4.1 percent, or $1,198, each year over the 10 years to 2021-22 (see left chart above). By implication, this indicates that the Council's asset stock has increased in real terms (or the increase is higher than historical inflation).

The Council's forward projections indicate that the value of the assets per property will increase at a much lower rate to 2032-33, by an average of 0.7 percent per annum: lower than the RBA-based forecast rate of inflation (2.6 percent per annum). These projections, as they stand, would contribute to the Council's sustainability into the future and reflect a period of asset and service consolidation.



When the asset renewal funding ratio is instead calculated by the depreciation-based method,[33] it is forecast to average 68 percent over the forecast period (2023-24 to 2032-33) (see right chart below). The ratio is impacted by the Council's renewal expenditure which is quite low due to its relatively new asset base (average asset age is 21 years) (see left chart below).[34] Renewal expenditure is expected to increase as the council's average asset age increases. The Commission notes that the Council is of a young age (the council was formed in 1997 through the merger of the City of Elizabeth and City of Munno Parra), in a high growth area with a high number of new assets recently acquired or gifted.[35]



According to its Strategic Asset Management Plan (**SAMP**) the Council has individual asset management plans (**AMP**) for the following asset classes: transport, streetscape, stormwater, parks and sports fields, buildings, water delivery, fleet and minor plant and technology office. The AMPs provide a breakdown of the assets within each respective asset class and the proposed capital works are fed into the Council's SAMP.

The Council's SAMP is reviewed annually and contains current asset portfolio and condition data, up-to-date improvement initiatives and any current risks and mitigations. [36] The SAMP also includes 10 years of asset renewal projections, in alignment with Council's long term financial plan.

The Commission notes that the 10-year forward renewal plan is a rolling indicator of future renewal investment requirements, based on the expected remaining life of the Council's assets and each asset class's renewal strategy.

In addition, the 10-year forward new capital projects plan uses the expected new capital projects forecast and multi-year new capital projects already commenced in prior years for year one and a historic average thereafter to forecast its remaining new capital expenditure requirements.[37]

The Commission's review of the SAMP has found that, on balance, the Council's strategic planning processes aligns with good practice for a Council of its size and complexity.

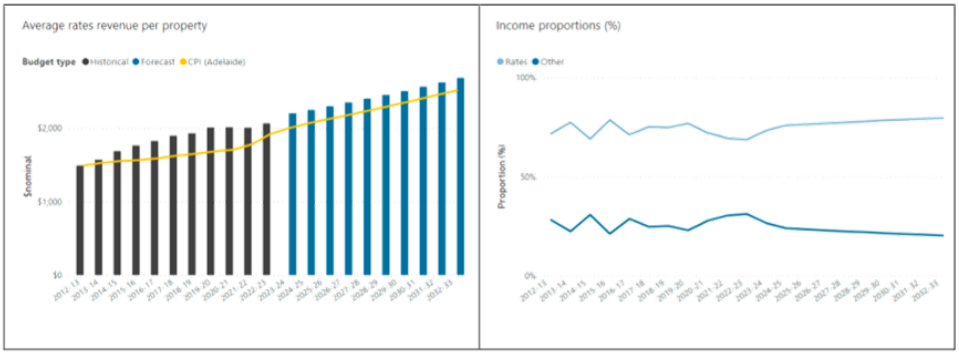
33 Where asset renewal/replacement expenditure is divided by depreciation expenses.
34 City of Playford, *2023-24 Strategic Asset Management Plan*, June 2023, pp. 19
35 City of Playford, Error of fact check letter, January 2024, pp1.
36 City of Playford, *2023-24 Strategic Asset Management Plan*, June 2023, pp. 11.
37 City of Playford, *2023-24 Strategic Asset Management Plan*, June 2023, pp. 37.

D Current and projected rate levels

D.1 Historical rates growth

The Council's rate revenue per property growth has averaged 3.4 percent, or $52, per annum for each property over the past 10 years,[38] reaching an estimated $2,005 per property in 2021-22 (see the left chart below). This has exceeded CPI growth of an average of 2.0 percent per annum over this period, resulting in rates increasing in real terms (but also encompassing 1.5 percent average annual growth in rateable property numbers).[39] Current rate levels partially reflect the Council's recent history of spending growth, predominantly on capital expenditure (on renewals, and new and upgraded assets), higher employee-related costs, as well as its focus on improving operating performance.

The Council remains reliant on its rate base for its operating sustainability. As the chart below indicates (to the right), rates revenue is forecast to account for 74 percent of budgeted operating income in 2022-23, compared with 72 percent of income in 2012-13.



The Council's general rate revenue consists of two components: one based on a fixed charge and the other on the value of the land (differential charge). After applying rebates, the Council will collect general fixed rate revenue equal to 50 percent of its general rates revenue. This is the maximum amount that it can collect from the fixed charge as per the Council's rating structure and LG Act.[40] [41] In 2023-24, the Council's fixed charge will be $1,111.90 per rateable property, with the remaining 50 percent of general rates (after rebates) to be collected from a differential charge.[42]

The differential charge payable per property is based on a rate in the dollar that is applied to the capital value of property. The rate in the dollar may vary based on land use and the Council currently has two rate types declared, commercial and general.

The Commission notes that the average differential charge per rateable property for the general type will increase to $707 in 2023-24 (from $664 in 2022-23). As such the average rate per rateable property for the general type will be $1,818.90 (of which $1,111.90 is the fixed charge applicable to all rateable properties).

38 From 2012-13 to 2021-22.
39 CPI Adelaide (All groups). Average annual growth in the LGPI published by the South Australian Centre for Economic Studies was similar (at 2.0 percent). Available at https://www.adelaide.edu.au/saces/economic-and-social-indicators/local-government-price-index.
40 City of Playford, *2023-24 annual business plan*, June 2023, page. 59.
41 *Local Government Act 1999* (**LG Act**) s151(10).
42 City of Playford, Rating Policy, June 2023, page 1 available at https://cdn.playford.sa.gov.au/general-downloads/Rating-Policy-23-24.pdf

D.2 Proposed 2023-24 rate increases

The Council has budgeted for an average rate increase (for general and commercial ratepayers) of 10.7 percent, or $225, per property for its existing ratepayers in 2023-24.[43] This is higher than anticipated in its 2022-23 LTFP projections (2.78 percent for existing rateable properties). The increase reflects higher short-term inflation (estimated by the Council to be 7.9 percent) along with the Council's target to meet a 1 percent structural surplus.[44] As noted earlier, the Council is one of South Australia's fastest growing council areas: in 2022-23, it had 44,407 rateable properties and the Council expects this to increase to 46,306 in 2023-24, representing a 4.3 percent growth in rateable properties.[45]

There is no differentiation in the commercial rate to reflect the type of industry (for example light versus heavy) or type of commercial property (for example office versus retail) or the size of the various commercial ratepayers.

On a proportional revenue basis, commercial ratepayers account for 21 percent and general ratepayers 79 percent of total general rate revenue in 2023-24.

Other than 'general rates' income, the Council also collects the Regional Landscape Levy, on behalf of Green Adelaide, and is expected to collect $1.2 million (net of rebates) in 2023-24.[46]

D.3 Projected further rate increases

Between 2023-24 and 2032-33 the average rate across all categories is forecast to increase from $2,202 to $2,684,[47] a cumulative increase of $482 per property. This equates to a 2.2 percent average annual increase (between 2023-24 and 2032-33), below to the RBA-based forecast average inflation of 2.6 percent per annum. [48]

D.4 Affordability risk

The two rate types declared by the Council will have increases on 2022-23 levels. General ratepayers are to pay an increase of $111 per property (6.6 percent) and commercial ratepayers are to pay an increase of $1,356 per property (4.2 percent). On balance, the affordability risk for the community in respect of these further increases appears to be high. The current economic environment is putting more pressure on many communities' capacity to pay for further rate increases, including those of the Council. It has a relatively low socio-economic index (SEIFA) economic resources ranking[49] and already has relatively high average rates (across most ratepayers). In the 2023-24 budget process, the Council's public consultation report received 23 submissions (out of a total of 48) that expressed concerns about further rate increases.[50] For these reasons, the Commission suggests that the Council:

---

43 Based on the Council's 2023-24 annual business plan and its Excel template (with the 2023-24 forecasts) provided to the Commission. The Commission has used $105.615 million (in 2023-24 budgeted rates revenue) compared to unaudited 2022-23 estimates. Individual rate level changes may be higher or lower depending on the rates category and property value.

44 City of Playford, *2023-24 long-term financial plan*, June 2023, p. 16.

45 City of Playford, *2023-24 annual business plan*, June 2023, p. 60

46 City of Playford, *2023-24 annual business plan*, June 2023, p. 58

47 This includes rates growth of 2.3 percent expected each year.

48 The forecast average annual growth in the CPI from 2023-24 to 2032-33 is estimated to be 2.6 percent based on Reserve Bank of Australia (RBA) forecasts for the CPI (Australia wide) to June 2025 (and the Commission's calculations of average annual percentage growth) and the midpoint of the RBA's target range (2.5 percent) from 2025-26.

49 The City of Playford area is ranked 10 among 71 South Australian '*local government areas*' (including Anangu Pitjantjatjara and Maralinga Tjarutja Aboriginal community areas and 'unincorporated SA') on the Australian Bureau of Statistics SEIFA Index of Economic Resources (2016), where a lower score (eg, 1) denotes relatively lower access to economic resources in general, compared with other areas, available at https://www.abs.gov.au/statistics/people/people-and-communities/socio-economic-indexes-areas-seifa-australia/2021.

50 City of Playford, *Ordinary Council Meeting Agenda -27 June 2023, Item 14.5 Draft 2023/2024 annual business plan, What We Heard Report – Public Consultation,* available at

7. **Continue** to monitor average rate rises to help reduce cost of living pressure on the community.

https://cdn.playford.sa.gov.au/agendas-minutes/attachments/06-27-June-2023-Attachments-for-Items-14.5-14.7.pdf

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City of Playford

Long Term Financial Plan

2026/27

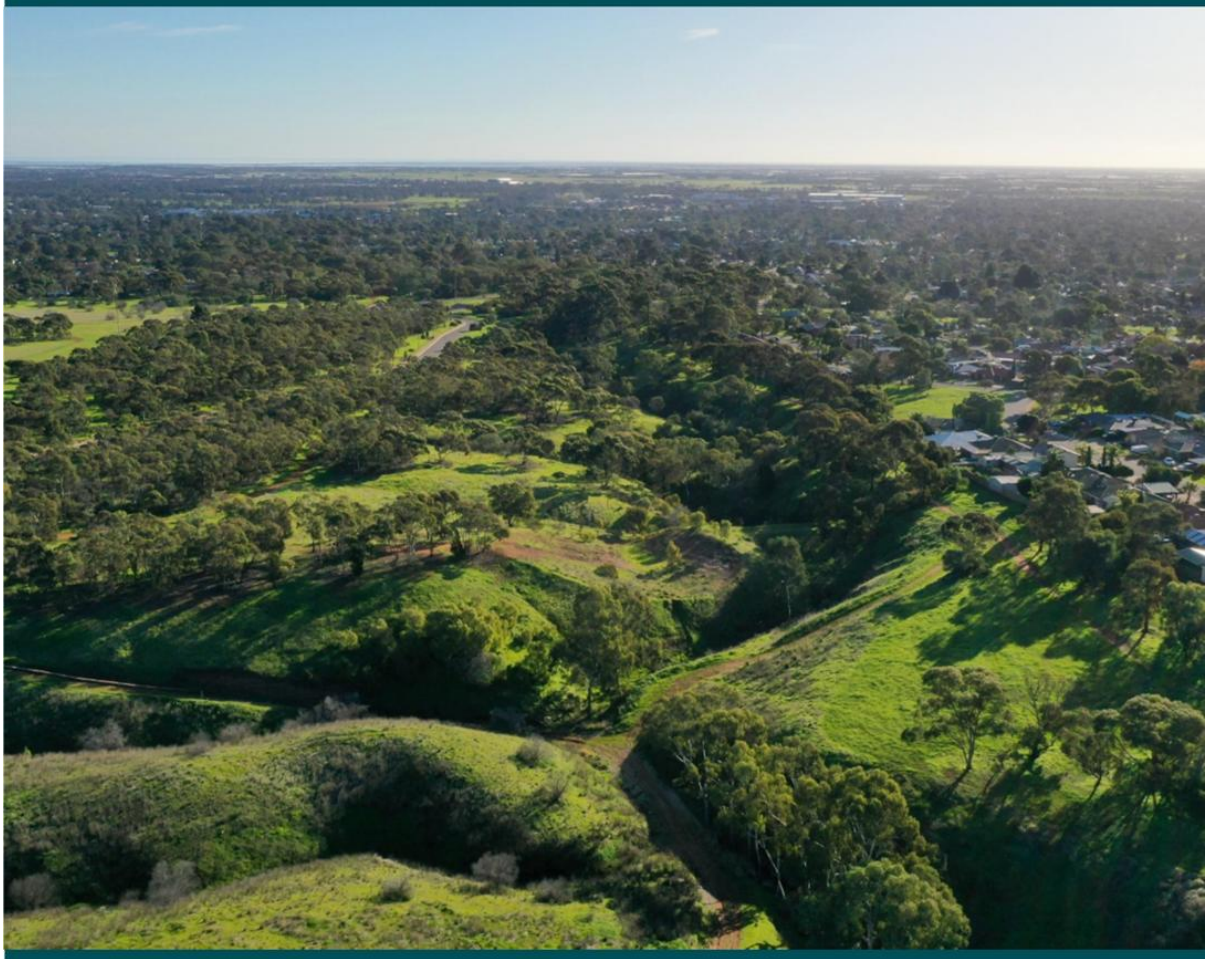
DRAFT

CITY OF Playford

Acknowledgement of Country

The City of Playford acknowledges that we are situated on the traditional land of the Kaurna people and that we respect their spiritual relationship with their country.

The City of Playford would also like to pay respects to Elders past, present and emerging.



Recognition of Forebears

The City of Playford also acknowledges the people, our forebears, that have contributed to building and defending our great nation and way of life.

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Long Term Financial Plan

Community Engagement and Feedback

The City of Playford recognises the role of community engagement to support decision making and ensure our community can participate in the decision-making process. The Draft Long Term Financial Plan 2026/27 (Draft LTFP) outlines, in financial terms, the activities that Council proposes to undertake in order to deliver its strategic objectives over the medium to long term.

The community is invited to provide feedback on the Draft LTFP during a community engagement period. This is undertaken in accordance with Sections 122 and 123 of the *Local Government Act 1999* (the Act), which states that Council must adopt a process or processes to ensure that members of the public are given a reasonable opportunity to be involved in the development and review of its strategic management plans. Specifically, the Act requires Council to make its Draft Annual Business Plan and Budget available for public consultation for a period no less than 21 days.

In accordance with the above, and the City of Playford Community Engagement Policy (which states that any legislatively required consultation run for 28 days), the Draft LTFP, Draft 2026/27 Annual Business Plan and Budget, and associated rating documents, and the Draft 2026/27 Strategic Asset Management Plan will be released for a public consultation period from Thursday 30 April to Thursday 28 May 2026.

During this time, the following activities will be undertaken:

- Advertisements in local newspapers advising the community that the Draft Plans are available for consultation
- Draft Plans and Feedback Forms available at Customer Contact locations
- Draft Plans and online Feedback Forms available on Council's website
- Public Hearing at the 26 May 2026 Ordinary Council Meeting.
- Promotion of engagement on Council Social media and eNewsletter notifications

Further information can be found via our online Engagement Hub at
playford.engagementhub.com.au

Long Term Financial Plan

About This Document

What is a Long Term Financial Plan?

The City of Playford Long Term Financial Plan (LTFP) expresses, in financial terms, the activities that Council proposes to undertake in order to deliver its strategic objectives over the medium to long term.

The LTFP includes 10 years of financial projections. Most importantly, it includes information on how Council is performing against a set of financial sustainability indicators.

The LTFP is a projection based on the most current available information. In making these projections it is necessary to make assumptions. These assumptions are frequently reviewed and updated when necessary.

The financial projections contained within the LTFP are an indication of Council's direction and financial capacity, rather than a prediction of its future financial performance and position. The LTFP should be viewed as a tool to encourage long-term thinking about the impact today's decisions have on Council's future financial sustainability.

Why Do We Have a LTFP?

While Council is required under legislation to produce an LTFP, it is more than a compliance exercise. Council uses the LTFP to assess the long-term impacts of its decisions. It provides clarity on the long-term financial implications of current decisions to assist with responsible resource management now, and into the future.

The LTFP is also used as a performance report for financial sustainability. By ensuring we stay within targets outlined in the LTFP over the medium to long term, it provides assurance that Council is adhering to its Finance Strategy and is using money wisely.

Every four years the LTFP is provided for review to the Essential Services Commission of South Australia as part of the Rates Oversight Scheme. City of Playford's 2023/24 LTFP was reviewed in September 2023.

How is It Developed and Reviewed?

When developing our Strategic Plan, Annual Business Plan and Strategic Asset Management Plan, Council assesses the financial implications of each objective, investment, or new service. We take these individual financial implications and build them into long term projections.

Long Term Financial Plan

Key factors are taken into consideration when building long-term projections, including inflationary pressures, interest rates, cost pressures and market conditions. Since these factors continually change, the LTFP is reviewed annually to ensure the resulting financial information remains robust. We run the process in line with the annual budget cycle, taking new projects or Council approved services into consideration.

The 2026/27 LTFP

This year's plan continues to support council's finance strategy to ensure long term financial sustainability. Each year council needs to manage the financial challenges of a growing community that have long-term financial implications. This plan provides information on those challenges and explains the strategies for managing them while maintaining Council's focus on financial sustainability, fairness and equity.

The Long Term Financial Plan ensures Council can deliver services, maintain assets and achieve its strategic objectives in a financially sustainable manner.

CEO Financial Sustainability Report

From the CEO

The City of Playford adopts a holistic and proactive approach to financial management. The management of operating results, debt and asset growth is integrated into strategic planning, asset management planning and long-term financial plans as well as the day-to-day activities of the Organisation.

Our Long Term Financial Plan (LTFP) demonstrates that Council can deliver its existing services, maintain assets, introduce new programs and achieve its strategic objectives in a financially sustainable manner over the medium to longer term.

Council continues to face some challenges that would have the potential to impact on our long-term financial position if we did not retain our proactive focus on financial sustainability.

A Growing Community

We are South Australia's fastest growing council, and we can now expect on average 10 new people a day to call Playford home until 2046. That's ten more people each day who are out on our roads, using our parks and accessing our services.

While growth provides great opportunity to improve lifestyle and services in our community, servicing the new suburbs and residents puts increasing demand on Council resources. Financial sustainability is key to ensuring Council can continue to effectively manage growth for the benefit of its existing community and for those generations to come.

A Growing Asset Base

Council is responsible for building, maintaining and renewing community infrastructure. It is essential to have a strong Finance Strategy and responsible financial management so Council can fund ongoing asset management and build new infrastructure in line with community needs. This is especially true for the City of Playford as we balance investment in new infrastructure for growth areas with maintaining our existing community assets.

The LTFP includes our investment in new projects and services and renewal work for 2026/27, as detailed in our Annual Business Plan, and estimates the future investment across the life of our plans. Our proposals for future investment have been informed by our four-year delivery plan which incorporates an understanding of our community's needs, our Strategic Asset Management Plan, a detailed assessment of our capacity to deliver multiple infrastructure projects, and an assessment of potential funding pathways. This enables us to plan for infrastructure investment over the longer term and understand the financial impact of those plans. We will continue to work with our community to refine the future scope of those projects.

Council's asset base continues to increase each year as a result of our capital program, and also from assets contributed to Council from new developments and from revaluation of existing assets. A growing asset base enables delivery of services to our growing community, but this also presents long-term financial implications which needs to be managed responsibly.

Rising Costs

Like much of the community, local government also faces rising costs and inflationary pressures. The LTFP has been prepared against this backdrop. Many of these cost pressures are outside Council's control, such as inflation, the increasing cost of waste and increased costs for animal management. This means that the cost of providing the same services in 2026/27 will be higher than last year.

CEO Financial Sustainability Report

The Consumer Price Index (CPI), Wage Price Index (WPI) and interest rates are important assumptions used in long-term financial projections. These indices have changed since 2025/26 and are forecast to continue to change over the life of this Plan.

To maintain long-term financial sustainability, we need to fund the increased costs to deliver our services. To minimise the impact for our ratepayers, we have worked diligently to reduce the impact of these costs wherever possible and have only factored in inflationary pressures where absolutely necessary.

Our Commitment to Financial Sustainability

Financial sustainability, in line with Council's Finance Strategy, has been a focus in the development of this Plan, ensuring Council has the means to fund the services and projects it provides to the community now and into the future.

When considering financial sustainability, we reference our operating and structural position. The difference between these terms is explained below:

> The **operating position** shows Council's income compared to the operating costs required to deliver services to the community. Where income exceeds expenses, Council would be in an operating surplus, and where income is less than expenses, Council would be in an operating deficit.
>
> The **structural position** reflects our operating position, **without** the inclusion of once-off grants and developer contributions, which are committed to be spent in future years. They do not form part of our ongoing sustainable base budget for delivering day to day services in any given financial year.

Maintaining operating and structural surplus positions over the long term ensures Council can meet current and long-term commitments and be financially sustainable. We monitor our budgets and our performance against an operating surplus ratio and a structural surplus ratio against target ranges endorsed by Council.

Funding Plan

The *Local Government Act 1999* requires the LTFP to include a Funding Plan that outlines Council's approach to funding services and infrastructure, sets out the Council's projected total revenue and outlines the intended sources of that revenue.

Our Statement of Comprehensive Income (included at page 37) provides details of projected total revenue and the sources of that revenue. Further, the Annual Business Plan articulates how growth, continuous improvement savings and a general rate rise are all contributing to fund the increased costs of delivering services to our community.

ESCOSA

On 30 April 2022, amendments to the *Local Government Act 1999* came into operation and introduced an advisory scheme that aims to give ratepayers confidence that the rates they pay are set at the level necessary for their council to provide the services they value. The Essential Services Commission SA (ESCOSA) is the advisory body. The State's 68 councils are subject to the scheme.

The 68 councils were allocated across four tranches to be reviewed over a four-year cycle.

The ESCOSA advice relates to the appropriateness of councils' long-term financial plans, infrastructure and asset management plans and revenue sources as outlined in funding plans. It is

CEO Financial Sustainability Report

an advisory scheme, identifying both risks and areas of good practice for councils to consider, with decision making remaining with councils.

The City of Playford was allocated to tranche two and ESCOSA completed the review process during 2023/24.

ESCOSA found that Playford's current and projected financial performance is sustainable.

The final report was published and released on the 28 February 2024 and can be found at https://www.escosa.sa.gov.au/advice/advice-to-local-government

Summary

It is pleasing to see Council's financial performance and sustainability remain strong over the coming 10 years. Performance against Council's Sustainability Ratios is generally within target ranges, or demonstrates the future financial capacity of Council, to deliver important services and infrastructure for our growing community whilst moderating the rate rise and impact on households and businesses.

Strategic Planning Framework

The three phases of our Strategic Planning Framework.

Our high-level plans guide our investment. **The Playford Community Vision 2043*** was developed in 2013 based on extensive community engagement and reflects the longer-term aspirations of the community, organised under the goals of Prosperity, Liveability and Happiness.

Our **City-wide Strategies** focus on a particular area such as open space or transport and help prioritise projects across the city. Our **Masterplans** outline our vision across a particular precinct or project area such as the Playford Health and Wellbeing Precinct and the Virginia, Angle Vale and One Tree Hill Townships.

We continue to invest in our growing community by undertaking new projects and delivering new services. The **Long Term Financial Plan*** ensures Council can deliver services, maintain assets and achieve its strategic objectives in a financially sustainable manner. The **Annual Business Plan and Budget*** is the 12-month plan to deliver the Strategic Plan and secure funding.

We are constantly reviewing our investment. **The Strategic Asset Management Plan*** ensures effective and comprehensive management of our asset portfolios. We complete a range of different **analyses and planning activities,** such as the Public Health Plan and Disability Access and Inclusion Plan, which continue to guide our investment in our existing services.

**These plans meet our obligations under Section 122 of the Local Government Act 1999, which states that a council must develop and adopt plans for the management of its area, to be called collectively the strategic management plans*

Finance Strategy

Council's Finance Strategy is focused on achieving a long-term financial position that is able to support delivery of planned services, manage debt and support and promote the growth of the city.

Rapid response team at Craigmore.

Finance Strategy

Finance Strategy

Council's Finance Strategy is focused on achieving a long-term financial position that supports the delivery of planned services, manages debt and supports growth of the city.

LTFP modelling provides a high-level budget framework to guide us in understanding the future impact of decisions we make today. It assumes that Council will continue to use debt as a mechanism for funding new assets, ensuring intergenerational equity.

The Finance Strategy is based on key parameters regarding sustainability and is used as a guiding principle for assessing the financial impact of all decisions. These principles are:

- Surplus
- Debt management
- Managing asset and service growth.

Operating and Structural Position

When considering our financial sustainability, we reference our operating and structural position. The difference between these terms is explained below:

> The **operating position** shows Council's income compared to the operating costs required to deliver services to the community. Where income exceeds expenses, Council would be in an operating surplus and where income is less than expenses, Council would be in an operating deficit.
>
> The **structural position** reflects our operating position, **without** the inclusion of once-off grants and developer contributions. Grants and developer contributions are committed to be spent in future years. They do not form part of our ongoing sustainable base budget for delivering day-to-day services in any given financial year.

Maintaining operating and structural surplus positions over the long term ensures Council can meet current and long-term commitments and be financially sustainable.

Managing Asset and Service Growth

Council is responsible for ensuring that its assets and services are made available to the community in an equitable and sustainable manner, over generations. This means understanding the purpose of the asset or service and the benefits to the community. This dictates the funding pathway required to appropriately manage any associated debt.

Our Finance Strategy underpins our decision-making process and allows Council to deliver financial sustainability for the benefit of the Playford community.

Debt Management

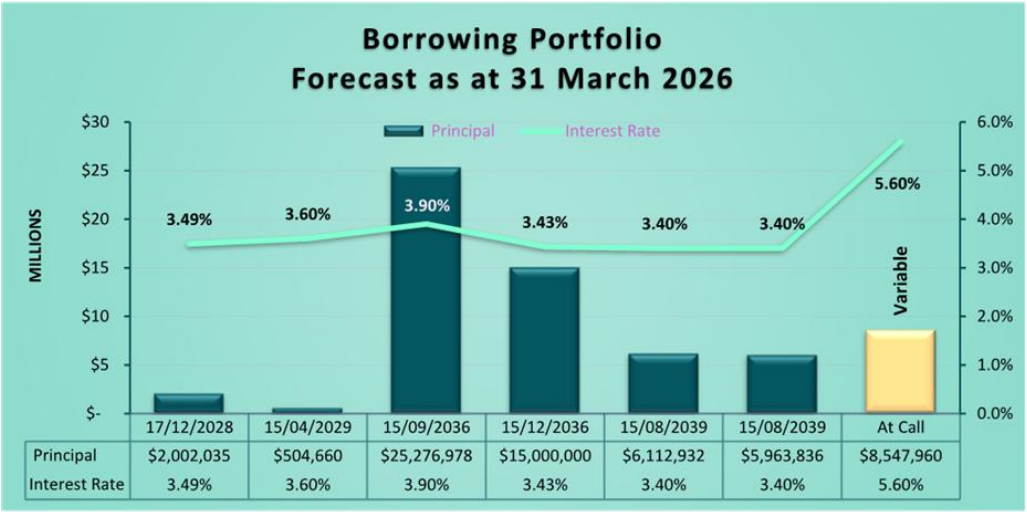
To support a growing community, Council borrows money to invest in the growth of the city. Good debt management ensures we minimise the cost to the community of holding the debt, and that the pathways to repay that debt deliver intergenerational equity – the idea that all ratepayers who benefit from the assets or services contribute to funding those assets and services.

Council structures its overall portfolio of borrowings and investments to balance interest costs with the risk of interest rate changes. Council considers cost effectiveness, risk management and flexibility and interest expense ratio when making these decisions.

Finance Strategy

Council adopts the guidance of the LGA 'Financial Sustainability Information Paper No. 15: Treasury Management', which identifies best practice as having at least 30% of borrowings with a fixed interest rate and at least 30% with a variable interest rate.

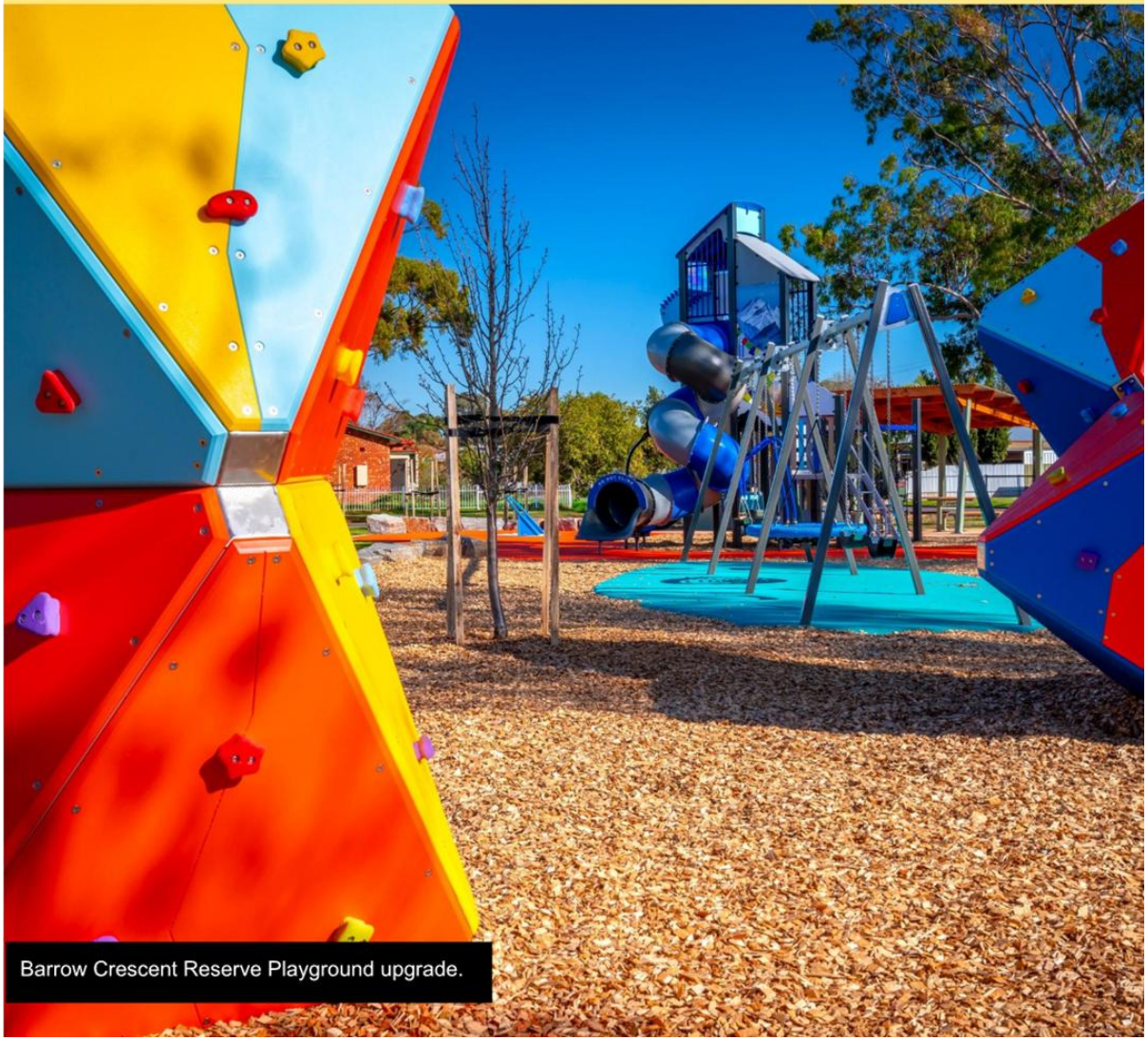
Good treasury management practices ensure sufficient cash flow is available to meet council deliverables with the most appropriate interest cost that supports a risk averse appetite.



	17/12/2028	15/04/2029	15/09/2036	15/12/2036	15/08/2039	15/08/2039	At Call
Principal	$2,002,035	$504,660	$25,276,978	$15,000,000	$6,112,932	$5,963,836	$8,547,960
Interest Rate	3.49%	3.60%	3.90%	3.43%	3.40%	3.40%	5.60%

Asset Management

Council is responsible for building, maintaining and renewing community infrastructure. It has a strong finance strategy in order to fund the ongoing management of existing assets as well as the development of new assets when required.



Barrow Crescent Reserve Playground upgrade.

Asset Management

Asset Management

Asset Management is a comprehensive process which ensures Council is managing its infrastructure and other assets to an agreed service standard.

Asset Management considers all stages of the asset lifecycle including:

- Acquisition (referred to below as New Projects and Services)
- Renewal (referred to below as Strategic Asset Management Plan)
- Operations and Maintenance
- Disposal.

New Projects and Services

Year one of this LTFP includes $13.3M of capital expenditure to fund newly initiated infrastructure and services. Refer to the 2026/27 Annual Business Plan for further details.

New capital expenditure from year two onwards is an estimate based on the average of the current year forecast and the previous two years' actual capital project delivery. We will continue to work with our community to refine the exact nature of these projects each year in line with community needs.

Strategic Asset Management Plan

The Strategic Asset Management Plan (SAMP) provides information on the state of the Council's assets and the associated renewal and replacement program. The LTFP contains the financial forecast for the 10-year SAMP, ensuring Council has full visibility of the financial impacts of renewing its assets. The renewal program is funded through Council's cash operating surplus, generated through rate revenue. This is the financially responsible funding pathway for renewal of assets and ensures that we continue to deliver the services we have always delivered.

The LTFP shows that the City of Playford has a fully funded asset renewal program.

Council's rolling 10-year renewal program is updated annually with the latest asset data including predicted remaining life and asset condition. This identifies the timing of asset replacement and, in combination with the LTFP, demonstrates how asset renewal can be achieved in a financially sustainable manner.

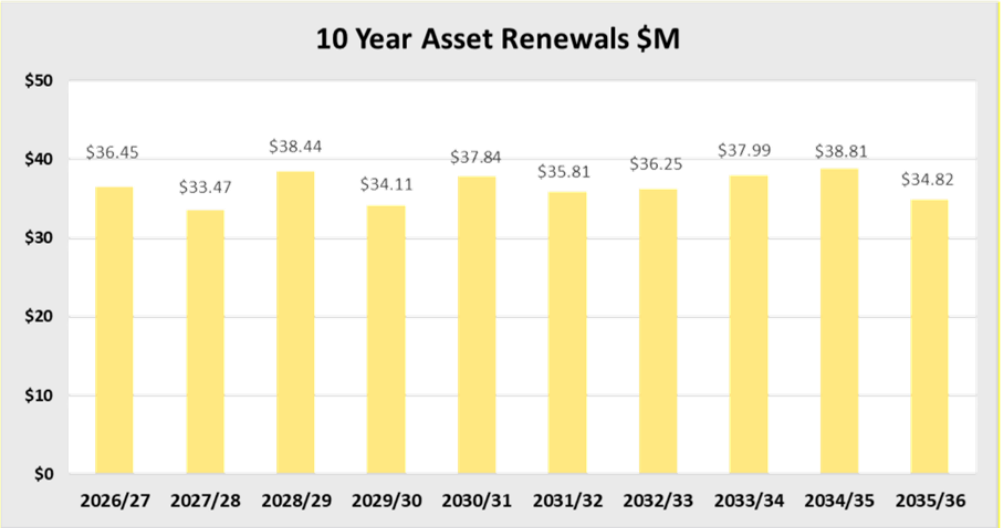
Costs associated with Council's assets form a significant part of Council's operating costs. Depreciation alone accounts for an average of 27% of the Council's annual operating budget over the 10-year plan. Once the cost of maintaining and operating these assets is factored in, this number becomes significantly higher.

Changes to the lifecycle estimates, particularly the cost of asset renewal, can have a significant impact on this Plan.

The LTFP includes $36.4M in 2026/27 for asset renewal. Renewal amounts for years 2-10 range from $33.5M to $38.8M depending on the age, condition and type of asset.

Asset Management

The LTFP includes $364.0M in asset renewal over 10 years:



Revaluation of Assets

In 2025/26, Council undertook its annual revaluation of its existing assets. Annual revaluations are a legislative requirement, with external independent review also required every five years (maximum). The key underlying principle aims to provide a more accurate representation of an asset's value by taking into account changes in market conditions, supply and demand, technological advancements, or any other factors that may impact its worth.

The outcome of the revaluation resulted in an uplift in the value of Council's assets which in turn leads to additional depreciation expenditure.

Key Assumptions

In making projections in the Long Term Financial Plan, Council makes a series of assumptions. These assumptions are made based on the best information known at the time.

Aerial view of Dwight Reserve North, Elizabeth Downs.

Key Assumptions

Key Assumptions

A number of assumptions underpin this LTFP in regard to:

- Service Levels/Delivery
- Cost Drivers
- Rate Revenue
- Growth
- Grants
- Investment Decisions
- Repurposing of Assets.

Further detail on each of these assumptions is outlined below.

Service Levels/Delivery

The City of Playford provides a wide range of services and programs to our community. Each service has a Service Standard to ensure we are meeting our community's needs. The LTFP assumes Council will continue to provide existing services at the current service levels except where Council proposes a change to our service delivery.

Commencing from 2026/27 Council will introduce two new service increases.

Community Support and Grant Program

An expanded Financial Support Program will offer financial support to eligible local community organisations with a project that aims to increase social inclusion and participation and promote health and wellbeing outcomes for Playford residents. This may include start-up funding, financial support for day-to-day operations of a service, or funding for a new program within a current service.

Access and Inclusion Services

A funding increase for these services ensures the ongoing delivery, as well as broader community access, for Council's access and inclusion programs including:

- Positive Futures Expo
- International Day of People with Disability – Celebration of Ability
- B Bops monthly disco
- Club Unity monthly disco

Cost Drivers

Several indices were used as cost drivers in preparing this Plan:

- Consumer Price Index (CPI)
- Estimates for wage escalation (Enterprise Agreement and WPI)
- Interest Rates

Using these indices shows the effect of inflationary pressures and economic conditions over time. Council will continue to closely monitor inflation forecasts, as projected inflation is likely higher in the short term before it returns to the longer-term average. Future LTFP documents will incorporate the latest inflationary estimates.

Key Assumptions

CPI is only applied to non-salary expenditure lines where the inflationary impact is unavoidable in the provision of Council services and to years 2-10 for asset revaluation. Council applies CPI sourced from the Australian Bureau of Statistics December 2025 release of 3.30%. The inflation index applied in the LTFP represents an increase from the inflation assumption adopted in the 2025/26 plan for 2026/27 of 2.71%.

Years 2-10 are based on the Deloitte Forecast Economics December 2025 Release with CPI reverting to more historic values of between 2.50% and 2.66% for the remainder of the Plan.

For salaries, year 1 of this Plan is based on an estimate of 4.0% reflecting the executed Enterprise Agreement. Years 2-10 are based on the WPI from the Deloitte Forecast Economics December 2025 release of between 3.05% and 3.22% per annum.

Interest costs are based on projected debt levels. Existing interest rates are applied to fixed debt. The Deloitte Access Economics Business Outlook rates are applied to variable debt in years 1-10.

The table below summarises the indices included in the LTFP.

Driver	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	36/37
Consumer Price Index	3.30%	2.58%	2.60%	2.50%	2.54%	2.65%	2.66%	2.63%	2.62%	2.61%
Enterprise Agreement/ Wage Price Index	4.00%	3.22%	3.18%	3.11%	3.12%	3.15%	3.12%	3.05%	3.12%	3.21%
Interest Rates – variable	4.89%	4.35%	4.02%	3.80%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%

Rate Revenue

The City of Playford's Rating Policy is applied consistently across the LTFP.

Year 1 of this Plan realises a rate revenue increase of 3.5% based on a forecasted structural surplus ratio (the operating surplus when adjusted for once-off grants or events) of 0.5% in 2026/27. This forecasted structural surplus is below the Council-endorsed target range, to absorb the impact of increased depreciation arising from the 2025/26 asset revaluation.

For years 2-10, Council has set annual rate revenue increases at the level required to meet a 1.0% structural surplus ratio, at the lower end of the target range resolved by Council. This rating approach is in line with Council's desire to remain financially sustainable over the medium to longer term whilst covering cost pressures.

To ensure a structural surplus over the life of the Plan and the ability to deliver new projects consistent with historic levels the rate increase for years 2-10 of the Plan averages 2.96%.

Growth

Growth assumptions are based on development approvals and expected rates of land release, as well as consideration of the State Government's 30-Year Plan for Greater Adelaide.

The rate of growth of the city has several financial impacts, including:

- Developer contributions recorded as revenue in the income statement in accordance with accounting standards whilst the funds are being used for the construction of capital infrastructure (often in later years).

Key Assumptions

- Additional rate revenue resulting from new residents/businesses and additional expenditures to provide services to those ratepayers.
- The value of assets increasing significantly over time, with infrastructure such as roads, footpaths and parks being donated to Council from developers once construction is complete.
- Maintenance costs to service and replace these large amounts of infrastructure placing an increasing financial pressure on Council's budget.

The LTFP ensures Council is not reliant on growth to maintain a strong sustainable financial position. For year 2, residential growth is assumed at 1,800 new dwellings, with the rate of residential growth expected to remain at the same level over the remaining 8 years. The LTFP assumes residential rates revenue growth and associated costs to service the growth of between $4.3M and $5.7M per year over the next 10 years.

Council is party to a number of Infrastructure Deeds Agreements with landowners and the State Government for the expansion of the Virginia and Angle Vale townships and the Playford North Extension area. Council also receives developer contributions associated with the developments. These Deed Agreements and developer contributions ensure roads, drainage, parks and community buildings will be constructed to support the growth of new dwellings over the next 20 years. Estimates in the LTFP are an estimate based on development activity and historic trends.

Grants

Council receives significant revenue through Federal Government Financial Assistance Grants (FA Grants). The Australian Accounting Standards require disclosure of these grants as income in the year they are received. Despite recent occasions whereby payments have been paid in advance, the LTFP assumes that these funds will all be paid in the year to which they relate. This provides consistency and comparability of financial performance over the life of the Plan and removes the impact of timing variability caused by these prepayments.

In addition to FA Grants, Council has included a number of other grants in the LTFP. These include Roads to Recovery and Local Roads and Community Infrastructure grants. The LTFP assumes that a level of grant funding will continue, adjusted for known once-off occurrences.

Cost Savings

Council's focus on continuous improvement has resulted in savings of over $19.4M since 2011, including $1.0M as part of the 2026/27 budget process.

The savings have either been:

- allocated to services to reduce the rate burden of providing new services and assets to the community

  or
- used to ensure that Council is operating within its means and not using debt to fund its operations.

Investment Decisions

Investment decisions relate to projects or services requiring an upfront capital outlay with an expected future financial return. The investments are intended to be self-funded over time, which in turn allows Council to bring new services to the community without a rate increase. Investment decisions produce substantial benefits to the community, such as:

Key Assumptions

- relief on the pressure to raise rates as investments generate a broadening of our rate base
- new services to the community
- future positive financial returns
- equity across generations.

The investment decision included in the LTFP centres on the development of the CBD. Only projects where there is a legal commitment are included.

Repurposing of Assets

A key direction in our Finance Strategy is the elimination of historic debt incurred to fund deficits (bad debt) through the repurposing of assets. This strategy identifies Council-owned properties that are surplus to community requirements. The identified assets will be disposed of, and the proceeds used to reduce debt, and the property may contribute to an increase in rate revenue. The increased rate revenue will in turn reduce bad debt through increased operating surpluses.

Proposed asset disposals are only included in the LTFP when there is a high level of certainty associated with the disposal.

The key outcome of this strategy is to improve Council's debt profile by removing the legacy debt created by years of operating deficits. Council will focus on delivering a financially sustainable budget by utilising debt to achieve intergenerational equity and reduce future rate rises and impacts on households. This strategy is more about debt management than debt reduction.

Risks

While the Long Term Financial Plan is based on the latest available information, it is a predictive document and subject to certain risks.

Argana Park oval, Elizabeth Downs

Risks

Risks

The following section highlights risks to Council's long-term financial position. The analysis focuses on those risks that have the highest sensitivity to movement.

Delivering on the LTFP's ten-year targets is subject to certain inherent risks and influences, including:

- unforeseen economic changes or circumstances
- unforeseen political changes or circumstances
- market conditions and cost pressures.

Service Delivery

Any changes to service levels in response to community expectations and needs, legislative requirements or changing economic conditions are managed via the annual business planning process.

Council's ability to respond to such financial pressures cannot be absorbed into current budgets without adversely impacting current service standards. As such these pressures create a direct cost impact for the community.

Indexation

CPI is regarded as Australia's key measure of household inflation, designed to provide a general measure of the cost of living. Assumptions about future CPI movements are based on data projected by Deloitte Access Economics. However, forecast CPI rates are subject to change as economic conditions change. The past 12 months have demonstrated a 1.35% increase in 2026/27 inflation forecast using the same index.

Movement in CPI affects rate increases, expenditure on services and asset replacement costs. As the cost of doing business increases, Council's costs increase, as does the need to ensure financial sustainability.

Council will continue to monitor the long-term implications of inflationary pressures to ensure ongoing financial sustainability.

Interest Rates

Movements in interest rates have the potential to substantially affect the future forecast financial position of the LTFP. Interest rate impacts are closely monitored and managed through Council's treasury management practices. The mix of variable and fixed interest debt facilities are considered in conjunction with the treasury management policy to minimise the impact of interest rate changes.

Risks

Sensitivity Analysis

The table below summarises the potential impact to Council's operating expenditure over the 10-year LTFP as a result of a 1% increase in each index, each year. There are significant impacts to Council's operating expenditure which would have to be funded via rates or other revenue.

Index	10-year Impact Operating Expenditure
Interest Rates	Increase of $3.5M
CPI	Increase of $64.0M
WPI	Increase of $36.3M

Investment Decisions

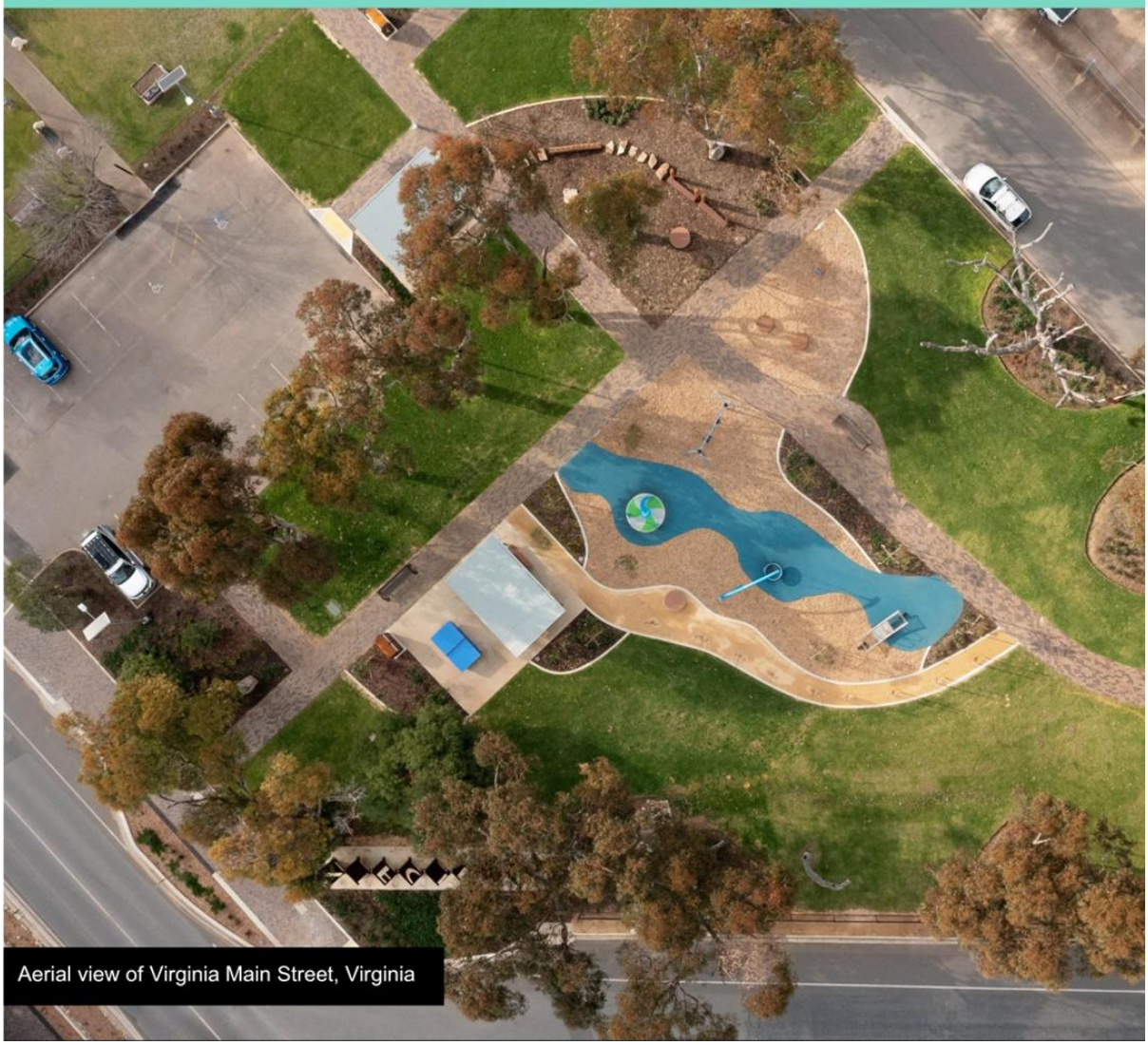
All Investment decisions contain inherent risks and uncertainty. Council has ensured that these risks are minimised via our Risk Management Framework.

Growth

As the City of Playford is a high growth Council, we make assumptions in our LTFP for growth in the form of developer contributions and rate revenue. These assumptions are based on the best and most current available data at the time of drafting. Despite this, there is inherent risk in any future assumptions which could have impacts on the future forecast financial position of Council.

Long Term Financial Plan Results

The financial projections contained within the LTFP provide an indication of Council's direction and financial capacity.



Aerial view of Virginia Main Street, Virginia

Long Term Financial Plan Results

Financial Plan Summary

The following section provides an overview of the key financial data and ratios resulting from the Plan.

Long Term Financial Plan 2026/27	Current 2025/26 $mill	Year 1 2026/27 $mill	Year 2 2027/28 $mill	Year 3 2028/29 $mill	Year 4 2029/30 $mill	Year 5 2030/31 $mill	Year 6 2031/32 $mill	Year 7 2032/33 $mill	Year 8 2033/34 $mill	Year 9 2034/35 $mill	Year 10 2035/36 $mill	10 Year Average $mill
Operating Result - Surplus (Deficit)	**11.1**	**5.3**	**8.8**	**8.8**	**8.5**	**7.9**	**7.8**	**7.6**	**7.9**	**8.1**	**8.1**	**7.9**
Non-Structural Items	9.4	4.5	7.0	7.0	6.5	5.8	5.6	5.2	5.4	5.4	5.3	5.8
Structural Operating Surplus/(Deficit)	**1.8**	**0.8**	**1.8**	**1.9**	**2.0**	**2.1**	**2.2**	**2.4**	**2.5**	**2.7**	**2.8**	**2.1**
Operating Surplus Ratio	6.7%	3.1%	4.7%	4.5%	4.1%	3.7%	3.4%	3.2%	3.2%	3.1%	2.9%	3.6%
Structural Surplus Ratio	1.1%	0.5%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Closing Balance Borrowings	**97.4**	**138.8**	**121.0**	**111.9**	**96.6**	**87.2**	**72.9**	**56.3**	**37.6**	**23.9**	**20.1**	**76.6**

Key financial data summary

Sustainable Surplus

Council is committed to maintaining a sustainable operating surplus as part of its Finance Strategy.

The operating surplus over the 10 years of the LTFP remains positive, and the operating surplus ratio is towards the lower end of the target range for this ratio with an average of 3.6%. This ratio includes the revenue Council receives from grants and contributions which will be spent on future infrastructure projects when the needs of our growing community are known.

To ensure Council uses money wisely we also monitor the structural surplus ratio which adjusts for once-off grants/contributions. Our LTFP forecasts a structural surplus of 0.5% in 2026/27, which is below the Council-endorsed target range, to absorb the impact of increased depreciation arising from the 2025/26 asset revaluation. From 2027/28 onwards, the structural surplus is projected to return to and remain within the Council-endorsed target range for the remainder of the LTFP period.

The operating surplus in 2026/27 is 5.3M, which reflects the budget required to deliver existing services to agreed service standards, as well as the new and enhanced services as detailed in the 2026/27 Annual Business Plan. This is the surplus required to deliver a financially sustainable budget, keep rate increases to a minimum, manage future contingencies and continue to deliver services to the standard we have been achieving.

Closing Balance Borrowings

The LTFP shows that borrowings increase in 2026/27 consistent with increase capital spend in 2026/27. Over the 10-year LTFP the debt reduces. This is due to new capital expenditure being estimated at an average of the two most current years of historical actuals, plus the current year forecast, coupled with ongoing cashflow from operations in excess of the short-term funding requirements for the annual asset renewal program. While it may appear that Council has “extra money”, these funds are committed to replacing assets which will come to the end of life over the next 20-50 years

Long Term Financial Plan Results

whilst repaying money borrowed to fund new assets. This ensures intergenerational equity – the idea that each generation pays their fair share for the use of an asset or resource.

Reserves Policy

The LTFP applies the existing Council policy for reserves where all funds collected for reserves will be applied to temporarily reduce borrowings. The policy aims to reduce the interest cost to Council over the long term.

The reserves currently held by Council and used to offset borrowings are:

- Open Space Reserve
- Playford Alive Initiatives Fund (committed to by the Playford Alive Steering Committee)
- Growth Areas Infrastructure Reserves.

The reserve balances included in the LTFP are as follows:

Reserves Balance	Current **2025/26** $mill	Year 1 **2026/27** $mill	Year 2 **2027/28** $mill	Year 3 **2028/29** $mill	Year 4 **2029/30** $mill	Year 5 **2030/31** $mill	Year 6 **2031/32** $mill	Year 7 **2032/33** $mill	Year 8 **2033/34** $mill	Year 9 **2034/35** $mill	Year 10 **2035/36** $mill
Reserves Balance	19.7	23.0	26.2	29.3	32.3	34.6	36.8	38.5	40.5	42.5	44.4

If Council's policy for reserves was amended and the reserves were no longer used to temporarily reduce variable borrowings, the debt balance would be estimated as follows:

Reserve Policy not applied	Current **2025/26** $mill	Year 1 **2026/27** $mill	Year 2 **2027/28** $mill	Year 3 **2028/29** $mill	Year 4 **2029/30** $mill	Year 5 **2030/31** $mill	Year 6 **2031/32** $mill	Year 7 **2032/33** $mill	Year 8 **2033/34** $mill	Year 9 **2034/35** $mill	Year 10 **2035/36** $mill
Total Debt	117.1	161.8	147.2	141.2	128.9	121.9	109.7	94.8	78.1	66.4	64.6

Financial Indicators

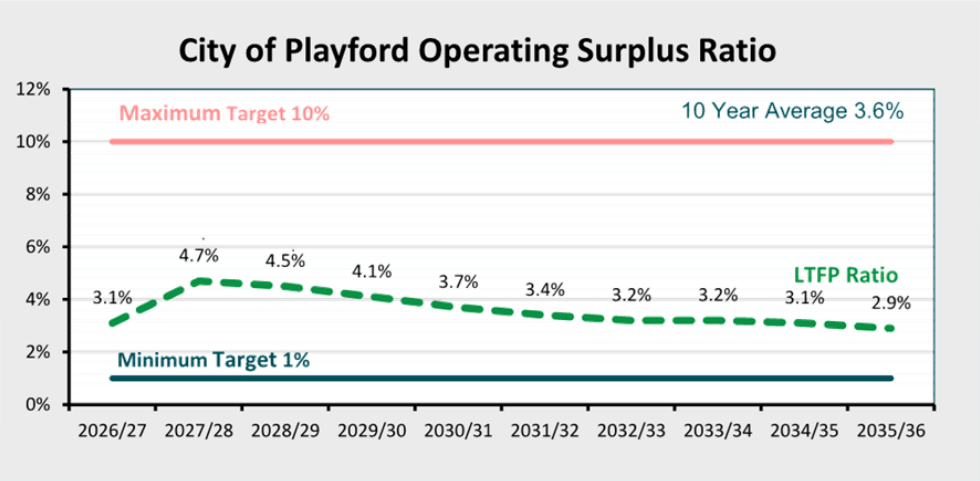
Council has six key performance indicators (KPIs) which it uses to track its financial sustainability. These are reviewed annually as a way of monitoring our performance.

Scouts prepare the Australia Flag for raising on Australia Day.

Financial Indicators

Council's Financial Sustainability Ratios and Targets Policy provides the financial ratios and targets by which Council's financial performance and financial sustainability can be assessed. This section provides a summary of Council's performance against the financial ratios.

Operating Surplus Ratio



Calculated as Operating Result / Total Operating Income

Indicates Financial Sustainability

Target Between 1% and 10%

Long Term Financial Plan Commentary:

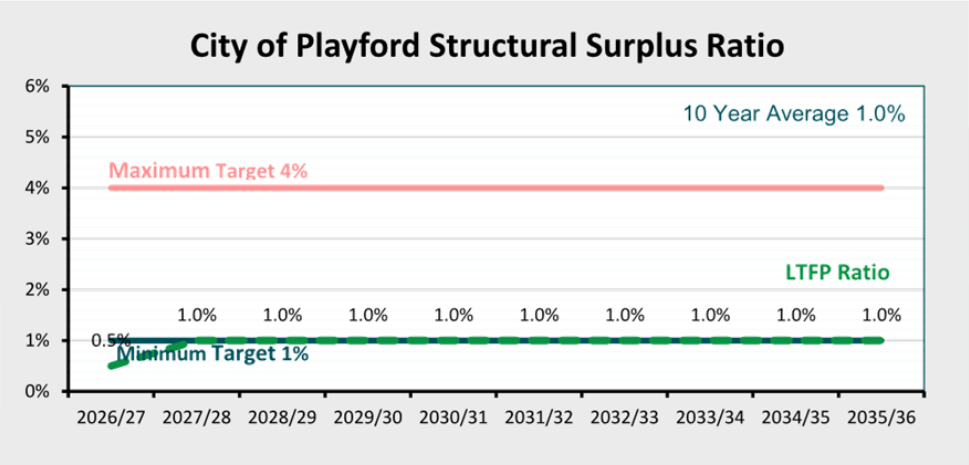
The Operating Surplus Ratio indicates Council's ability to service its operations from expected income, while maintaining long-term financial sustainability. Council is committed to maintaining an operating surplus within the target range over the duration of the LTFP as part of its Finance Strategy.

The operating surplus ratio remains within the target range over the 10 years of the LTFP, despite the cost pressures and increasing costs of doing business. This is through a combination of grant revenue, developer contributions, continuous improvement savings and rate revenue, which covers the costs associated with new projects and inflation.

The downward trend in the ratio over the 10 years reflects declining estimates for developer contributions and grants which are not certain at this time. Council closely monitors development across our city and the availability of future grants so the assumptions underlying these estimates can be updated.

Financial Indicators

Structural Surplus Ratio



Calculated as Structural Operating Result / Structural Operating Income

Indicates Financial Sustainability

Target Between 1% and 4%

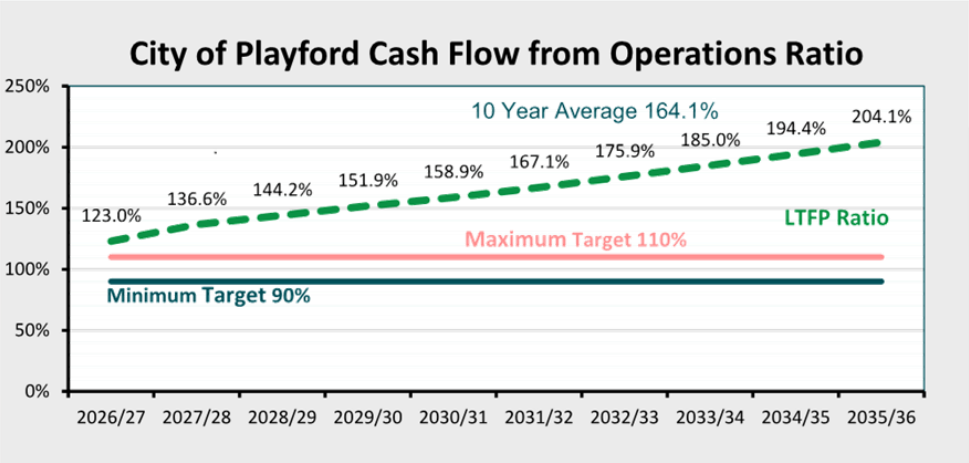
Long Term Financial Plan Commentary:

The structural surplus ratio excludes once-off operating grants and contributions which need to be spent on future infrastructure projects. It demonstrates whether Council has a sustainable source of revenue to cover its underlying operating costs.

The structural surplus ratio for 2026/27 is slightly below the target range at 0.5%, as a result of an absorption of amplified depreciation from the 2025/26 asset revaluation. The ratio is steady for the reminder of the LTFP at 1% - the lower end of the target range for this ratio. Planning to achieve the lower end of the target range achieves a financially sustainable position whilst moderating the impact on rates for ratepayers.

Financial Indicators

Cash Flow from Operations Ratio



Calculated as Cash Flow from Operations / Asset Management Plan Replacement Annuity

Indicates If Council is generating enough cash from operations to cover the replacement of assets over time

Target Between 90% and 110%, allowing for annual variation

Long Term Financial Plan Commentary:

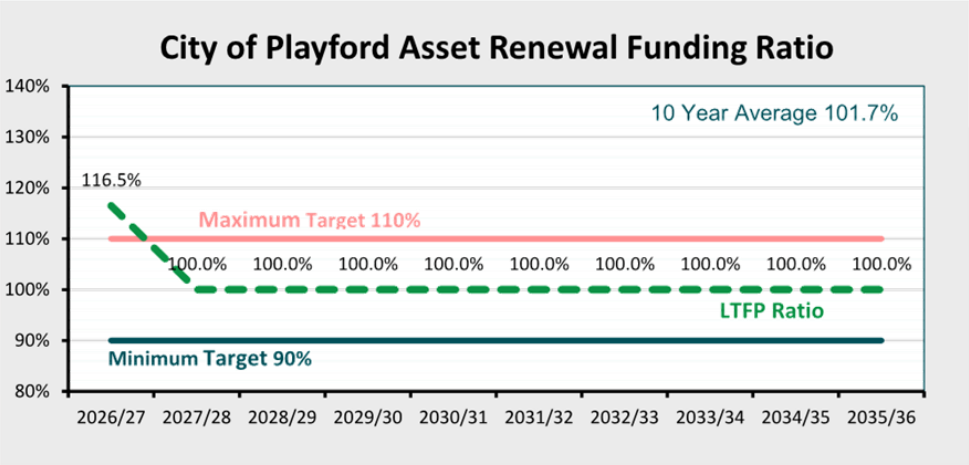
Council's Cash Flow from Operations increases over the life of the Plan. This indicates Council will have sufficient cash reserves to replace infrastructure as it ages.

Over the 10 years of the LTFP, this ratio is above the target range. While it may appear that Council has "extra" money, this is not the case due to timing lags.

Cashflows from operations is in excess of the short-term funding requirements for the asset management plan replacement annuity asset. These funds are committed to replacing assets which will come to end of their life over the next 20 to 50 years. Smoothing the requirement to fund the renewal over time ensures intergenerational equity – the idea that each generation pays their fair share for use of an asset or resource.

Financial Indicators

Asset Renewal Funding Ratio



Calculated as Amount spent on the replacement of assets (net of sale proceeds from replaced assets) / Amount Planned to be spent in SAMP.

Indicates If Council is performing the required work to replace assets and maintain the level of service.

Target Between 90% and 110%.

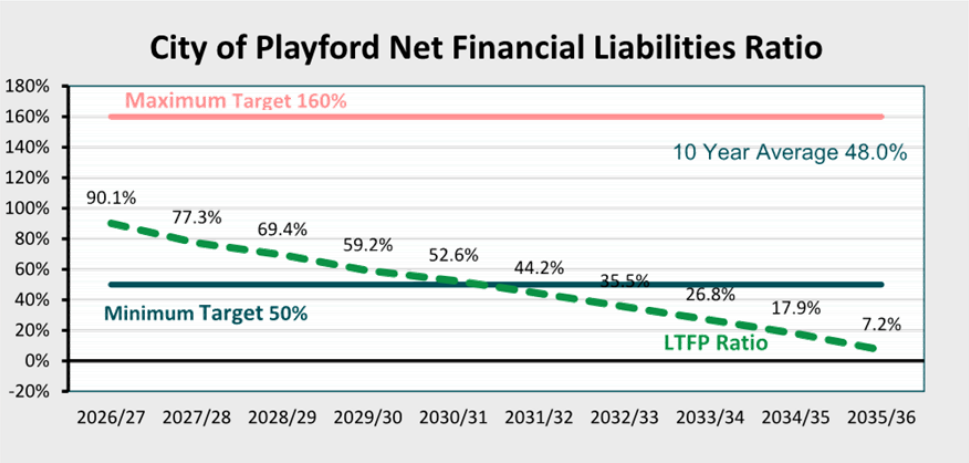
Long Term Financial Plan Commentary:

Council's Strategic Asset Management Plan determines when assets need to be replaced. A ratio of 100% means Council is spending exactly what is needed as per the Strategic Asset Management Plan. Spending within the target ranges shows that Council is replacing assets and infrastructure at a time that optimises asset lifespan – not too early and not too late.

The result for 2026/27 is above the target range at 116.5%.

Financial Indicators

Net Financial Liabilities Ratio



Calculated as Net financial liabilities [1] / Total Operating Income

Indicates The extent to which Council is managing its debt

Target Between 50% and 160%

Long Term Financial Plan Commentary:

Funding the replacement of existing assets or the construction of new assets through borrowings addresses intergenerational equity – the idea that each generation pays their fair share for the use of an asset or resource. The Net Financial Liabilities ratio shows the extent to which Council is managing its debt. The target range for this ratio allows for delivery of assets as our community develops. This ratio is considered in conjunction with the Interest Expense Ratio.

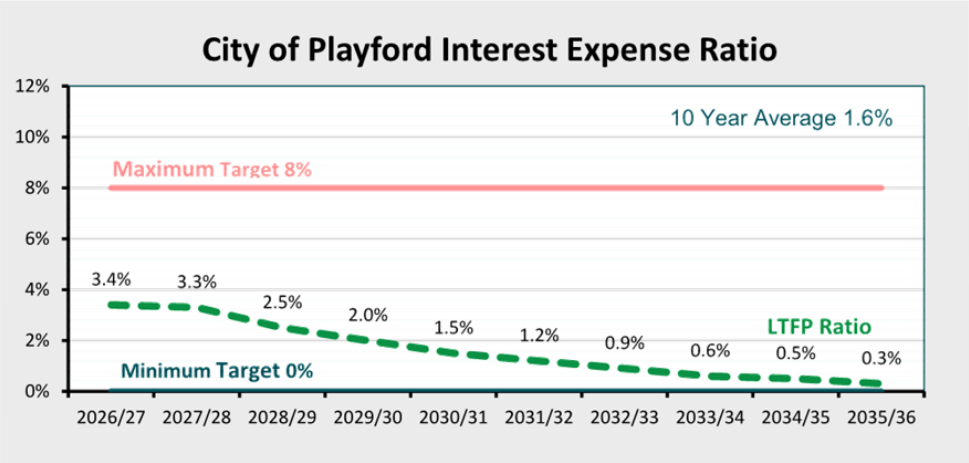
Our considered approach to developing the Annual Business Plan and Budget ensures we remain within the target range for this ratio over the 10-year period.

Our focus on sustainable surpluses, responsible debt management and repurposing of assets sees a declining net asset ratio over the life of the LTFP. The ratio also demonstrates the future borrowing capacity of Council to replace assets which will come to the end of life over the next 20 to 50 years.

[1] *Net financial liabilities are total liabilities less cash and other financial assets readily convertible to cash.*

Financial Indicators

Interest Expense Ratio



Calculated as Interest expense less interest income / General rate income (less Regional Landscape Levy)

Indicates Affordability of Council's debt

Target Between 0% and 8%

Long Term Financial Plan Commentary:

The target range of 0% to 8% provides flexibility to introduce new projects and services, while keeping the cost of debt affordable.

The Interest Expense Ratio is budgeted to be within the target range for the period of the LTFP. This reflects Council's focus on responsible debt and interest rate risk management, only delivering services our community has told us they want through a responsible budget.

A low Interest Expense Ratio enables Council to manage its ability to fund interest costs which is particularly important given the uncertainty in interest rates and councils ongoing borrowing requirements.

This ratio, combined with the Net Financial Liabilities ratio, indicates the capacity of Council to borrow if required over the medium to longer term. Building borrowing capacity to meet the growing needs or our new and existing communities and to meet the future commitments is important.

Financial Statements

Financial statements provide information about the financial position, financial performance and cash flows of Council.

Elizabeth Way, Elizabeth.

Financial Statements

Financial Statements

Uniform Presentation of Finances

The *Uniform Presentation of Finances* statement provides the adjusted operating surplus/(deficit) and capital investment activities enabling comparisons between councils.

The Annual Net Impact to Financing Activities is a 'flow' measure that takes account of both operating and capital activities for the financial year.

Statement of Comprehensive Income

The *Statement of Comprehensive Income* presents the operating income, expenses, and result. It also presents those amounts that are classified as capital income and other comprehensive income. It is based on the model financial statements as required under the *Local Government Act 1999*. Amounts included within this statement are used to calculate a number of the financial indicators that assist in assessing our financial performance and viability over time.

Balance Sheet

The *Balance Sheet* provides a projection of total 'community wealth' (total equity). The balance sheet summarises our financial worth at a specific point in time including assets, liabilities and net equity. Amounts included within the balance sheet are used to calculate a number of the financial indicators that assist in assessing our financial position and viability over time.

Statement of Changes in Equity

The *Statement of Changes in Equity* is used to illustrate the movement between the equity shown in the balance sheet at the beginning of an accounting period, and the equity at the end of a period. It also provides details of reserves currently held including forecast movements.

Statement of Cash Flows

The *Statement of Cash Flows* forecasts incoming and outgoing cash for the financial year. It also explains changes in the balance sheet and statement of comprehensive income affected by cash and cash equivalents. The statement is useful in determining the short-term viability of Council, particularly our ability to meet cash commitments.

Financial Statements

Projected financial statements 2026-27 / 2035-36

City of Playford												
10 Year Financial Plan for the Years ending 30 June 2036												
STATEMENT OF COMPREHENSIVE INCOME - GENERAL FUN	Actuals	Current Year										
Scenario: LTFP ABP 2025/26 (rolled over from last year's 24/26	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	$	$	$	$	$	$	$	$	$	$	$	$
Income												
Rates	113,073,000	123,772,358	133,390,683	144,922,741	153,984,617	163,182,587	172,716,663	182,968,858	193,695,360	204,917,666	216,798,873	229,323,371
Statutory Charges	4,011,000	3,443,018	3,803,518	3,901,649	4,003,092	4,103,169	4,207,389	4,318,885	4,433,768	4,550,376	4,669,596	4,791,472
User Charges	4,634,000	4,517,403	4,570,430	4,688,347	4,810,244	4,930,500	5,055,735	5,189,712	5,327,758	5,467,878	5,611,137	5,757,587
Grants, Subsidies and Contributions - operating	31,570,000	24,564,368	23,946,414	24,483,069	24,616,037	25,249,605	25,704,497	26,382,566	27,081,230	27,790,389	28,515,432	29,256,631
Grants, Subsidies and Contributions - capital	6,719,000	9,102,500	5,084,392	7,650,499	7,664,499	7,191,439	6,690,439	6,480,439	6,134,439	6,335,439	6,365,439	6,285,439
Investment Income	199,000	89,484	71,140	71,139	71,139	71,139	71,139	71,139	71,139	71,139	71,139	71,139
Reimbursements	1,353,000	662,938	762,770	782,449	802,793	822,863	843,764	866,123	889,162	912,547	936,456	960,898
Other Income	542,000	257,833	268,905	275,843	283,015	290,090	297,458	305,341	313,463	321,707	330,136	338,752
Net gain - equity accounted Council businesses	-	635,430	635,430	635,430	635,430	635,430	635,430	635,430	635,430	635,430	635,430	635,430
Total Income	**162,101,000**	**167,045,333**	**172,533,682**	**187,411,166**	**196,870,866**	**206,476,823**	**216,222,515**	**227,218,493**	**238,581,750**	**251,002,572**	**263,933,637**	**277,420,720**
Expenses												
Employee Costs	50,877,000	55,998,438	58,417,420	62,033,195	65,830,094	69,749,364	73,849,286	78,151,939	82,618,010	87,219,626	92,080,274	97,234,749
Materials, Contracts & Other Expenses	50,040,000	56,233,804	59,633,887	63,346,118	67,256,024	71,249,441	75,422,422	79,835,480	84,424,659	89,165,038	94,078,942	99,171,623
Depreciation, Amortisation & Impairment	34,074,000	37,266,416	44,271,983	48,264,736	50,817,277	53,470,922	56,033,448	58,884,588	61,922,998	65,088,000	68,358,501	71,752,598
Finance Costs	2,739,000	6,237,433	4,652,226	4,721,616	3,844,361	3,224,612	2,705,923	2,232,470	1,721,029	1,305,700	1,043,062	850,078
Net loss - Equity Accounted Council Businesses	2,599,000	196,113	278,189	278,189	278,189	278,189	278,189	278,189	278,189	278,189	278,189	278,189
Total Expenses	**140,329,000**	**155,932,204**	**167,253,704**	**178,643,855**	**188,025,945**	**197,972,527**	**208,289,268**	**219,382,667**	**230,964,885**	**243,056,553**	**255,838,967**	**269,287,236**
Operating Surplus / (Deficit)	**21,772,000**	**11,113,128**	**5,279,977**	**8,767,311**	**8,844,921**	**8,504,296**	**7,933,247**	**7,835,827**	**7,616,865**	**7,946,019**	**8,094,670**	**8,133,483**
Asset Disposal & Fair Value Adjustments	(4,867,000)	(1,250,788)	-	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	9,527,000	7,538,593	9,559,026	6,618,957	6,618,957	6,618,957	6,618,957	6,618,957	6,618,957	6,618,957	6,618,957	6,618,957
Physical Resources Received Free of Charge	53,977,000	39,460,000	75,300,000	70,000,000	70,000,000	70,000,000	70,000,000	70,000,000	70,000,000	70,000,000	70,000,000	70,000,000
Operating Result from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Surplus / (Deficit)	**80,409,000**	**56,860,933**	**90,139,003**	**85,386,268**	**85,463,878**	**85,123,253**	**84,552,204**	**84,454,784**	**84,235,822**	**84,564,976**	**84,713,627**	**84,752,440**
Other Comprehensive Income												
Amounts which will not be reclassified subsequently to operating result												
Changes in Revaluation Surplus - I,PP&E	262,554,000	417,945,260	110,789,116	76,287,844	80,943,441	81,909,869	87,307,446	95,511,200	100,387,782	103,770,815	107,916,504	112,052,175
Share of Other Comprehensive Income - Equity Accounted Council Business	-	-	-	-	-	-	-	-	-	-	-	-
Impairment (Expense) / Recoupments Offset to Asset Revaluation Reserve	-	-	-	-	-	-	-	-	-	-	-	-
Transfer to Accumulated Surplus on Sale of Revalued I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
Net assets transferred - Council restructure	-	-	-	-	-	-	-	-	-	-	-	-
Other	(269,000)	-	-	-	-	-	-	-	-	-	-	-
Amounts which will be reclassified subsequently to operating result												
Available-for-Sale Financial Instruments - Change in Fair Value	-	-	-	-	-	-	-	-	-	-	-	-
Transfer to Accumulated Surplus on Sale of Available-for-Sale Financial Instr	-	-	-	-	-	-	-	-	-	-	-	-
Movements in Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	**262,285,000**	**417,945,260**	**110,789,116**	**76,287,844**	**80,943,441**	**81,909,869**	**87,307,446**	**95,511,200**	**100,387,782**	**103,770,815**	**107,916,504**	**112,052,175**
Total Comprehensive Income	**342,694,000**	**474,806,194**	**200,928,120**	**161,674,112**	**166,407,318**	**167,033,121**	**171,859,650**	**179,965,983**	**184,623,604**	**188,335,791**	**192,630,131**	**196,804,616**

Financial Statements

City of Playford 10 Year Financial Plan for the Years ending 30 June 2036 STATEMENT OF FINANCIAL POSITION - GENERAL FUND Scenario: LTFP ABP 2025/26 (rolled over from last year's 24/26	Actuals 2024/25 $	Current Year 2025/26 $	Projected Years 2026/27 $	2027/28 $	2028/29 $	2029/30 $	2030/31 $	2031/32 $	2032/33 $	2033/34 $	2034/35 $	2035/36 $
ASSETS												
Current Assets												
Cash & Cash Equivalents	2,871,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Trade & Other Receivables	7,734,000	8,297,899	8,812,869	9,379,144	9,832,506	10,292,330	10,760,651	11,284,501	11,826,652	12,414,094	13,026,483	13,665,537
Other Financial Assets	27,000	28,543	30,092	31,701	33,372	35,107	36,907	-	-	-	-	-
Inventories	223,000	303,593	321,949	341,991	363,100	384,659	407,188	431,013	455,789	481,381	507,910	535,404
Other Current Assets	1,280,000	1,316,174	1,395,754	1,482,640	1,574,153	1,667,620	1,765,291	1,868,580	1,975,991	2,086,942	2,201,954	2,321,150
Non-current assets classified as "Held for Sale"	362,000	12,556,982	4,661,731	4,485,700	4,245,000	-	-	-	-	-	-	-
Total Current Assets	12,497,000	24,003,190	16,722,396	17,221,176	17,548,131	13,879,716	14,470,036	15,084,094	15,758,432	16,482,417	17,236,347	18,022,092
Non-Current Assets												
Financial Assets	196,000	167,179	137,087	105,386	72,014	36,907	0	0	0	0	7,493,818	32,305,079
Equity Accounted Investments in Council Businesses	16,492,000	16,931,317	17,288,558	17,645,799	18,003,040	18,360,281	18,717,522	19,074,763	19,432,004	19,789,245	20,146,486	20,503,727
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	2,242,831,000	2,728,347,828	2,976,128,891	3,126,885,335	3,284,960,251	3,441,262,910	3,604,130,788	3,770,316,270	3,938,779,723	4,109,207,565	4,281,325,803	4,450,197,529
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other Non-Current Assets	35,815,000	35,815,000	35,815,000	35,815,000	35,815,000	35,815,000	35,815,000	35,815,000	35,815,000	35,815,000	35,815,000	35,815,000
Total Non-Current Assets	2,295,334,000	2,781,261,324	3,029,369,536	3,180,451,520	3,338,850,304	3,495,475,098	3,658,663,311	3,825,206,033	3,994,026,727	4,164,811,811	4,344,781,108	4,538,821,335
TOTAL ASSETS	**2,307,831,000**	**2,805,264,514**	**3,046,091,932**	**3,197,672,696**	**3,356,398,435**	**3,509,354,814**	**3,673,133,347**	**3,840,290,127**	**4,009,785,160**	**4,181,294,228**	**4,362,017,454**	**4,556,843,426**
LIABILITIES												
Current Liabilities												
Cash Advance Debenture	-	-	-	-	-	-	-	-	-	-	-	-
Trade & Other Payables	19,639,000	20,530,451	18,729,452	26,148,546	27,279,525	28,220,263	29,190,942	30,381,228	31,556,850	33,041,426	34,493,415	35,943,911
Borrowings	4,559,000	3,615,916	3,700,256	3,417,595	3,029,677	3,144,939	3,264,602	3,388,833	3,517,809	3,651,710	3,790,725	17,456,622
Provisions	6,376,000	6,703,904	6,930,990	7,165,389	7,407,241	7,656,615	7,913,769	8,179,024	8,452,554	8,734,428	9,025,095	9,325,094
Other Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	30,574,000	30,850,271	29,360,698	36,731,530	37,716,443	39,021,817	40,369,312	41,949,085	43,527,213	45,427,564	47,309,236	62,725,626
Non-Current Liabilities												
Cash Advance Debenture	16,769,000	42,734,238	87,776,744	73,682,039	67,995,573	55,707,200	49,490,398	38,435,800	25,190,755	10,057,524	-	-
Trade & Other Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	54,582,000	51,032,537	47,332,282	43,914,686	40,885,010	37,740,071	34,475,469	31,086,636	27,568,827	23,917,117	20,126,392	2,669,770
Provisions	1,441,000	1,376,275	1,422,894	1,471,015	1,520,666	1,571,861	1,624,653	1,679,109	1,735,263	1,793,130	1,852,803	1,914,390
Liability - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Other Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	72,792,000	95,143,050	136,531,920	119,067,740	110,401,249	95,019,132	85,590,520	71,201,544	54,494,845	35,767,771	21,979,195	4,584,161
TOTAL LIABILITIES	**103,366,000**	**125,993,321**	**165,892,618**	**155,799,270**	**148,117,691**	**134,040,949**	**125,959,833**	**113,150,629**	**98,022,058**	**81,195,335**	**69,288,430**	**67,309,787**
Net Assets	**2,204,465,000**	**2,679,271,194**	**2,880,199,313**	**3,041,873,426**	**3,208,280,744**	**3,375,313,865**	**3,547,173,515**	**3,727,139,498**	**3,911,763,102**	**4,100,098,893**	**4,292,729,024**	**4,489,533,639**
EQUITY												
Accumulated Surplus	580,781,000	635,107,927	721,971,931	804,204,393	886,528,223	968,644,487	1,050,869,632	1,133,207,358	1,215,672,122	1,298,265,040	1,380,976,609	1,463,806,991
Asset Revaluation Reserves	1,606,478,000	2,024,423,260	2,135,212,377	2,211,500,221	2,292,443,662	2,374,353,530	2,461,660,976	2,557,172,176	2,657,559,958	2,761,330,773	2,869,247,277	2,981,299,452
Available for Sale Financial Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other Reserves	17,206,000	19,740,006	23,015,006	26,168,812	29,308,859	32,315,848	34,642,906	36,759,964	38,531,022	40,503,080	42,505,138	44,427,196
Total Equity	**2,204,465,000**	**2,679,271,194**	**2,880,199,313**	**3,041,873,426**	**3,208,280,744**	**3,375,313,865**	**3,547,173,515**	**3,727,139,498**	**3,911,763,102**	**4,100,098,893**	**4,292,729,024**	**4,489,533,639**

Financial Statements

City of Playford 10 Year Financial Plan for the Years ending 30 June 2036 STATEMENT OF CASH FLOWS - GENERAL FUND Scenario: LTFP ABP 2025/26 (rolled over from last year's 24/26	Actuals 2024/25 $	Current Year 2025/26 $	Projected Years 2026/27 $	2027/28 $	2028/29 $	2029/30 $	2030/31 $	2031/32 $	2032/33 $	2033/34 $	2034/35 $	2035/36 $
Cash Flows from Operating Activities												
Receipts:												
Rates Receipts	113,126,000	123,289,229	132,967,284	144,393,100	153,568,287	162,759,910	172,278,606	182,497,812	193,202,501	204,402,058	216,252,998	228,747,942
Statutory Charges	4,011,000	3,297,413	3,758,244	3,889,325	3,990,352	4,090,600	4,194,301	4,304,883	4,419,340	4,535,731	4,654,623	4,776,166
User Charges	4,952,000	4,281,414	4,563,770	4,673,538	4,794,935	4,915,398	5,040,007	5,172,886	5,310,421	5,450,281	5,593,145	5,739,195
Grants, Subsidies and Contributions (operating purpose)	32,842,000	24,330,620	23,940,772	24,489,621	24,616,644	25,252,500	25,706,576	26,385,664	27,084,423	27,793,630	28,518,745	29,260,018
Investment Receipts	199,000	90,986	71,616	71,139	71,139	71,139	71,139	71,139	71,139	71,139	71,139	71,139
Reimbursements	1,456,000	658,225	751,582	780,244	800,513	820,614	841,421	863,618	886,580	909,926	933,777	958,158
Other	11,086,000	256,025	268,572	271,371	282,095	289,835	297,203	304,632	312,906	320,403	329,037	337,777
Payments:												
Payments to Employees	(51,089,000)	(55,735,260)	(58,143,715)	(61,750,676)	(65,538,591)	(69,448,795)	(73,539,340)	(77,832,229)	(82,288,325)	(86,879,886)	(91,729,934)	(96,873,163)
Payments for Materials, Contracts & Other Expenses	(56,077,000)	(55,117,271)	(58,759,313)	(62,391,253)	(66,250,313)	(70,222,249)	(74,349,042)	(78,700,348)	(83,244,225)	(87,945,711)	(92,814,981)	(97,861,677)
Finance Payments	(2,739,000)	(6,237,433)	(4,652,226)	(4,721,616)	(3,844,361)	(3,224,612)	(2,705,923)	(2,232,470)	(1,721,029)	(1,305,700)	(1,043,062)	(850,078)
Net Cash provided (or used in) Operating Activities	57,767,000	39,113,948	44,766,586	49,704,793	52,490,702	55,304,339	57,834,948	60,835,587	64,033,731	67,351,871	70,765,487	74,305,479
Cash Flows from Investing Activities												
Receipts:												
Amounts Received Specifically for New/Upgraded Assets	7,110,000	7,595,810	7,979,669	9,558,341	6,618,957	6,618,957	6,618,957	6,618,957	6,618,957	6,618,957	6,618,957	6,618,957
Grants utilised for capital purposes	3,905,000	9,243,027	3,867,289	11,059,040	7,670,754	6,980,093	6,466,610	6,386,619	5,979,859	6,425,239	6,378,842	6,249,698
Sale of Replaced Assets	1,104,000	-	-	-	-	-	-	-	-	-	-	-
Sale of Surplus Assets	780,000	1,199,500	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Non Current Assets "Held for Sale"	-	362,000	12,556,982	4,661,731	4,485,700	4,245,000	-	-	-	-	-	-
Net Disposal of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Developments	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Repayments of Loans by Community Groups	26,000	27,278	28,543	30,092	31,701	33,372	35,107	36,907	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Expenditure on Renewal/Replacement of Assets	(23,618,000)	(42,793,156)	(42,470,102)	(33,467,182)	(38,441,899)	(34,111,858)	(37,842,027)	(35,807,016)	(36,246,815)	(37,993,173)	(38,808,381)	(34,820,294)
Expenditure on New/Upgraded Assets	(30,326,000)	(37,484,502)	(68,155,558)	(23,751,854)	(23,751,854)	(23,751,854)	(23,751,854)	(23,751,854)	(23,751,854)	(23,751,854)	(23,751,854)	(23,751,854)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Net Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	(7,493,818)	(24,811,261)
Development of Real Estate for Sale	-	-	-	-	-	-	-	-	-	-	-	-
Expenditure on Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Loans Made to Community Groups	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Capital Contributed to Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(41,019,000)	(61,850,043)	(86,193,177)	(31,909,832)	(43,386,641)	(39,986,290)	(48,473,207)	(46,516,387)	(47,399,854)	(48,700,831)	(57,056,254)	(70,514,754)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from CAD	60,427,000	25,965,238	45,042,507	-	-	-	-	-	-	-	-	-
Proceeds from Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Receipt of Funds from Leases	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Aged Care Facility Deposits	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Bonds & Deposits	26,000	-	-	-	-	-	-	-	-	-	-	-
Receipts from Other Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayments of CAD	(75,918,000)	-	-	(14,094,705)	(5,686,466)	(12,288,373)	(6,216,802)	(11,054,598)	(13,245,045)	(15,133,231)	(10,057,524)	-
Repayments of Borrowings	-	(4,413,262)	(3,504,633)	(3,635,823)	(3,417,595)	(3,029,677)	(3,144,939)	(3,264,602)	(3,388,833)	(3,517,809)	(3,651,710)	(3,790,725)
Repayment of Principal Portion of Lease Liabilities	(163,000)	(186,880)	(111,283)	(64,433)	-	-	-	-	-	-	-	-
Repayment of Aged Care Facility Deposits	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of Bonds & Deposits	-	-	-	-	-	-	-	-	-	-	-	-
Payments of Other Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(15,628,000)	21,365,096	41,426,591	(17,794,961)	(9,104,061)	(15,318,049)	(9,361,741)	(14,319,200)	(16,633,878)	(18,651,040)	(13,709,234)	(3,790,725)
Net Increase/(Decrease) in Cash & Cash Equivalents	1,120,000	(1,371,000)	-	-	-	-	-	-	-	-	-	-
plus: Cash & Cash Equivalents - beginning of year	1,751,000	2,871,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Cash & Cash Equivalents - end of the year	**2,871,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**
Cash & Cash Equivalents - end of the year	2,871,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Investments - end of the year	27,000	28,543	30,092	31,701	33,372	35,107	36,907	-	-	-	7,576,361	32,333,653
Cash, Cash Equivalents & Investments - end of the year	**2,898,000**	**1,528,543**	**1,530,092**	**1,531,701**	**1,533,372**	**1,535,107**	**1,536,907**	**1,500,000**	**1,500,000**	**1,500,000**	**9,076,361**	**33,833,653**

Financial Statements

City of Playford 10 Year Financial Plan for the Years ending 30 June 2036 STATEMENT OF CHANGES IN EQUITY - GENERAL FUND Scenario: LTFP ABP 2025/26 (rolled over from last year's 24/26	Actuals 2024/25 $	Current Year 2025/26 $	Projected Years 2026/27 $	2027/28 $	2028/29 $	2029/30 $	2030/31 $	2031/32 $	2032/33 $	2033/34 $	2034/35 $	2035/36 $
Opening Balance	1,861,771,000	2,204,465,000	2,679,271,194	2,880,199,313	3,041,873,426	3,208,280,744	3,375,313,865	3,547,173,515	3,727,139,498	3,911,763,102	4,100,098,893	4,292,729,024
Net Surplus / (Deficit) for Year	80,409,000	56,860,933	90,139,003	85,386,268	85,463,878	85,123,253	84,552,204	84,454,784	84,235,822	84,564,976	84,713,627	84,752,440
Other Comprehensive Income												
- Gain (Loss) on Revaluation of I,PP&E	262,554,000	417,945,260	110,789,116	76,287,844	80,943,441	81,909,869	87,307,446	95,511,200	100,387,782	103,770,815	107,916,504	112,052,175
- Available for Sale Financial Instruments: change in fair value	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (loss) reversal relating to I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
- Transfer to Accumulated Surplus on Sale of I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
- Transfer to Acc. Surplus on Sale of AFS Financial Instruments	-	-	-	-	-	-	-	-	-	-	-	-
- Share of OCI - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
- Other Equity Adjustments - Equity Accounted Council Businesses	(269,000)	-	-	-	-	-	-	-	-	-	-	-
- Other Movements	-	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	262,285,000	417,945,260	110,789,116	76,287,844	80,943,441	81,909,869	87,307,446	95,511,200	100,387,782	103,770,815	107,916,504	112,052,175
Total Comprehensive Income	342,694,000	474,806,194	200,928,120	161,674,112	166,407,318	167,033,121	171,859,650	179,965,983	184,623,604	188,335,791	192,630,131	196,804,616
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	**2,204,465,000**	**2,679,271,194**	**2,880,199,313**	**3,041,873,426**	**3,208,280,744**	**3,375,313,865**	**3,547,173,515**	**3,727,139,498**	**3,911,763,102**	**4,100,098,893**	**4,292,729,024**	**4,489,533,639**

Financial Statements

City of Playford 10 Year Financial Plan for the Years ending 30 June 2036 UNIFORM PRESENTATION OF FINANCES - GENERAL FUND Scenario: LTFP ABP 2025/26 (rolled over from last year's 24/26	Actuals 2024/25 $	Current Year 2025/26 $	Projected Years 2026/27 $	2027/28 $	2028/29 $	2029/30 $	2030/31 $	2031/32 $	2032/33 $	2033/34 $	2034/35 $	2035/36 $
Income												
Rates	113,073,000	123,772,358	133,390,683	144,922,741	153,984,617	163,182,587	172,716,663	182,968,858	193,695,360	204,917,666	216,798,873	229,323,371
Statutory Charges	4,011,000	3,443,018	3,803,518	3,901,649	4,003,092	4,103,169	4,207,389	4,318,885	4,433,768	4,550,376	4,669,596	4,791,472
User Charges	4,634,000	4,517,403	4,570,430	4,688,347	4,810,244	4,930,500	5,055,735	5,189,712	5,327,758	5,467,878	5,611,137	5,757,587
Grants, Subsidies and Contributions - operating	31,570,000	24,564,368	23,946,414	24,483,069	24,616,037	25,249,605	25,704,497	26,382,566	27,081,230	27,790,389	28,515,432	29,256,631
Grants, Subsidies and Contributions - capital	6,719,000	9,102,500	5,084,392	7,650,499	7,664,499	7,191,439	6,690,439	6,480,439	6,134,439	6,335,439	6,365,439	6,285,439
Investment Income	199,000	89,484	71,140	71,139	71,139	71,139	71,139	71,139	71,139	71,139	71,139	71,139
Reimbursements	1,353,000	662,938	762,770	782,449	802,793	822,863	843,764	866,123	889,162	912,547	936,456	960,898
Other Income	542,000	257,833	268,905	275,843	283,015	290,090	297,458	305,341	313,463	321,707	330,136	338,752
Net gain - equity accounted Council businesses	-	635,430	635,430	635,430	635,430	635,430	635,430	635,430	635,430	635,430	635,430	635,430
Total Income	**162,101,000**	**167,045,333**	**172,533,682**	**187,411,166**	**196,870,866**	**206,476,823**	**216,222,515**	**227,218,493**	**238,581,750**	**251,002,572**	**263,933,637**	**277,420,720**
Expenses												
Employee Costs	50,877,000	55,998,438	58,417,420	62,033,195	65,830,094	69,749,364	73,849,286	78,151,939	82,618,010	87,219,626	92,080,274	97,234,749
Materials, Contracts & Other Expenses	50,040,000	56,233,804	59,633,887	63,346,118	67,256,024	71,249,441	75,422,422	79,835,480	84,424,659	89,165,038	94,078,942	99,171,623
Depreciation, Amortisation & Impairment	34,074,000	37,266,416	44,271,983	48,264,736	50,817,277	53,470,922	56,033,448	58,884,588	61,922,998	65,088,000	68,358,501	71,752,598
Finance Costs	2,739,000	6,237,433	4,652,226	4,721,616	3,844,361	3,224,612	2,705,923	2,232,470	1,721,029	1,305,700	1,043,062	850,078
Net loss - Equity Accounted Council Businesses	2,599,000	196,113	278,189	278,189	278,189	278,189	278,189	278,189	278,189	278,189	278,189	278,189
Total Expenses	**140,329,000**	**155,932,204**	**167,253,704**	**178,643,855**	**188,025,945**	**197,972,527**	**208,289,268**	**219,382,667**	**230,964,885**	**243,056,553**	**255,838,967**	**269,287,236**
Operating Surplus / (Deficit)	**21,772,000**	**11,113,128**	**5,279,977**	**8,767,311**	**8,844,921**	**8,504,296**	**7,933,247**	**7,835,827**	**7,616,865**	**7,946,019**	**8,094,670**	**8,133,483**
Timing adjustment for grant revenue	(9,181,000)	-	-	-	-	-	-	-	-	-	-	-
Less: Grants, subsidies and contributions – Capital	(6,719,000)	(9,102,500)	(5,084,392)	(7,650,499)	(7,664,499)	(7,191,439)	(6,690,439)	(6,480,439)	(6,134,439)	(6,335,439)	(6,365,439)	(6,285,439)
Adjusted Operating Surplus / (Deficit)	**5,872,000**	**2,010,628**	**195,585**	**1,116,812**	**1,180,422**	**1,312,856**	**1,242,807**	**1,355,387**	**1,482,426**	**1,610,580**	**1,729,231**	**1,848,044**
Net Outlays on Existing Assets												
Capital Expenditure on Renewal and Replacement of Existing Assets	(23,618,000)	(42,793,156)	(42,470,102)	(33,467,182)	(38,441,899)	(34,111,858)	(37,842,027)	(35,807,016)	(36,246,815)	(37,993,173)	(38,808,381)	(34,820,294)
Finance Lease payments for Right of Use Assets	(116,000)	(201,033)	(123,200)	(66,010)	-	-	-	-	-	-	-	-
add back Depreciation, Amortisation and Impairment	34,074,000	37,266,416	44,271,983	48,264,736	50,817,277	53,470,922	56,033,448	58,884,588	61,922,998	65,088,000	68,358,501	71,752,598
add back Grants, subsidies and contributions – Capital Renewal	1,104,000	-	-	-	-	-	-	-	-	-	-	-
add back Proceeds from Sale of Replaced Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Net Outlays on Existing Assets	**11,444,000**	**(5,727,773)**	**1,678,681**	**14,731,544**	**12,375,379**	**19,359,064**	**18,191,421**	**23,077,572**	**25,676,182**	**27,094,827**	**29,550,120**	**36,932,304**
Net Outlays on New and Upgraded Assets												
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(30,326,000)	(37,484,502)	(68,155,558)	(23,751,854)	(23,751,854)	(23,751,854)	(23,751,854)	(23,751,854)	(23,751,854)	(23,751,854)	(23,751,854)	(23,751,854)
Finance lease payments for Right of Use Assets	(62,000)	-	-	-	-	-	-	-	-	-	-	-
add back Grants, subsidies and contributions – Capital New/Upgraded	6,719,000	9,102,500	7,650,499	7,650,499	7,664,499	7,191,439	6,690,439	6,480,439	6,134,439	6,335,439	6,365,439	6,285,439
add back Amounts Received Specifically for New and Upgraded Assets	7,110,000	7,595,810	7,979,669	9,558,341	6,618,957	6,618,957	6,618,957	6,618,957	6,618,957	6,618,957	6,618,957	6,618,957
add back Proceeds from Sale of Surplus Assets (including Investment Property, Real Estate Developments & non-current assets held for sale)	780,000	1,561,500	12,556,982	4,661,731	4,485,700	4,245,000	-	-	-	-	-	-
Total Net Outlays on New and Upgraded Assets	**(15,779,000)**	**(19,224,692)**	**(39,968,408)**	**(1,881,283)**	**(4,982,698)**	**(5,696,458)**	**(10,442,458)**	**(10,652,458)**	**(10,998,458)**	**(10,797,458)**	**(10,767,458)**	**(10,847,458)**
Annual Net Impact to Financing Activities (surplus / (deficit))	**1,537,000**	**(22,941,837)**	**(38,094,141)**	**13,967,073**	**8,573,102**	**14,975,462**	**8,991,771**	**13,780,502**	**16,160,151**	**17,907,949**	**20,511,893**	**27,932,890**

City of Playford

Strategic Asset Management Plan

2026/27

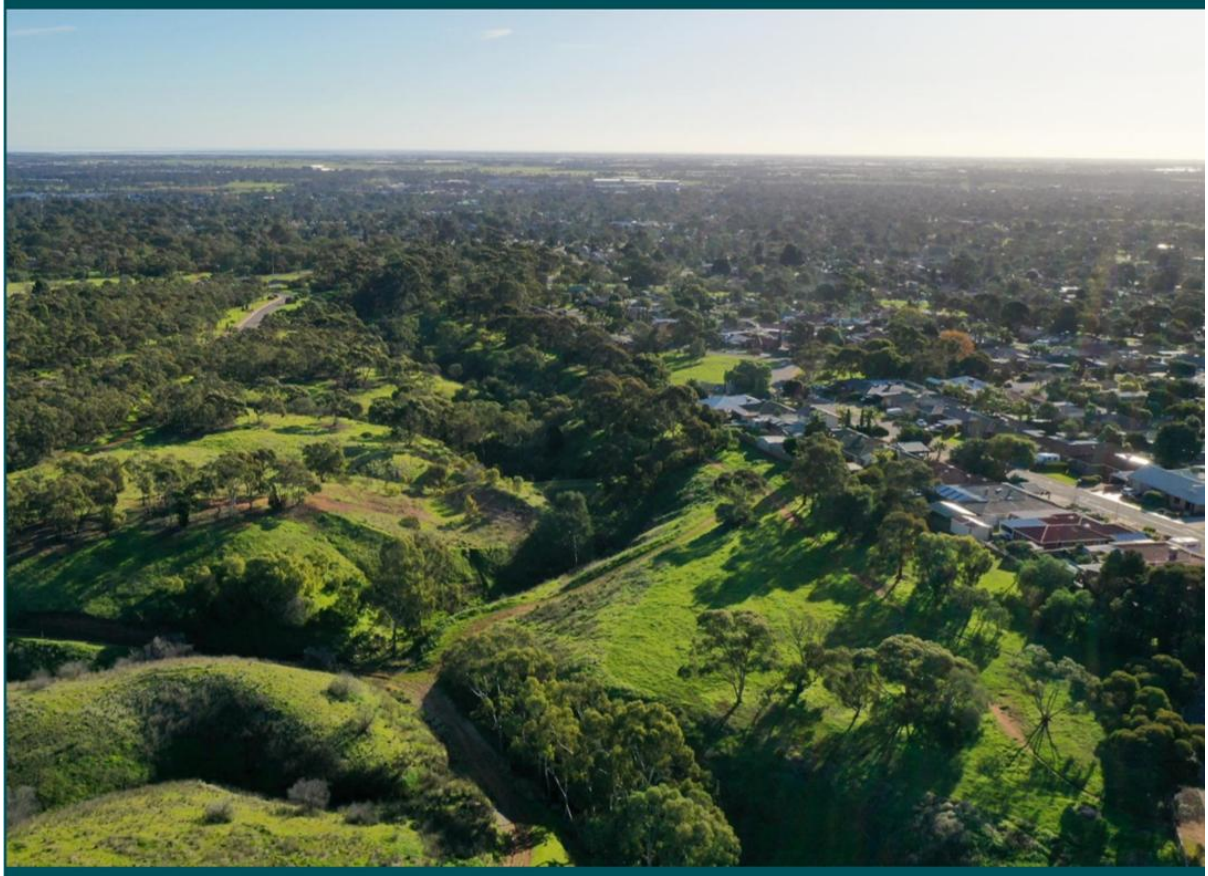
DRAFT

CITY OF Playford

Acknowledgement of Country

The City of Playford acknowledges that we are situated on the traditional land of the Kaurna people and that we respect their spiritual relationship with their country.

The City of Playford would also like to pay respects to Elders past, present and emerging.



Recognition of Forebears

The City of Playford also acknowledges the people, our forebears, that have contributed to building and defending our great nation and way of life.

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Introduction

Community Engagement and Feedback

The City of Playford recognises the role of community engagement to support decision making and ensure our community can participate in the decision-making process. The Draft Strategic Asset Management Plan 2026/27 (Draft SAMP) outlines the activities that Council proposes to undertake in order to deliver its strategic asset management objectives over the short, medium and long term.

The community is invited to provide feedback on the Draft SAMP during a community engagement period. This is undertaken in accordance with Sections 122 and 123 of the *Local Government Act 1999* (the Act), which states that Council must adopt a process or processes to ensure that members of the public are given a reasonable opportunity to be involved in the development and review of its strategic management plans. Specifically, the Act requires Council to make its Draft Annual Business Plan and Budget available for public consultation for a period no less than 21 days.

In accordance with the above, and the City of Playford Community Engagement Policy (which states that any legislatively required consultation run for 28 days), the Draft SAMP, Draft 2026/27 Annual Business Plan and Budget, and associated rating documents, and the Draft 2026/27 Long Term Financial Plan will be released for a public consultation period from Thursday 30 April to Thursday 28 May 2026.

During this time, the following activities will be undertaken:

- Advertisements in local newspapers advising the community that the Draft Plans are available for consultation
- Draft Plans and Feedback Forms available at Customer Contact locations
- Draft Plans and online Feedback Forms available on Council's website
- Public Hearing at the 26 May 2026 Ordinary Council Meeting.
- Promotion of engagement on Council social media and eNewsletter notifications

Further information can be found via our online Engagement Hub at
playford.engagementhub.com.au

Introduction

About This Document

What is a Strategic Asset Management Plan?

The City of Playford Strategic Asset Management Plan (SAMP) ensures Council can deliver services, maintain assets, and achieve its strategic objectives in a financially sustainable manner in the short, medium and long term.

It provides staff, Elected Members, and our community with an overview of our assets, including what assets we are responsible for and their replacement value, the current condition of our assets and how they are performing, the service levels we provide, our asset goals and objectives, and our financial position.

The SAMP also describes the asset-based activities that Council proposes to undertake over the medium to long term in delivering its strategic objectives and providing services to the community through its assets.

This SAMP includes 10 years of asset renewal projections, in alignment with Council's Long Term Financial Plan (LTFP).

The SAMP also presents the current state of Council's Asset Management Framework, data, and systems, highlighting identified gaps and continuous improvement activities.

Why Do We Have a SAMP?

Section 122 of the *Local Government Act 1999*, states that a council must develop and adopt plans for the management of its area, to be called collectively the strategic management plans. A SAMP (or equivalent) is one of the key documents demonstrating Council's compliance with this requirement.

Whilst Council is required under legislation to produce a SAMP, it is more than just a compliance document. Council uses the SAMP as the linkage between our high-level strategy and objectives, and our tactical asset management implementation, as described by the Asset Management Plans (AMPs) for each asset portfolio. The SAMP is also a key document for communicating with our stakeholders about our approach to asset management.

The SAMP (and the individual AMPs) also assist the City of Playford in meeting a wide variety of other legislative requirements, covering matters such as safety and risk management, building and development standards, equitable access, and accounting standards.

Introduction

From the CEO

The City of Playford adopts a holistic and proactive approach to asset management. The management of our existing asset base, levels of service delivered by these assets, and predicted asset growth are integrated into our strategic planning, renewal planning and long-term financial plans as well as the day-to-day activities of the organisation.

Council owns and manages approximately $3.5 billion worth of assets, ranging from roads, buildings and land, to park furniture and office equipment. These assets are a significant investment, and Council needs to make sure they are managed appropriately for our existing community as well as for future generations.

This Strategic Asset Management Plan (SAMP) ensures Council can deliver services, maintain assets and achieve its strategic objectives in a financially sustainable manner in the short, medium and long term.

Day-to-day asset management includes the routine inspection and maintenance of council assets such as buildings, vehicles, footpaths, roads and playground equipment to ensure safety.

Medium to longer-term activities include the monitoring, planning, renewal, creation and disposal of assets. Ageing assets can require significant ongoing maintenance, and this must be balanced against the need to provide new assets and services for our rapidly growing community.

It is important that when we plan for new infrastructure, we not only consider the initial capital expenditure but ensure we also plan for the ongoing operational, maintenance and future replacement costs.

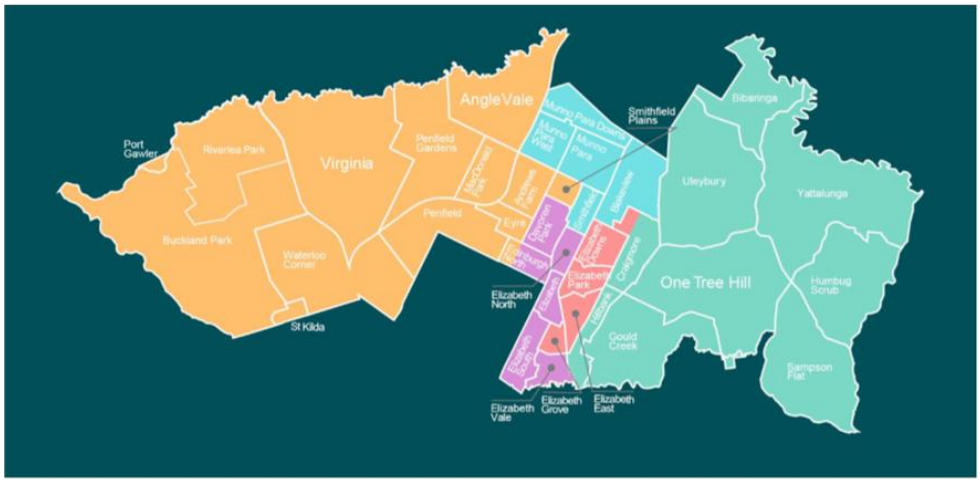
Ultimately, the SAMP provides a framework for the effective management and control of our infrastructure assets to achieve the desired balance of cost, risk and performance in community service delivery. It ensures we continue to provide safe spaces and places for our community to enjoy, as well as contributing to the appearance of our city and meeting the objectives of our Strategic Plan 2025-2028.

In February 2024 the Essential Services Commission of South Australia (ESCOSA) issued the final report of their review of Council's revenue sources, Long Term Financial Plan and Strategic Asset Management Plan, identifying both risks and areas of good practice for Council to consider. The review found the City of Playford's current and projected financial performance to be sustainable, which is the intended outcome of our Asset Management activities.

Our City

The City of Playford is the third largest South Australian metropolitan council, covering 345 square kilometres and with a population of around 115,790* people, which is anticipated to grow significantly over the next 10 years.

The city is diverse in nature, bounded on the west by the South Australian coastline (Gulf St. Vincent) which incorporates the Adelaide International Bird Sanctuary and remnant samphire vegetation, and bounded to the east by the Mt Lofty Ranges comprising hilly terrain containing rural living, native vegetation, and farming. At the western and northern end of the Council is one of South Australia's leading horticultural zones, the Virginia Triangle, and at the southern end is an industrial zone. The city also boasts a health precinct containing the Lyell McEwin Hospital and allied services, and a growing sports precinct.



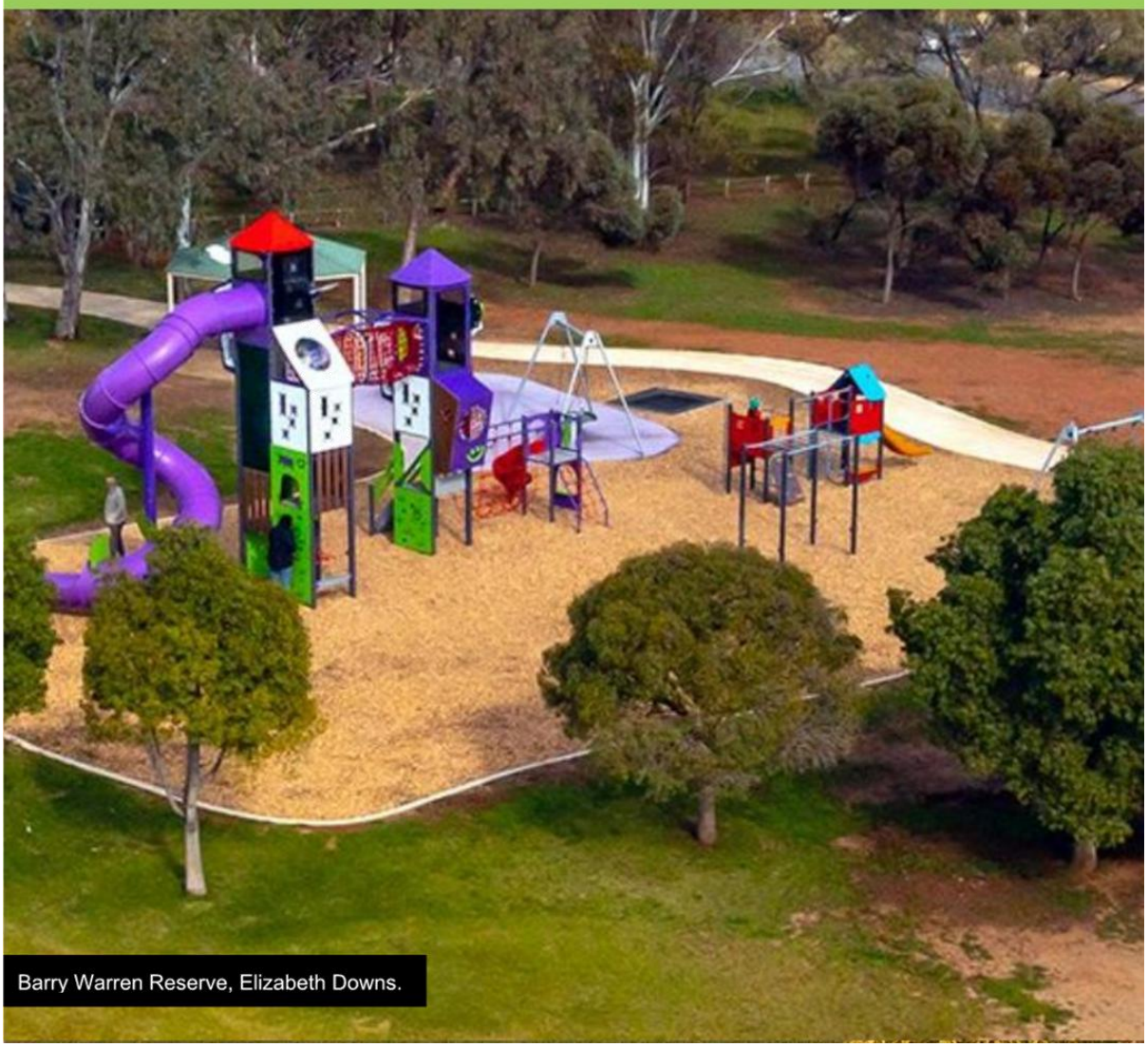
Council is responsible for an asset portfolio with a replacement value of over $3.5 billion, comprising Transport, Bridges, Stormwater, Streetscapes, Parks and Sportsfields, Water Capture and Delivery, Buildings, Technology and Office, Fleet and Minor Plant, and Land.

With the exception of Land, which is not included in this SAMP, Council manages its physical assets through the development and implementation of Asset Management Plans (AMPs), which detail information on Council assets and the actions required to deliver the agreed level of service in a fiscally responsible and sustainable manner and in accordance with Council's Strategic Plan 2025-2028. These actions are a combination of maintaining and managing existing assets, providing new assets to meet forecast demand, and the renewal and upgrade of existing assets when they reach end of life or the optimum time in their lifecycle to intervene.

*Population as of June 30 2025, forecast.id.com.au/playford.

Strategic Planning Framework

Our Strategic Plan sits at the centre of our Strategic Planning Framework. It outlines Council's four-year goals for the city and provides direction for decision-making and how we prioritise the allocation of resources.



Barry Warren Reserve, Elizabeth Downs.

Strategic Planning Framework

The three phases of our Strategic Planning Framework

Our high-level plans guide our investment. **The Playford Community Vision 2043*** was developed in 2013 based on extensive community engagement and reflects the longer-term aspirations of the community, organised under the goals of Prosperity, Liveability and Happiness.

Our **City-wide Strategies** focus on a particular area such as open space or transport and help prioritise projects across the city. Our **Masterplans** outline our vision across a particular precinct or project area such as the Playford Health and Wellbeing Precinct and the Virginia, Angle Vale and One Tree Hill Townships.

We continue to invest in our growing community by undertaking new projects and delivering new services. The **Long Term Financial Plan*** ensures Council can deliver services, maintain assets and achieve its strategic objectives in a financially sustainable manner.

The **Annual Business Plan and Budget*** is the 12-month plan to deliver the Strategic Plan and secure funding.

We are constantly reviewing our investment. **The Strategic Asset Management Plan*** ensures effective and comprehensive management of our asset portfolios. We complete a range of different **analyses and planning activities** such as the Public Health Plan and Disability Access and Inclusion Plan that continue to guide our investment in our existing services.

**These plans meet our obligations under Section 122 of the Local Government Act 1999, which states that a council must develop and adopt plans for the management of its area, to be called collectively the strategic management plans.*

Strategic Planning Framework

Strategic Plan 2025-2028 Alignment

Asset Management planning is implemented in line with the decision-making filters in our Strategic Plan to ensure that we plan strategically for the future and:

- work with other levels of Government to ensure we maximise opportunities to leverage external funding
- meet our legislative requirements and legal obligations
- stick to our Finance Strategy to achieve long-term financial sustainability while still delivering planned services, responsibly managing debt and promoting the growth of the city
- finish what we have started in terms of our longer-term projects that the community is expecting us to deliver
- pace the delivery of new projects and services in line with resource availability

The AMPs align to the following Strategic Plan Community Themes:

Theme 1
Our foundations
Improving safety, accessibility and ease of movement around our city

- Transport, Parks, and Streetscape renewals ensure our city remains safe, accessible, and easy to get around.
- Stormwater assets are inspected and renewed when necessary to mitigate flooding risk.
- Technology, Fleet and Plant assets are renewed at the optimum time to ensure the continuity of delivery of maintenance and community services.

Theme 2
Our foundations
Lifting city appearance

- The condition of Transport, Parks, and Streetscape assets contribute significantly to the look and feel of an area. Although asset renewals are not primarily driven by visual amenity, they do contribute to this outcome.
- Irrigation of our reserves (using our environmentally sustainable recycled water network where available) uplifts their appearance and useability.

Theme 3
Building connections
Fostering collaboration and connection to each other

- Many Council services are delivered from Council-owned buildings. Regular maintenance and renewal ensure the continuing appeal and accessibility of these services, and our community's use of those facilities.
- Where building renewals are undertaken, works will meet current standards and accessibility requirements, and provide gender appropriate facilities.

Theme 4
Building connections
Activating and facilitating welcoming community spaces and events

- Creating and maintaining spaces where people can come together, both formally and informally, with a focus on ensuring these spaces are practical, accessible, and fit for purpose.
- Providing easier access to Council venues for community events and activities.
- Ownership and management of infrastructure and other assets, including community facilities such as the Grenville Hub, John McVeity Centre, Elizabeth Rise Community Centre, Northern Sound System and The Precinct.

Organisational Context

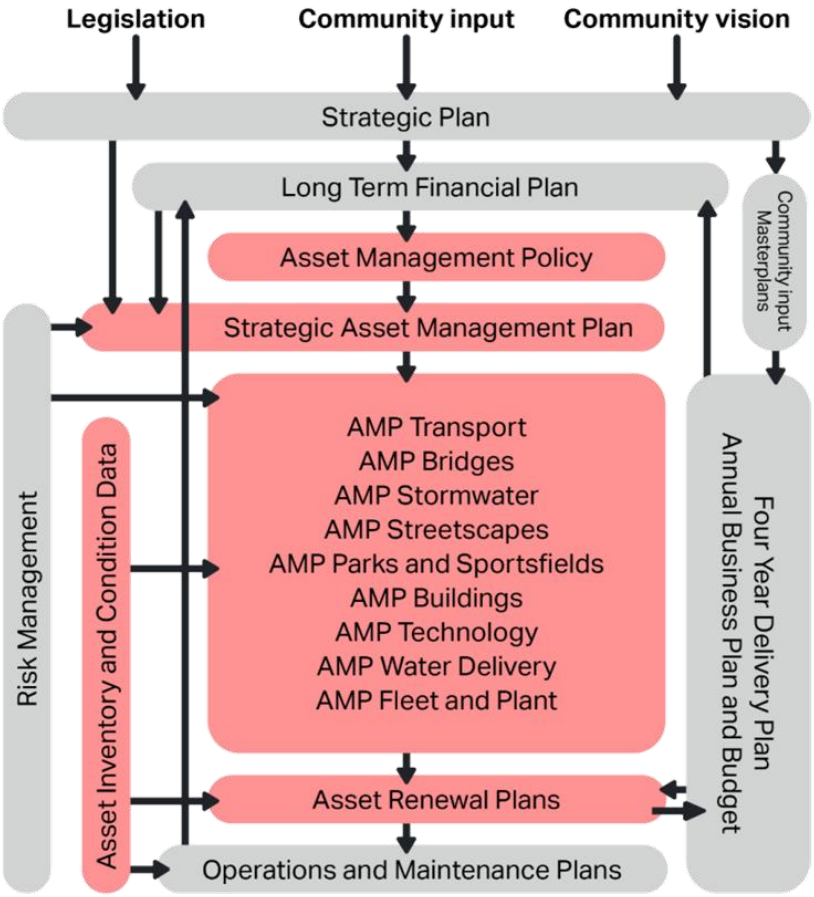
As well as the Strategic Planning Framework, Council operates in accordance with external legislation and industry practice, and multiple internal policies, procedures and organisational management frameworks. These influence our Asset Management operational activities and decision making.

Fremont Park, Elizabeth

Organisational Context

Asset Management Framework

The figure below shows how the SAMP, AMPs and other infrastructure and asset management documents fit into the broader strategic planning framework. Whilst asset management planning is primarily concerned with the review phase of the Strategic Planning Framework, it is an integral part of the framework, receiving and providing input to all three phases.



SAMP review

Although the SAMP is a medium to long-term document, it will be reviewed each year along with the LTFP and Annual Business Plan and Budget (ABP) to ensure that it contains current asset portfolio and condition data, risks and mitigations are current, continuous improvement initiatives are up to date, and to provide a rolling 10-year financial forecast of infrastructure and asset management investment requirements.

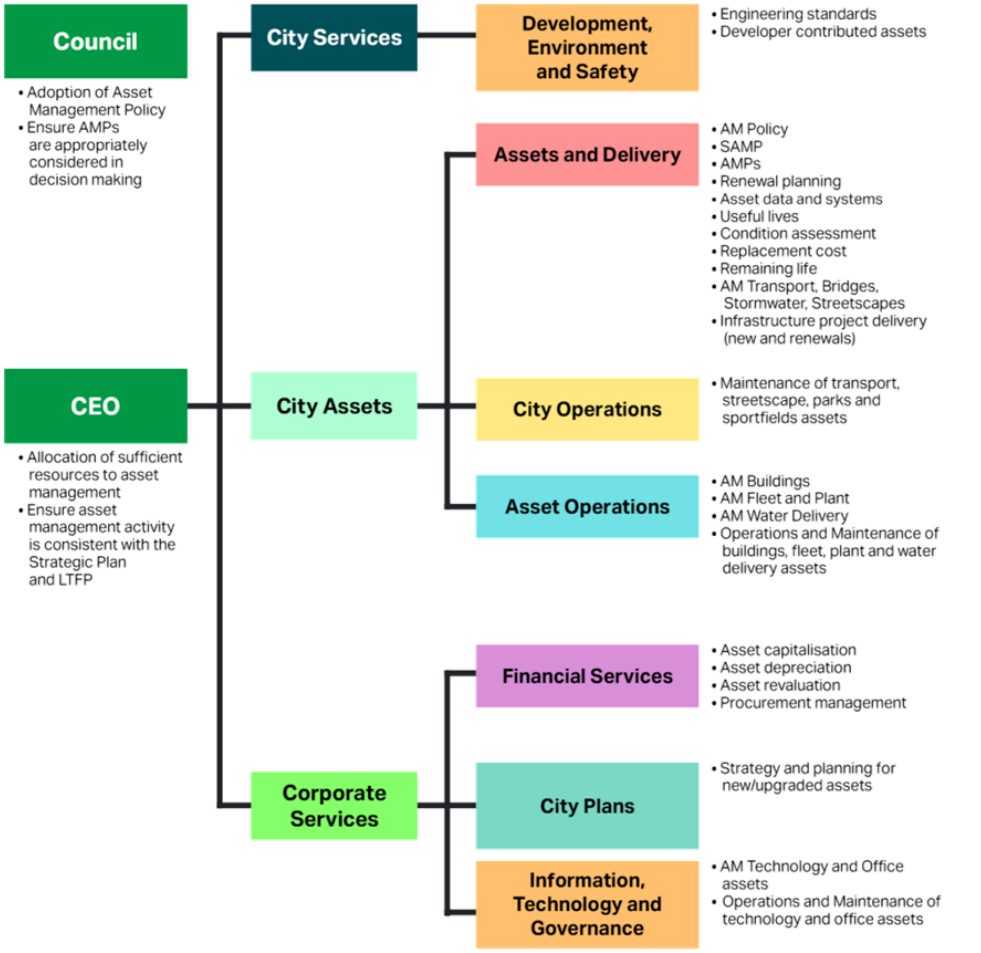
Organisational Context

Asset Management Roles and Responsibilities

Council's Asset Management team sits within the Assets and Delivery department, which is responsible for the custodianship of Council's infrastructure assets and the delivery of renewal works and new capital infrastructure projects. This team is responsible for the Asset Management Policy, Asset Management Framework, SAMP, asset data, and renewal planning in consultation with other teams.

The tactical and operational asset management activities for buildings, technology and office, fleet and plant, and water delivery assets, and the management and acceptance of contributed assets from developers, sit within other areas of Council. These areas are supported by the core Asset Management team who provide the centre of asset management expertise.

This relationship and the responsibilities of Council staff and Elected Members as they relate to asset management activities and decision making is shown below.



Organisational Context

Levels of Service

The purpose of asset management is to realise value from assets and achieve the desired balance of cost, risk and performance in community service delivery. This manifests in agreed levels of service which are described from both a high-level community outcome perspective, and a technical perspective.

Customer Levels of Service

Council has developed Service Standards to ensure that levels of service are accurately defined, measured, and reported on to enable staff and Elected Members to provide a consistent and quality level of service to the community. Council's 25 Service Standard Statements cover all aspects of Council's service delivery.

The Service Standards that relate to Council's infrastructure and assets are shown below.

Asset Class	Service Standard Statement
All	Financially efficient service provision
Parks and Reserves Sportsfield Maintenance	Attractive and sustainable Open Space
	Fit for purpose sportsfields
	Vibrant and liveable parks and reserves
	Vibrant and liveable sportsfields
Stormwater Network	Fit for purpose stormwater network
	Manage risk of flooding to properties
Urban Streetscapes*	Provide safe and suitable urban and rural streetscapes
Rural Streetscapes*	Fit for purpose urban and rural streetscapes

**In the context of Council's Finance systems and Service Standards, 'Streetscape' includes the whole road corridor, and therefore both the Transport and Streetscape asset classes.*

For operations and maintenance, Service Standards have specific measures and targets including response times (e.g. 'make safe within 24 hours'), cost of the service per rateable property, and the proportion of maintenance activities that are planned versus reactive maintenance (e.g. 'percentage of work orders generated from a customer request').

For asset renewal, the Service Standards influence the investment and renewal strategies for each asset class.

In both cases the Service Standards lead to development of Technical Levels of Service.

Organisational Context

Technical Levels of Service

Our asset Technical Levels of Service are captured through Intervention Levels and Performance Standards.

Intervention Levels are the point at which Council undertakes activities to intervene with the assets. We aim to describe Intervention Levels in the maintenance plans and AMPs for each asset class. An example of intervention levels in the context of concrete footpaths may be to renew a footpath at a certain condition rating, or to undertake maintenance grinding when lipping reaches a certain point (currently 5mm-40mm).

Performance Standards are the standards and specifications that these intervention works must meet when they are undertaken (e.g. when grinding is undertaken, achieve lipping of less than 1mm; for renewal, construct in accordance with a defined specification).

In addition to legal compliance, we aim to meet industry guidelines from organisations such as the Institute of Public Works Engineering Australasia, Austroads and Engineers Australia, as well as relevant Australian Standards and the requirements of State Government agencies.

Community Input

Other general guidance for performance against our asset management levels of service comes from community sentiment; both through analysis of customer contact data, and from the results of more formal community surveys.

The Playford Community Survey captures sentiment, perception and performance of Council's delivery against the strategic objectives outlined on our Strategic Plan 2025-2028. The August 2025 survey saw more than 1500 members of the Playford community sharing their thoughts and experiences.

The figure below shows the average rating out of five for each Theme as well as the average community sentiment, which is a combination of trust, confidence and overall satisfaction with Council over the past 12 months.

Risk Management

Council uses a risk-based approach to managing business, project and operational activities and decisions. The Integrated Risk Management Framework (IRMF) is the means through which these are coordinated.

Council's IRMF includes commentary on its risk appetite, acknowledging that risk-based decision-making to support the achievement of strategic objectives should be tailored to each major risk type. The Risk Appetite ratings are provided below and influence our asset management decision making.

Organisational Context

Risk appetite ratings

The City of Playford has rated its risk appetite across the six major risk types set out below

Risk Type	Willingness to accept risk			
	CONTROLLED (Zero tolerance)	**CAUTIOUS** (Low)	**ACCEPTING** (Medium)	**OPEN** (High)
Service delivery				
Financial sustainability				
Reputation				
Environmental impact				
Regulatory compliance				
Work health & safety				

The IRMF also establishes eight 'Fundamental Principles'. Three of these are considered as overarching guiding principles for asset management:

- Fundamental Principle 1: All risk management activities will be undertaken in alignment with the International Standard, ISO 31000:2018 Risk Management – Guidelines.
- Fundamental Principle 2: Risk management will be embedded in all planning and activities undertaken across Council.
- Fundamental Principle 3: The City of Playford will adopt and embed a risk-based approach to all activities and adhere to Council's Foundation Principles of Full Disclosure, Do No Harm and Attend to the Needs of Others.

The IRMF further provides Risk Governance arrangements and a Risk Toolkit.

Council's Risk Toolkit includes Camms Risk Software. Camms includes three registers: one each for Strategic Risk, Operational Risk and Project Risk. Asset management risks are managed within the Operational Risk register.

A table of our asset management risks, and the relevant management approaches for each, is provided in Appendix 1.

The controlled risk rating for each of the asset management risks identified is 'medium'.

Our Assets

The City of Playford owns and manages a diverse asset portfolio, worth over $3.5 billion. Council assets are divided into groups that comprise Transport, Bridges, Stormwater, Streetscapes, Parks and Sportsfields, Water Delivery, Land, Buildings, Technology and Office, Fleet and Minor Plant.

Stebonheath and Dalkeith Road Roundabout construction.

Our Assets

Asset Portfolio Summary

The replacement value of commissioned assets covered by this SAMP as of March 2026 is shown below. (Note this is different from the 'Fair Value' reported in the LTFP and annual financial statements as required by accounting standards).

It should be noted that this is correct at the time of writing this version of the SAMP and varies with each revaluation and every time a new asset (whether developer contributed or constructed by Council) is commissioned into the Asset Register.

Asset Class	Replacement Value $M
Transport	1,327
Roads, kerbs, car parks, traffic islands etc	
Streetscape	283
Footpaths, bus pads, pram ramps, signage etc	
Stormwater	556
Pits, pipes, culverts, headwalls, earthworks	
Parks and Sportsfields	95
Playgrounds, irrigation, park furniture, fencing etc	
Buildings	214
Electrical, mechanical, hydraulic, structure, lifts etc	
Water Delivery	33
Bores, pipes, pumps, tanks, controllers, filters etc	
Bridges	60
Road bridge, pedestrian bridge, major culverts etc	
Fleet and Minor Plant	18
Light vehicles, trailers, heavy plant etc.	
Gardening and other small mechanical plant items.	
Technology and Office	7
Computers, printers, audio-visual equipment, library collections etc	
TOTAL	2,593

Our Assets

Land is not included in the above list and is valued at approximately $0.9 billion giving an overall City of Playford asset portfolio of approximately $3.5 billion.

A further breakdown of the assets within each asset class and their renewal value is provided in the individual AMP for that asset class.

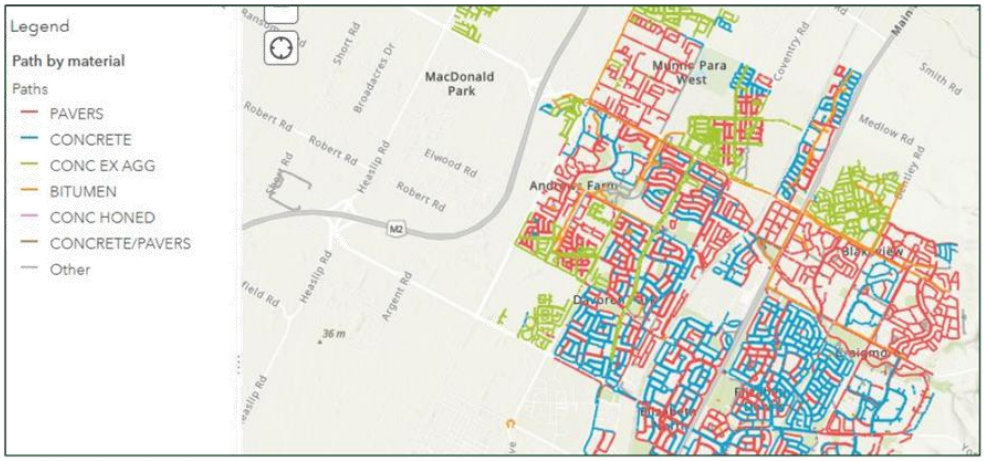
Asset Data

Council collects, maintains and analyses a large amount of information across its asset portfolios.

Council's asset data is stored, managed, and maintained in an Asset Register within Technology One's enterprise information system. This provides a single interface that streamlines business operations and integrates information across the whole Council, as well as helping to manage the complexity of asset data management and planning.

The Asset Register records information for the asset class, condition, value, size, age, and the remaining life of individual assets. Our Asset Register currently contains over 112,566 asset components.

Council's enterprise Geographic Information System (GIS) is also utilised in conjunction with the Asset Register. GIS enables mapping, visualisation, spatial analysis and querying of asset data. An example (footpath material) of GIS based asset visualisation is shown below:



This information is used in multiple asset management decision-making and reporting areas including the development of renewal programs, long-term forecasting, asset valuation and depreciation, and local government wide legislated reporting.

Our asset management decision-making is a combination of 'top down' inputs from the Strategic Plan, various city-wide strategies and the Asset Management Policy, and a 'bottom up' approach that largely consists of an analysis of available asset and condition data, forecasting and predictive modelling.

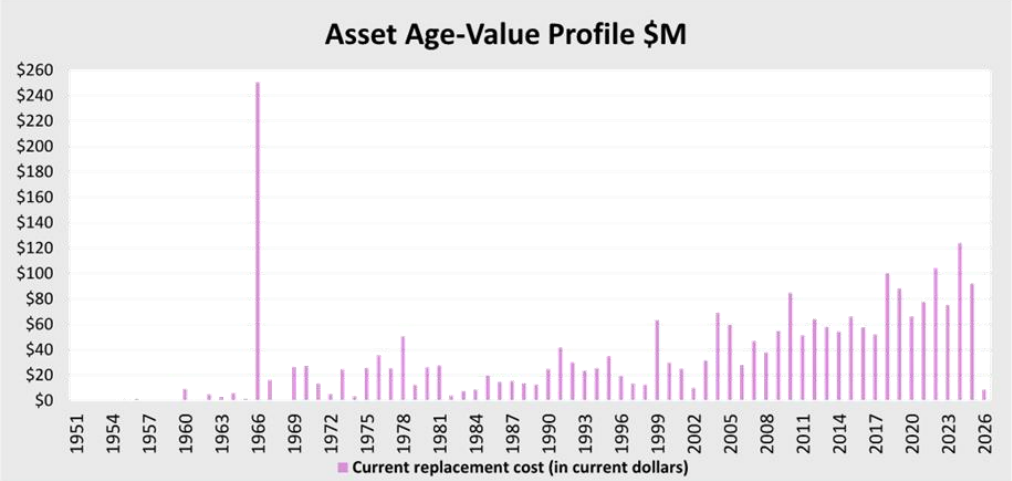
Our Assets

Asset Profiles

Age-Value Profile

The age profile of our assets is shown below. This shows a spike in asset construction in the mid-1960s and steadily increasing construction to the present day, due to land being released for development in a progressive manner. Our Asset Register tells us that the average asset age is 22 years. Compared to many Councils, this is a young infrastructure portfolio. This age profile indicates that annual asset renewal requirements should be at a steady rate for now but would be expected to climb steadily (with occasional spikes) into the future.

The accuracy of the age data is good overall; nevertheless, we can see evidence of some inaccuracies. For example, it is unlikely that $250M of assets were all commissioned in 1966 but were an accumulation from the early to mid-1960s. We also know that we have a small number of heritage assets constructed a good deal earlier than 1951. Council amalgamations and incorrect data transfer in 1997 could be an example of another source of error. We will prioritise and fix these errors over time as we complete asset inspections and acquire more accurate data.



A further breakdown of the assets within each asset class and their age-value profile is provided in the individual AMP for that asset class.

Expected Useful Lives

Each asset is assigned an Asset Type, that has an associated expected useful life and a unit rate (that reflects its current replacement value). There are currently over 532 Asset Types in the Asset Register. The remaining useful-life data can be used to forecast when the asset will be due for renewal, and the unit rates can assist in providing budget estimates for renewal programs and the overall value of our asset base. Together they allow us to calculate the written-down value of Council's assets using straight line depreciation.

Our Assets

A high-level summary of the expected useful lives of our assets is described below and in more detail in the individual AMPs.

Asset Type	Useful Life (years)
Buildings and Structures	10-100
Infrastructure – Stormwater	10-120
Infrastructure – Streetscape	10-100
Infrastructure – Parks and Reserves	10-100
Plant and Equipment	2-15
Office Furniture and Equipment	2-15
Land	Infinite
Infrastructure – Formation / earthworks / swales	Infinite

Asset Condition Assessment

Condition Rating

Condition of our assets is monitored periodically: proactively, based on asset criticality, efficiency, and opportunity; and reactively, based on service level or operational concerns.

As a result of condition monitoring, and where relevant, assets are assigned a condition rating.

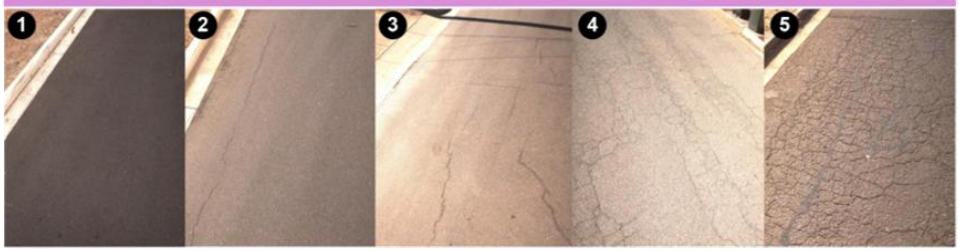
Asset condition is assessed using a 1-5 rating system as detailed in the table below.

Condition Rating	Description of Condition
1	**Very good / As new**: only planned inspection and maintenance required.
2	**Good**: only planned inspection and maintenance and/or some additional minor maintenance required.
3	**Fair**: some maintenance beyond planned inspection and maintenance required.
4	**Poor**: significant maintenance effort required; renewal/rehabilitation will likely be required in the short term.
5	**End of life:** physically unsound and/or beyond rehabilitation and maintenance. Renewal / disposal required.
0	**Not rated**

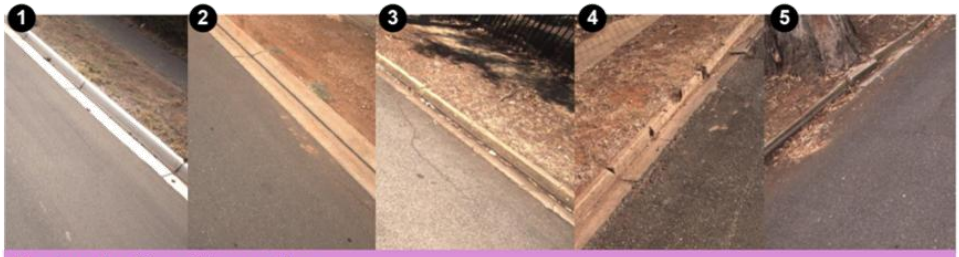
Examples of what this condition rating looks like for road, kerb and footpath assets is shown in the photographs of actual Council assets below.

Our Assets

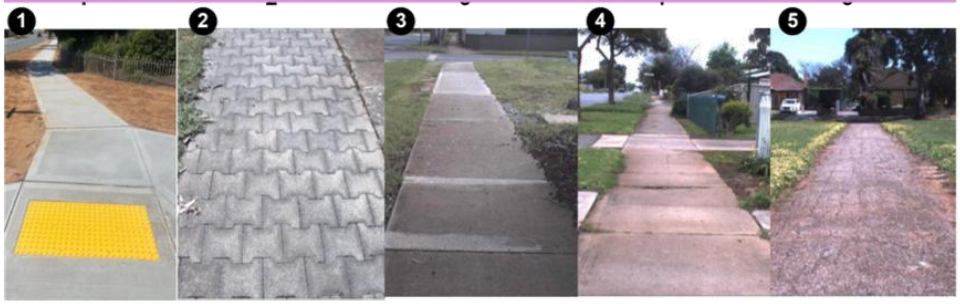
Road: Condition rating



Kerb: Condition rating



Footpath: Condition rating



Asset Condition Assessment Tactics

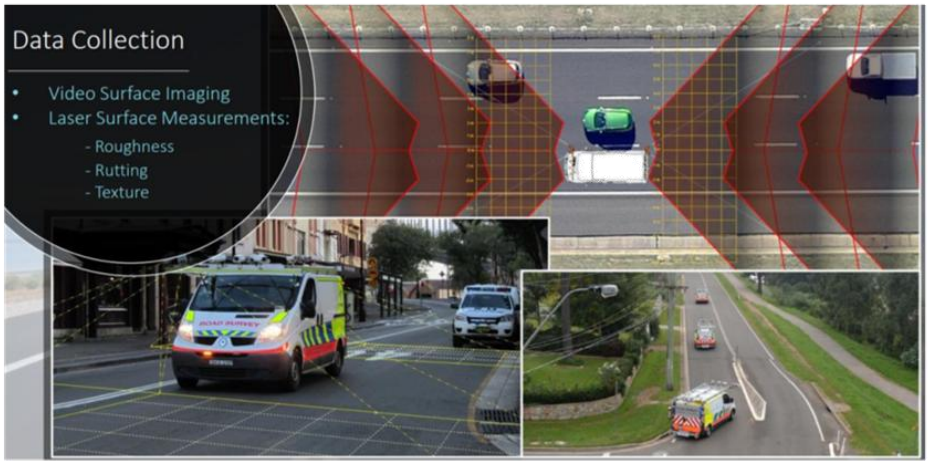
Different tactics are employed for the condition assessment of different asset classes, as summarised below.

Transport Assets

The main aim of transport asset condition assessment is to prompt intervention at the optimum time for road seals to extend the life of the underlying pavement and allow the seal to reach its expected life.

As of May 2022, we commenced the capture of all visible road and kerb assets, and their condition, on a four-yearly cycle via a contractor using vehicle-mounted high-definition cameras and laser surface measurement.

Our Assets



Data and imagery of road features and defects between (and including) kerbs was captured every 5, 10 or 20m.

Using agreed business rules and artificial intelligence (AI) tools, this data is used to inform a forward four-year renewal plan. The value of this information will be enhanced significantly when a second data set is collected again in 2026 (underway at time of writing).

Transport assets are also inspected annually by Council maintenance staff as well as reactively in response to service level or operational concerns.

Bridge Assets

Bridge assets are visually inspected on an annual basis by Council staff and formally condition assessed at component level every four years in accordance with the Department of Infrastructure (DIT) Road Structure Inspection Manual. As these are critical assets, the four-yearly inspections are undertaken by an external contractor specialising in bridge inspections.

The components assessed in the four-yearly inspections (if present) are quantified, photographed and condition rated (1-5), with subsequent recommended works noted.

- Approach
- Wearing surface
- Barrier
- Kerb
- Footpath
- Deck
- Girder
- Abutment
- Bearing
- Headstock
- Pier
- Column
- Waterway
- Wingwalls/Headwalls
- Box culvert
- Base slab

Streetscape Assets

As of September 2022, we commenced the capture of all visible streetscape assets and their condition on a four-yearly cycle, via a contractor using quad bike-mounted high-definition cameras.

Our Assets

The collected imagery is then analysed to give asset condition rating in 20m segments that informs our forward renewal programs. The following information is also provided:

- Footpath Trip Hazards / Event Data (includes path lips and path obstructions)
- Pram Ramp Disability Discrimination Act (DDA) Compliance
- Bus Hardstand DDA Compliance and presence of bins / seating

Similar to roads, the value of this information will be enhanced significantly when a second data set is collected again in 2026 (underway at time of writing).

Streetscape assets are also inspected (annually in established suburbs and every two years in newer suburbs) by Council maintenance staff as well as reactively in response to service level or operational concerns.

Stormwater Assets

A stormwater pipe condition assessment program is undertaken on a sampling basis. This is driven by factors such as high inspection cost and lack of incidental opportunity to inspect. The selection of sample assets is influenced by asset criticality and service level concerns (e.g. we do not intend to inspect younger pipes, those of lesser criticality or that are performing as expected).

Condition assessments are typically undertaken on a sample of approximately 10km annually of the total 572km network using CCTV, on a cross-section of assets of varying ages, and on pipes located beneath roads on the forward road renewal program.

Pipe in good condition

Pipe requiring renewal works

As part of the transport asset mass data capture work undertaken in 2022, the extent and condition of roadside swale drains (typically in rural areas) were also captured for the first time.

Our Assets

Parks and Sportsfields Assets

The assets in this class are given an asset condition rating review once every two to four years (depending on age) and are also inspected on a routine basis by Council maintenance staff throughout the year. Playground assets are monitored for safety compliance through a variety of maintenance testing activities. The unitary surfacing (i.e. rubber soft fall) is independently tested every 3 years as per AS 4685.0-2017, to ensure safety compliance is met.

Building Assets

Buildings are inspected on a routine basis throughout the year. These inspections are geared toward regulatory compliance and maintaining service levels to customers. A sample of buildings are also selected to have an external audit on condition, component breakdown and asset data. This sample is driven by building criticality.

In addition to this, on a 5-yearly basis, buildings are condition assessed at a high level to facilitate Financial Revaluation, which is a requirement under the Australian Accounting Standards. This was last completed in 2023/24.

Water Delivery

The inspection of water delivery assets is a continuous process that involves the monitoring of water quality and quantity performance metrics and, where relevant, ensuring these are within industry standards.

Fleet and Plant Assets

Fleet and Plant assets are inspected on a routine basis throughout the year. Teams follow a standardised inspection checklist to ensure the functionality and safety of assets. Council also has a qualified team who inspect and perform routine maintenance on these assets.

Fleet and Plant assets have an age-based renewal strategy and therefore are not given a condition rating. Renewal programs instead rely on asset commissioning date, running hours and service life.

Technology and Office Assets

Technology and Office assets are inspected for electrical safety on a routine basis during ‘testing and tagging’. This process is undertaken by a qualified independent contractor. Most other user needs and performance issues are captured via a ticketing system for frequently used assets, allowing the ICT team to respond on a priority basis.

Technology and Office assets have an age-based renewal strategy and therefore are not given a condition rating. Renewal programs instead rely on asset commissioning date and service life.

Critical Assets

Council identifies critical assets within its asset register through risk assessment. Some factors of the risk assessment include catastrophic risk impacts to public safety or service delivery, asset damage and litigation. Critical assets require routine inspection and/or legislated compliance testing to ensure the service and safety of these assets.

Our Assets

City of Playford's critical assets currently consist of:

- Bridges
- Pedestrian Bridges
- Major Culverts
- Levees
- Retaining walls
- Unitary (rubber) surfacing

The below tables show the definitions for critical asset identification per type.

Asset Type	Criteria
Bridge	A structure with minimum span or diameter ≥1.8m for the primary purpose of carrying a road over an obstacle.
Pedestrian bridge	A structure with a minimum span or diameter ≥1.8m for the primary purpose of carrying a path over an obstacle.
Major culvert	A structure with a minimum span or diameter ≥1.8m and with a height ≥0.9m for the primary purpose of carrying water.
Levy	A raised earthwork structure that is ≥1.0m in height with structural clay core for the primary purpose of containing flood water.
Retaining wall	A structure for the primary purpose of retaining material that is r ≥1.0m in height.
Unitary surface	A rubber surface used in play spaces for the primary purpose of impact absorption.

The below tables show the frequency for Level 2 inspections for structures in accordance with the Department of Infrastructure and Transport Road Structure Inspection Manual (RSIM), and for unitary surface inspections in accordance with AS 4685.0-2017 Playground Equipment.

Criteria		Frequency
Age of structure	More than 40 years old Less than 40 years old	4 years 8 years
Overall length of structure	Greater than or equal to 50 metres Less than 50 metres	4 years 8 years
Spans of structure	Greater than or equal to 35 metres Less than 35 metres	4 years 8 years
Environment of structure	Within one (1) kilometre of the ocean	4 years
Unitary surface	Surface impact test	3 years

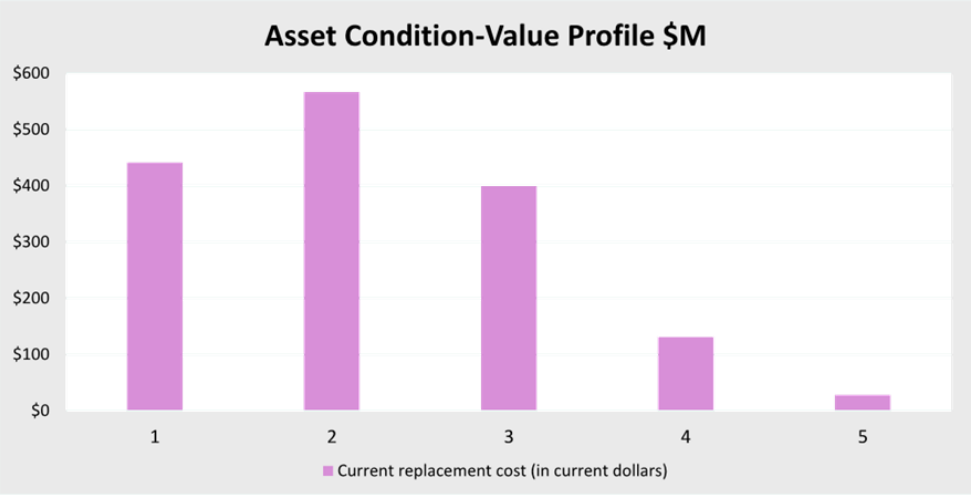
Future areas for improvement are to undertake an audit of each critical asset type to ensure all data is correct and captured within the register as well as automating inspection reminders to ensure frequency periods are met and monitored.

A further breakdown of critical assets is provided in the individual AMP for that asset class.

Our Assets

Asset Condition-Value Profile

For the assets that are assigned a condition rating, the current condition profile of our assets against this rating is shown below.



The condition of majority of Council's assets are very good to fair (1-3), with only a minor proportion rated poor or very poor (4-5).

A small amount of assets that have not received a condition rating are considered condition 0 in the asset register. These are not shown in the graph above and total $23.9M. The main reasons for condition 0 assets are inaccessibility to the asset when rating and a found asset that was not previously in the register, awaiting condition rating.

A further breakdown of the assets within each asset class and their condition-value profile is provided in the individual AMP for that asset class.

Asset Investment

Each year, Council spends a large proportion of its budget replacing existing assets and on the construction of new assets. The purpose of asset management is to provide effective management and control of infrastructure assets to achieve the desired balance of cost, risk and performance.

Chillingworth Road, Elizabeth East road resurfacing

Asset Investment

Hierarchy of Asset Investment Decision Making

Asset investment decision making needs to balance competing demands for limited funds. There are six main factors that we consider in deciding investment priorities.

In order of hierarchy these are:

1. Meeting legislated requirements
2. Managing safety and risk
3. Financial sustainability and alignment with the LTFP
4. Alignment with the Strategic Plan
5. Maintaining agreed levels of service for existing and contributed assets
6. Delivering increased levels of service / new assets

Financial Sustainability Indicators

Council uses six Financial Sustainability Ratios to ensure it assesses, monitors, and reports the financial and asset sustainability of its operations with a particular focus on intergenerational equity.

All ratios are addressed in the LTFP; however, for the purposes of asset management, the Asset Renewal Funding Ratio (also sometimes called Asset Sustainability Ratio) is the key indicator. In addition, our Asset Management Framework is cognisant of the Cashflow from Operations Ratio.

Asset Renewal Funding Ratio

Calculated as the amount spent on the replacement of assets (net of sale proceeds from replaced assets) divided by the amount planned to be spent on renewals through the AMPs.

- Council's 2026/27 LTFP identifies the Asset Renewal Funding Ratio with a projected average of 101.7% over the next 10 years, with a target range between 90% and 110%.
- The ratio for 2026/27 is above the target range at 116.5%. This is caused by some works that were funded in the 2025/26 renewal AMPs being delivered over multiple years with some expenditure being realised in 2026/27 (i.e. this is a timing outcome only).
- Importantly, in alignment with Council's Finance Strategy, this indicates that Council intends to fully fund the asset renewals identified in the AMPs and summarised in this SAMP.

Cash Flow from Operations Ratio

Calculated as Cash Flow from Operations divided by Asset Management Plan Replacement Annuity.

- This ratio measures whether Council is generating enough cash from its operations to cover the replacement of assets over time.
- The target range of between 90% and 110% is designed to accommodate annual variation, but in general Council should be targeting 100%, to ensure enough cash from operations is available to cover the replacement of assets over time. This enables the delivery of intergenerational equity and a sustainable use of borrowings that can be repaid over the life of the asset and re-borrowed when the replacement is due.
- The annual average AMP renewal program for the next 10 years is $36.4M and the 2026/27 cash flow from operations from the LTFP is $44.8M giving a ratio of 123%. By 2035/36 this ratio increases to 204.1%. This indicates we intend to spend substantially

Asset Investment

less on asset renewals in the next 10 years compared with the theoretical rate of current asset consumption. This is not surprising given the generally young age of the Playford asset portfolio and a renewals approach that aims to maintain the level of service. Younger assets will be left to age in place, with routine maintenance and monitoring, and we expect to expend larger amounts on renewals in future decades as assets come to the end of their life over the next 20 to 50 years. Smoothing the funding for renewal over time ensures intergenerational equity – the idea that each generation pays their fair share for use of an asset or resource.

Lifecycle Management

Our goal is to provide assets that meet the community's needs, provide agreed levels of service and optimise the whole of life costs of those assets.

To manage assets effectively we must consider the whole lifecycle:

- The existing network, how it is performing and whether it meets agreed levels of service
- Whether we should expand the asset network through new projects
- How new projects are prioritised
- The contributed assets that we expect to receive from development
- How budgets are allocated
- How assets should be maintained
- When existing assets should be renewed
- How asset data is collected and managed

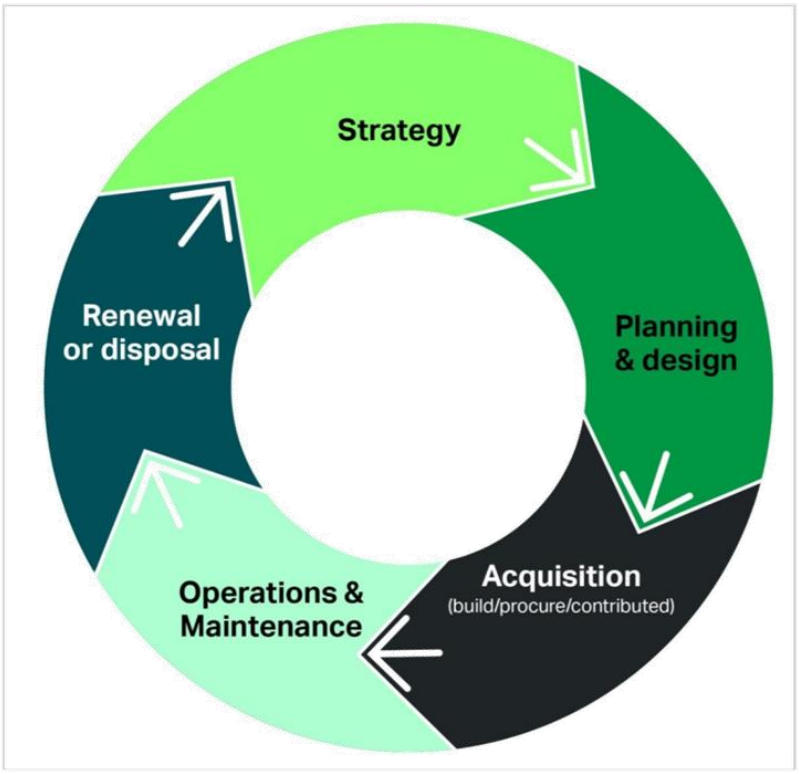
Asset Management Plans (AMPs) are internal documents developed for each asset class to guide us in our daily decision-making and plan for longer term activities and investment. In conjunction with the establishment of Technical Levels of Service and performance targets, AMPs provide a framework for balancing operational activities with reactive maintenance, proactive maintenance, asset renewals, asset acquisition and disposal – with the overall aim of achieving the optimum lifecycle asset cost, for a given level of service.

Stebonheath Wetlands, Davoren Park.

Asset Investment

Asset Lifecycle

The lifecycle of an asset can be described in the following stages:



As one example, the table below lists the various activities that relate to each phase of the lifecycle for footpath assets.

Strategy: Transport Strategy, SAMP and AMPs.
Planning and Design: design and scoping of works
Acquisition: new footpaths constructed by Council or developers
Operations: inspection, condition assessment, clearing of vegetation
Reactive Maintenance: re-laying a short section of footpath that is damaged or failing
Proactive Maintenance: annual concrete footpath grinding program to address minor trip hazards
Renewal: annual program to replace sections at end of life and beyond routine maintenance
Disposal: a footpath is no longer required (rare but possible due to a land use change)

Asset Investment

Annual Expenditure

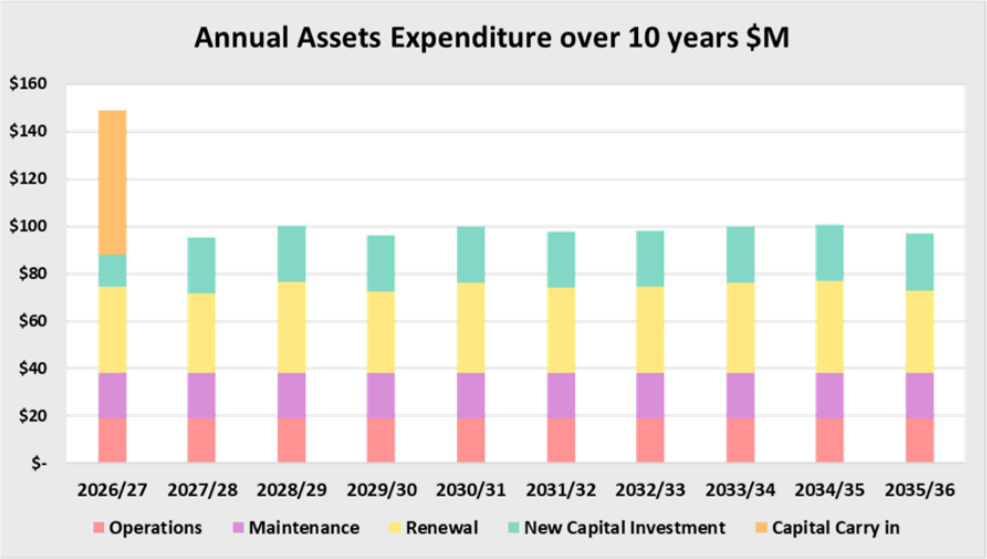
Over the next 10 years, estimated expenditure on Council's asset portfolio ranges between $95.43M and $148.83M per annum.

The 2026/27 expenditure includes $60.8M of capital carry-in for infrastructure projects funded in prior years, $54.3M of this is new infrastructure projects and $6.5 is renewal projects.

Note that Acquisition (i.e. new capital projects) beyond year one of the Four Year Delivery Plan is projected as $23.8M, being an estimate based on the current forecast result for 2025/26 and the average of the previous two years' actual capital project delivery (2023/24-2024/25) in alignment with the LTFP.

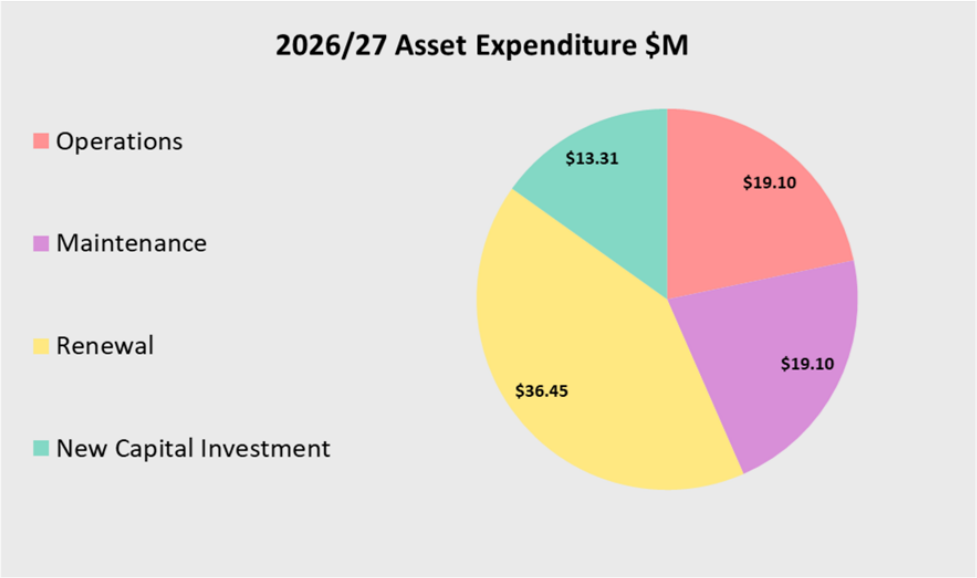
Operations & Maintenance (O&M) expenditure is based on the 2025/26 O&M budgets. A future area for improvement is to review the assumptions made for the allocation of O&M budgets, to forecast the impact of the additional assets (new and contributed) on these budgets in a meaningful way.

All values are in 2026/27 dollars and are not indexed.



Asset Investment

For 2026/27, the estimate for expenditure (excluding carry-in from previous years) is $88.0M and is made up as follows:



Renewal Tactics

Assets are largely selected for renewal based on their condition rating (verified by physical inspection) and reports from maintenance staff or community feedback. An internal four-year forward work plan is created for asset renewal to enable future works to be aligned with identified strategic priorities. This enables works to be brought forward or pushed back over a four-year planning horizon to achieve alignment and synergy with other planned capital projects, thus maximising efficiency and minimising disruption to the community.

Asset renewal strategies, used to create the first four years of the long-term renewal budget, are specific to each asset class and are described in each AMP. A high-level description is provided below.

Transport Renewal

Intervening at the optimum time for road seals to extend the useful life of the underlying pavement.

1. Renew roads at Condition 5.
2. Assess for renewal at Condition ≥4.5.
3. Renew roads at Condition ≥4 if adjoining assets have been selected for renewal.
4. Renew small sections of assets at Condition ≤4 if they are located within a road that has otherwise been selected for renewal.
5. Renew kerb at Condition ≥4 if on a road and/or footpath selected for renewal to reduce future damage.

Asset Investment

Bridge Renewal

The bridges selected for renewal are driven by current condition rating.

1. Renew Pedestrian Bridges and Major Culverts at Condition 5.
2. Renew Road Bridges at Condition ≥4.5.
3. Assess Pedestrian Bridges and Major Culverts for renewal at ≥4.
4. Assess sub-components of Road Bridges for renewal (or major maintenance work) at Condition ≥3.5.

Streetscape Renewal

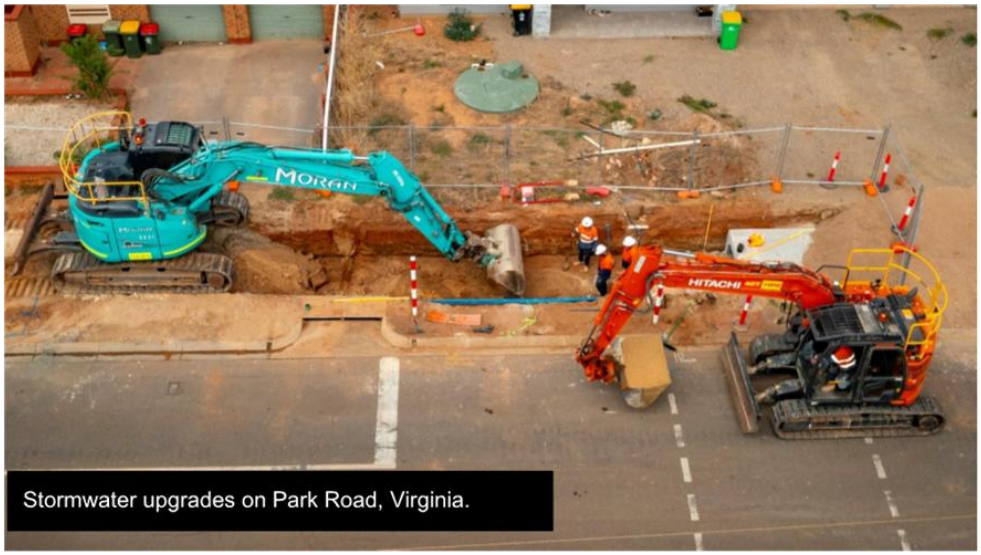
The footpaths selected for renewal are driven by current condition rating, however a paths proximity to community amenity is also considered. The selection criteria are:

1. Renew Condition 5 assets.
2. Assess for renewal at Condition ≥4.5.
3. Assess Condition ≥4 footpaths with a high proximity score (proximity to local amenity).
4. Renew sections of assets at Condition ≤4 if they are located within a footpath that has otherwise been selected for renewal.
5. Renewal of non-compliant pram ramps, where located on a footpath or road that is being renewed.

Stormwater Renewal

Stormwater asset condition assessments (typically using CCTV inspection) are ongoing throughout the year and renewals are programmed when the condition assessment identifies the need for repair or replacement. The selection criteria are:

1. Renew at Condition ≥4 where works can be combined with road renewal to reduce future damage.
2. Renew where not performing as designed.



Stormwater upgrades on Park Road, Virginia.

Asset Investment

Parks and Sportsfields Renewal

Playgrounds and irrigated sites are the large-cost items within this asset class and, as a result, act as drivers for the renewal of other assets in their proximity. The criteria used to identify assets that will be replaced is as follows:

1. Renew Condition 5 irrigation or playground assets.
2. Renew the next oldest playground asset not meeting modern standards or community expectations.
3. Renew Condition ≥4 minor assets in conjunction with irrigation renewals.
4. Renew Condition ≥4 minor assets in conjunction with playground renewals.
5. Renew Condition 5 minor assets in isolation.

Buildings Renewal

Building assets are broken down into components to assist decisions around partial building renewals, to optimise asset life by only replacing areas of expected failure. Building Asset renewal involves the replacement of existing infrastructure when required, so that Council can continue to deliver its services and meet legislative requirements in a sustainable manner.

Building renewals are triggered by:

1. Useful Life
2. Building Inspections
3. Maintenance Expenditure
4. Compliance Requirements

Water Delivery Renewal

To ensure the reliability of Managed Aquifer Recharge (MAR) schemes, it is crucial to replace water delivery assets before they fail. This is identified through visual inspections and measured conditions, aligning with principles such as Mean Time Before Failure (MTBF) and Total Cost of Ownership (TCO). By employing these principles, MAR schemes can maintain their reliability, minimising unexpected failures and costly downtime.

Fleet and Plant Renewal

The aim of this program is to renew fleet assets that have either reached the end of their useful life, as identified by visual condition inspection, have poor performance or reliability, restricted parts availability, or the resale value of an existing asset is at an optimum level.

Technology and Office Renewal

The aim of this program is to renew technology assets that have failed or are no longer performing as needed, are unsupported by the vendor, are out of warranty, have limited parts availability and while they still have residual market value.

Asset Investment

One Year Renewal Plan

Each year, Council spends a large proportion of its capital budget replacing existing assets that have either reached the end of their useful life or are no longer able to provide an acceptable level of service to the community.

The 2026/27 renewal plan budget summary is shown below.

Asset Category	Renewal Budget 2026/27 $'000
Transport (including bridges)	13,888
Stormwater	495
Streetscapes	6,760
Parks and Sportsfields	1,799
Water Delivery	1,473
Buildings	6,288
Minor Plant	76
Fleet	4,031
Technology and Office	1,639
Grand Total	**36,449**

In order to capitalise on the delivery of the renewal program, upgrades and improvements that synergise with renewal but are classed as 'New' works may be included in a "Supplementary" program. The 2026/27 Supplementary works include the widening of footpaths.

Asset Category	Renewal $'000	Supplementary $'000	Total Budget $'000
Transport (including bridges)	13,888	-	13,888
Stormwater	495	-	495
Streetscapes	6,760	478	7,238
Parks and Sportsfields	1,799	-	1,799
Water Delivery	1,473	-	1,473
Buildings	6,288	-	6,288
Minor Plant	76	-	76
Fleet	4,031	-	4,031
Technology and Office	1,639	-	1,639
Grand Total	**36,449**	**478**	**36,927**

A breakdown of the assets within each asset class in the one-year renewal plan is provided in each AMP and collated for public presentation in the Annual Business Plan and Budget.

10-Year Forward Renewal Plan

The 10-year forward renewal plan is a rolling indicator of future renewal investment requirements based on the expected remaining life of our assets, and each asset class's renewal strategy.

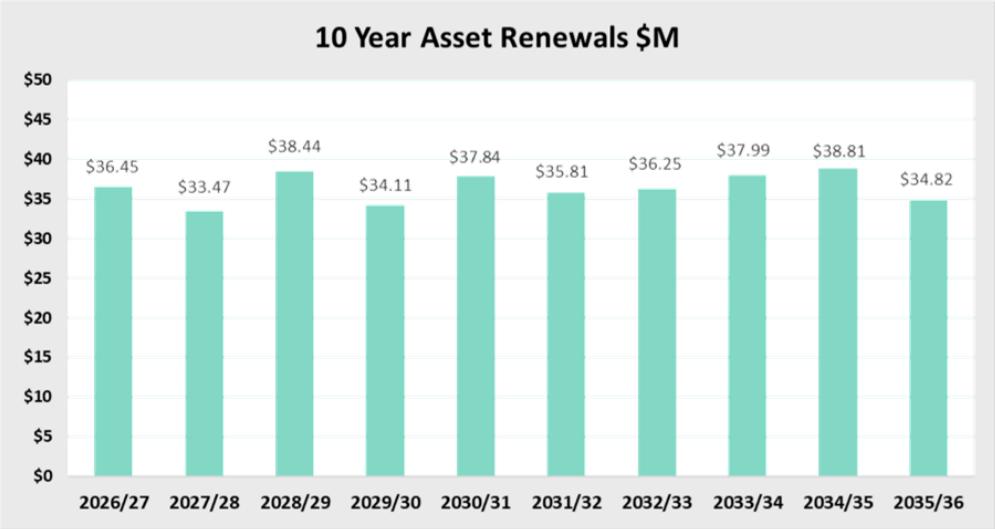
Asset Investment

The first four years in the plan are reflective of the internal four-year renewal plan derived from the Renewal Tactics outlined in the section above.

Beyond the first four years of the forward renewal plan, Council has moved to condition-based long-term renewal forecasting for Transport and Streetscape assets. These forecasts now show where we believe assets in these classes will require renewal, based on a combination of their current condition, and expected useful life, making the predictions more realistic.

All other asset class renewals beyond Year 4 are forecasted using knowledge gathered from renewal tactics or using expected useful life, (i.e. an 'expiry date' methodology).

The following graph shows $364.0M forecast for asset renewal over the coming 10 years. The individual AMPs show this forecast broken down into each asset class.



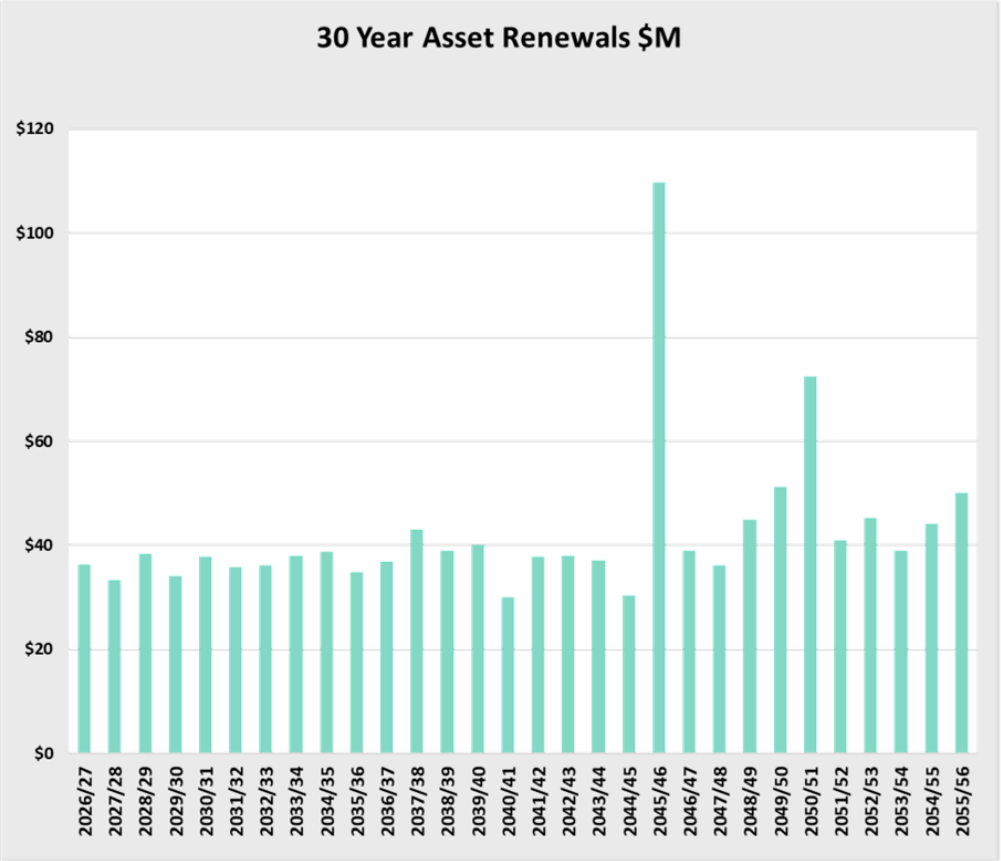
30 Year Investment Profile

Renewals can be forecast over a much longer period using asset condition and useful-life data. This long-term forecast is reviewed annually to provide a rolling program that increases in accuracy the closer it gets to delivery (e.g. Years 1 and 2 of the renewal program may be subject to minor changes whereas forecasts in Year 20 may move significantly based on actual versus predicted failure rates).

Forecasting indicative funding requirements over a long-term planning horizon allows asset managers to identify any future potential spikes, and therefore plan to either smooth out renewals to avoid them, or provide early advice to the delivery team that a large renewal program will be required and to resource accordingly.

Asset Investment

The graph below shows the forecast renewals funding requirement for the next 30 years.



The spike of $110M in 2045/46 largely represents when stormwater assets that were constructed in the 1966 boom (displayed earlier in the Asset Age-Value Profile) are theoretically due for renewal (80 year life). In reality, it is expected that these assets will fail in a more normally distributed fashion, some earlier than 2045/46, and some much later than this.

Asset Managers will continue to monitor assets and their condition over time, and update forecasts accordingly.

Management of Growth

Whilst the Asset Management Framework largely focuses on the responsible custodianship and renewal of existing Council assets, it is important that it also considers future demand. This is considered through three focus areas:

- Additional future demand on assets from external factors (e.g. population growth, climate change)

Asset Investment

- Growth of the network from contributed assets (i.e. additional assets added to Council's portfolio through third party developers)
- Growth of the network from new Capital Projects (e.g. Council's Four Year Delivery Plan and ABP)

Future Demand Forecasting

Drivers of Demand

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

The present position and projections for demand drivers that may impact future service delivery and use of assets are documented in the table below.

Demand Drivers, Projections and Impact on Services

Demand drivers	Present position	Projection	Impact on services
Population	115,790 (.id)	183,894 by 2046	Significantly increased demand
Demographics	17.4% aged over 60 years	19.6% by 2046	Increased demand
Residential development	2,303 Ha of land recently rezoned	Area developed over 20–30 years	Increased demand on existing infrastructure and maintenance
Climate change	Warm, low-rainfall climate with increasing variability	Hotter, drier conditions overall More intense rainfall and storm events Increased frequency of extreme heat and fire weather	Shifting demand patterns and community expectations Evolving design standards and asset specifications Increased likelihood of service disruptions and failure (fire and flood)
Technology Changes	Onsite infrastructure and moderate levels of digital transformation	Cloud computing and high levels of digital transformation	Trend towards offsite management of hardware and software (IaaS and SaaS) may reduce capital requirements

Demand Management Planning

Demand for new services will be met through a combination of managing existing assets, upgrading existing assets and providing new assets. Demand management practices can also include non-asset solutions, insuring against risks and managing failures.

Activities identified to date to manage future demand are shown in the table below.

Asset Investment

Demand Management Plan Summary

Demand Driver	Impact on Services	Demand Management Plan
Population (density) increase	Greater demand on infrastructure and services	Ensure new development funds any required upgrades where practical Optimise renewal spend using new mass data capture and condition assessment methodology
Demographics	Similar demand mix for services	Disability Discrimination Act compliance – non-compliant pram ramps to be upgraded when road and/or footpath is renewed; footpath renewals increased to 1.5m from existing 1.2m where possible
Residential land development	Increased pressure on existing infrastructure; lower service level	Ensure new development funds or provides sufficient infrastructure Capacity shortfall to be addressed by upgrade and new capital projects
Climate change	Higher stormwater capacity required for same service level	Monitor changes to design standards and update accordingly Secure funding for Stormwater Management Plans Stormwater renewals to include upsizing to modern day minimum pipe size
Technology Changes	Trends toward offsite assets, mass data capture and remote working	Review lease vs purchase options. Ensure long-term access to asset data

Asset Investment

Asset Programs to Meet Demand

New Capital Projects

The 2026/27 ABP and the LTFP identify planned new capital investment in 2026/27 as:

	Capital Budget 2026/27 ($M)
New capital projects commencing 2026/27	13.3*
Multi-year new capital projects commenced in prior years	54.3**
New Capital Infrastructure - Total	**67.6**

**Note this is the commencement date of projects, some of which will be delivered over multiple financial years but have been newly initiated in 2026/27.*

***Note this is new capital projects only and does not include AMP renewal funding carried over from previous years. Renewal does not increase Council's overall asset portfolio.*

In alignment with the LTFP, the remainder of new capital expenditure forecast over the upcoming ten years is as follows:

Financial year	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36
Capital Budget $M	67.6	23.8	23.8	23.8	23.8	23.8	23.8	23.8	23.8	23.8

These new capital figures are incorporated into the Asset Investment and Portfolio Growth chart at the end of this section to show their potential impact. However, these forward programs have not been endorsed by or funded by Council and are indicative only.

Contributed Assets

The City of Playford is a fast-growing community and is expected to receive a lot of contributed infrastructure. This is shown in the figure below for both the previous 10-year actuals and the LTFP forecast for the next 10 years.

The LTFP identifies an ongoing annual average contribution of around $70M (or about 2.7% of total fixed asset value).

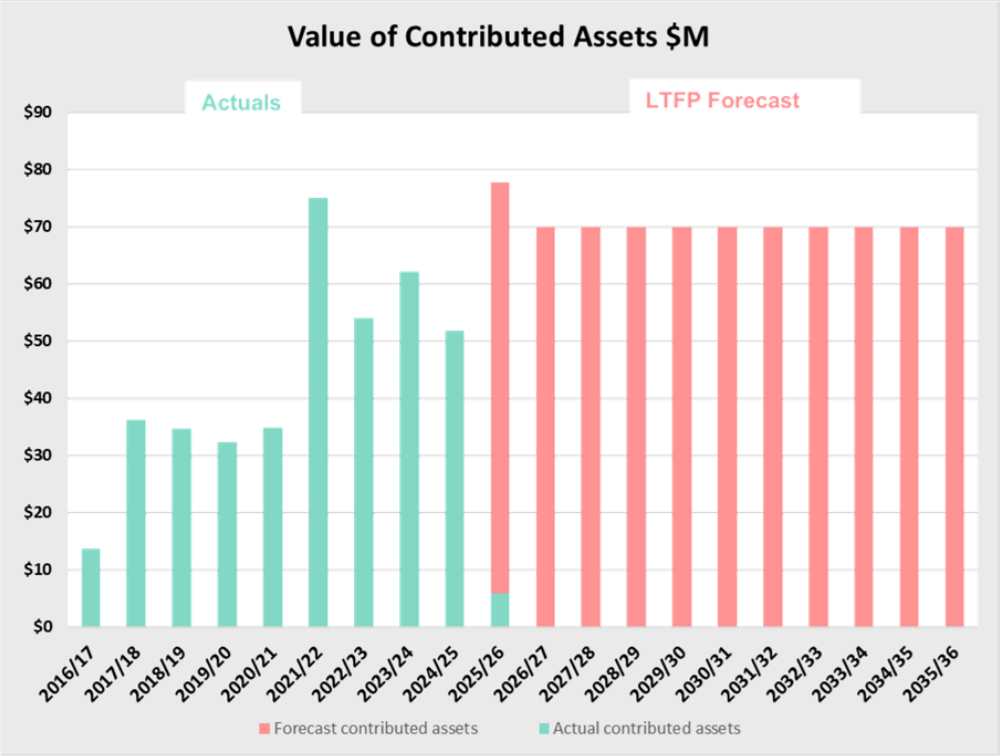
The effect this has on Council's overall asset portfolio value is shown in the Asset Investment and Portfolio Growth chart.

Note, the 'Actual' values for each year below reflect the date of completion of the infrastructure on the ground and this completion date is used when data is entered into the asset system. Conversely, the finance (LTFP) data reflects the date of commissioning into the enterprise information system, which may have a lag. The cumulative number over time will be the same but individual years will have a difference due to this processing lag.

Asset Investment

As of March 2026, $5.9M of contributed assets that have reached completion in 2025/26 have been entered into the system. There is a remaining $60.1M of contributed assets that are forecast to be allocated 2025/26 when the asset data is received and entered and an additional $11.75M from earlier years to be entered.

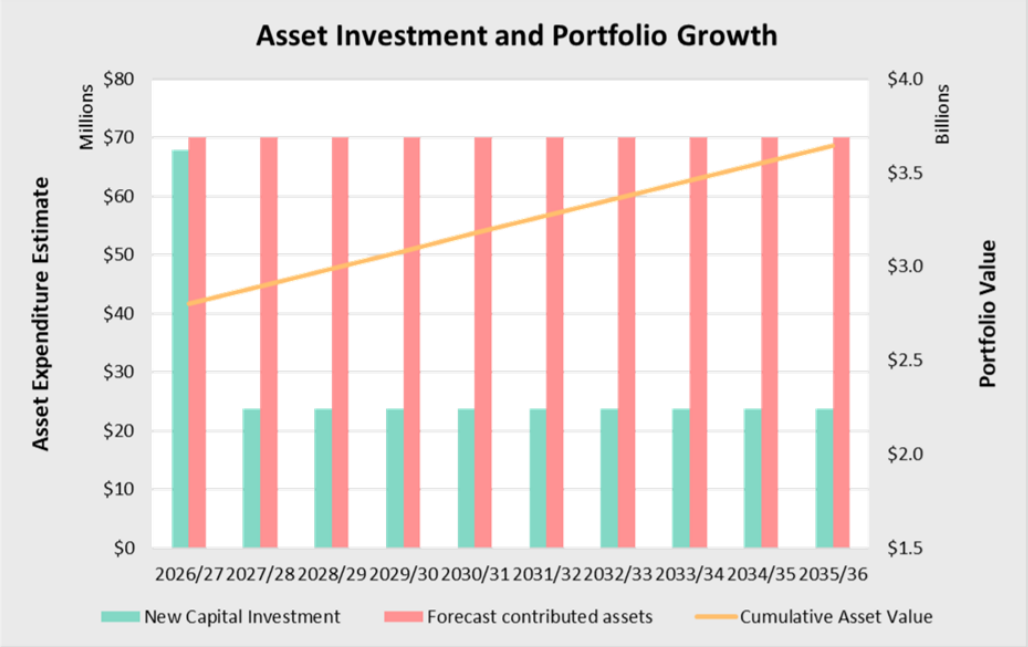
When forecasting future values, Council needs to consider and adopt the 'Council' value of the assets, being what it will cost to renew a specific asset at the end of its life in a brownfield setting not the developer value. These differences include disposal of the existing asset, traffic management in a non-greenfield setting, and economy of scale.



Asset Investment

Total Asset Investment and Portfolio Growth

The new assets required/expected as described in the previous sections, and the impact on total asset portfolio value are shown in the figure below.



Notes:

Portfolio value excludes land.

All values are in 2026/27 dollars and are not indexed for inflation.

Only Year 1 of the Four Year Delivery Plan is endorsed by Council and in an approved budget.

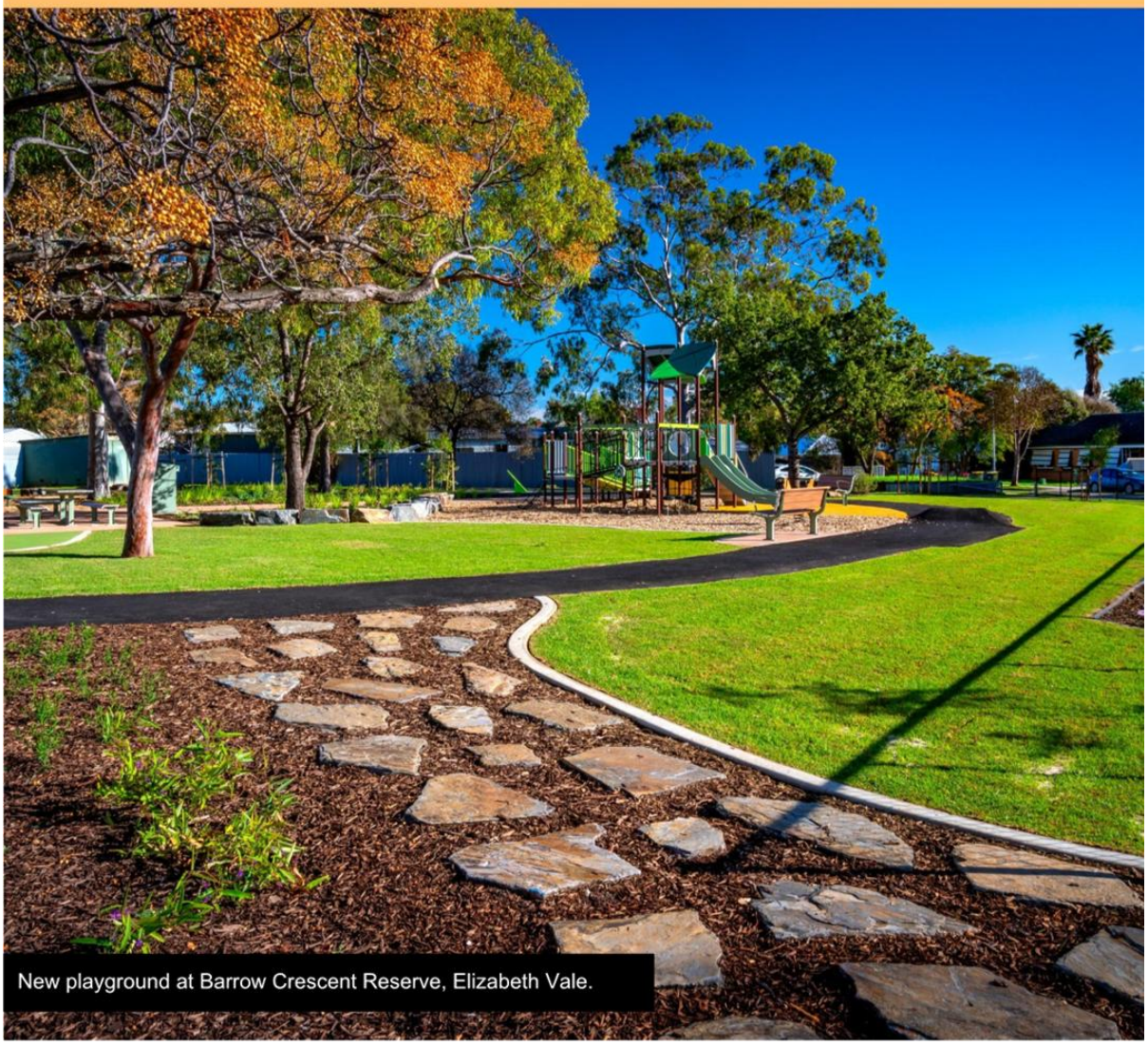
New capital investment shown beyond Year 1 is an estimate based on the average of the forecast for 2025/26 and the actual expenditure for the previous 2 years. The amount is not related to any planned initiatives and is only shown to indicate what investment and portfolio value might look like in that scenario.

Portfolio value is the result of both Council investment and assets contributed by development and excludes land value. The asset base starting value is $2.80 billion (not $2.73 billion) as it considers $60.1M worth of forecasted contributed assets from 2025/26 and $11.75M from previous years that are yet to be entered into Council asset register.

All new assets commit Council to operating costs, including depreciation expense and ongoing operations and maintenance costs. New capital projects initiated by Council include an allocation for these costs in the approved budget to ensure the ongoing financial sustainability and intergenerational equity of new capital programs. The additional operating costs as a result of contributed assets is funded from growth.

Continuous Improvement

Continuous improvement is a part of the Asset Management culture at the City of Playford. We constantly review and assess our Asset Management Framework and will continue to implement improvement initiatives identified through this review.



New playground at Barrow Crescent Reserve, Elizabeth Vale.

Continuous Improvement

Asset Management Improvement Initiatives

Council has a number of specific asset management improvement initiatives either in place, under development or for future investigation, as follows.

Item	Initiative	Timing
Bridge AMP	Bridges were previously covered by the Transport AMP. However, bridges have a unique risk profile, and we now have a separate AMP to account for this.	Completed 2023/24
National Heavy Vehicle Regulator (NHVR) bridge assessment process	The NHVR is assisting road managers to assess key local government road assets (the Strategic Local Government Asset Assessment Project (SLGAAP)). Council is participating in SLGAAP – specifically to assess the asset capability of bridges and culverts and how they relate to the heavy vehicle road network.	Completed 2024/25
CCTV stormwater	CCTV inspection of a selection of our stormwater pipes is undertaken annually. Selection has been previously based on the upcoming road renewal program and operational concerns. We intend adding to this program by using a risk-based approach and to get a cross-section of infrastructure of different age and size as a representative sample.	Underway, ongoing
Road, kerb and footpath condition assessments	In 2022 we undertook inspections and condition assessment of all sealed road and footpath assets. This process will be repeated in 2026 and every four years thereafter. A new process for capturing kerb data has been developed by Council and is being implemented in 2026.	Roads & kerbs completed 2021/22 Footpaths completed 2022/23 2026 – underway second data set for each
Building componentisation	Our Asset Register defines buildings in terms of component type (e.g. structural, electrical etc), but does not break down each building into components suitable for good asset management (e.g. exterior roof covering or electrical switchboard A). We aim to better define our building assets, assess the individual components and develop a condition and risk-based renewal program as part of the Buildings AMP. This should improve renewal	2026/27

Continuous Improvement

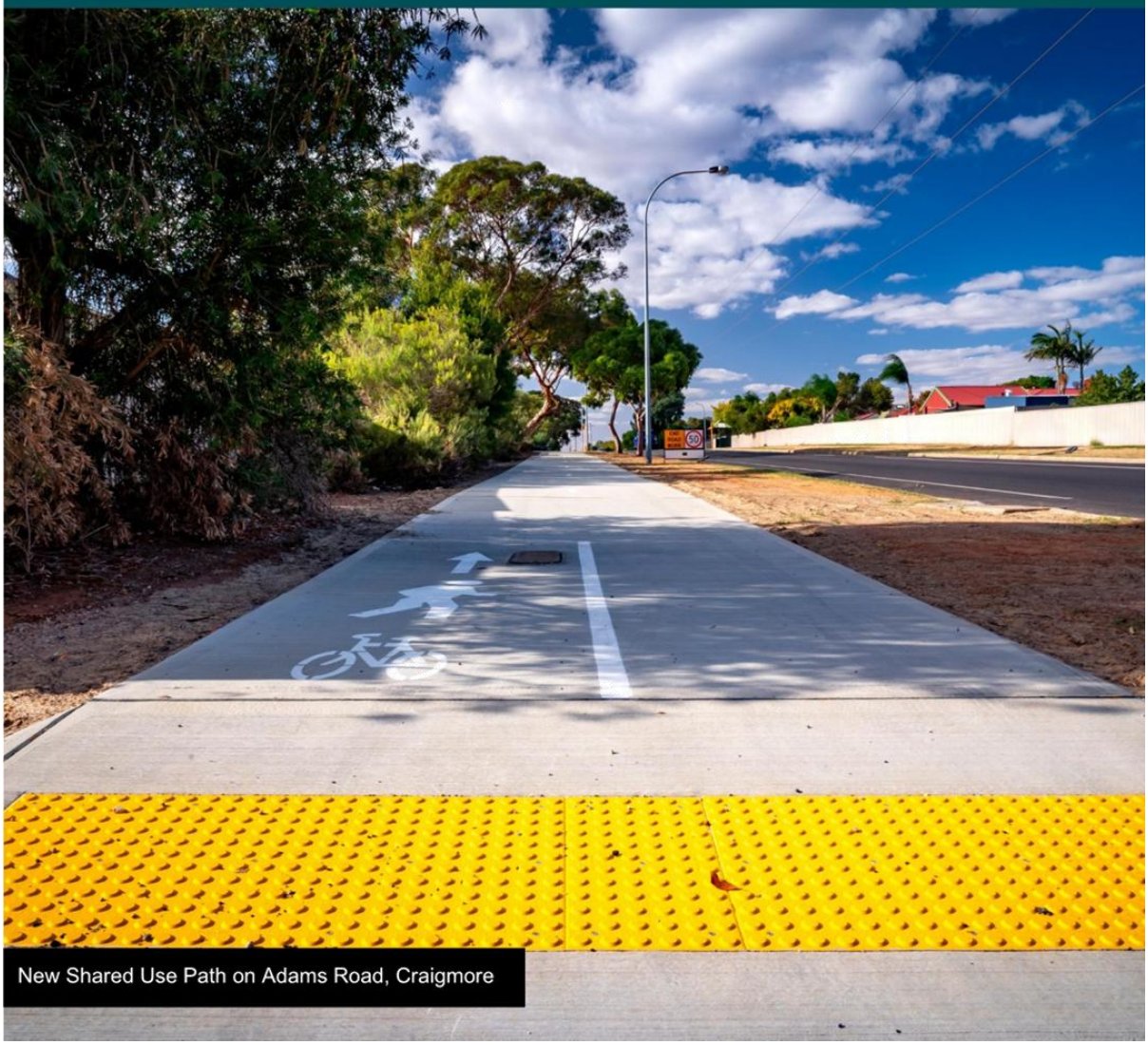
Item	Initiative	Timing
	program reliability, cost control and level of service consistency.	
Complete building inspections	Aligned with building componentisation above, we aim to assess the condition of each building component, using a risk-based prioritisation approach.	Ongoing
Playground componentisation	Playground assets are currently considered as one complete asset that does not consider different components with different lives, service and maintenance requirements. We aim to undertake an audit of all playground assets and componentise each piece of equipment with the asset register to better manage their life and service.	2026/27
Playground soft fall	Council's maintenance team is currently responsible for testing of unitary surfacing. This responsibility will be transferred to Asset Management to ensure data capture and frequency is better controlled.	Completed 2025/26
Levels of Service	To focus our asset management efforts and improve efficiency, over the coming years we aim to develop a comprehensive range of levels of service and associated targets.	Commenced 2023/24
Review road classification	Road criticality and usage can influence asset lifecycle decisions. Road classification will be reviewed in conjunction with the output of the Transport Strategy which was completed in 2025/26. This review can now commence.	2026/27
Rationalisation of unit rates (asset valuation)	As newly constructed or renewed assets have been entered into the asset information system, the number of asset types had grown significantly to over 600. This list will be rationalised to a level that removes obsolete items and enables grouping of similar assets for efficient management without being unnecessarily cumbersome, now standing at 586.	Commenced 2022/23 Ongoing through asset revaluation Transport and Streetscape asset completed 2025/26.
Capture missing assets into the Asset Register	Although Council's Asset Register is reasonably complete, there are still a few gaps. Road signage and roadside swale drains are areas where we will develop a more complete dataset.	Roadside swale drains completed 2022/23 (for sealed road network only)

Continuous Improvement

Item	Initiative	Timing
		Road signage data to be considered for 2029/30 condition data capture.
Link maintenance data to renewals and vice versa	We will work to improve the integration and data sharing of the maintenance and asset management areas to ensure that maintenance is undertaken optimally to avoid premature failure, and that assets are renewed at the right time – before maintenance costs get too high, but not so early that service potential is wasted.	2026/27
Undertake assessment of O&M budgets	We will work with City Operations and Finance to review and test the assumptions made when allocating O&M budgets for asset portfolio growth.	2027/28
Developer Funded Backlog	We will work with the Development Team and Finance Team to establish a process to account for the lag between physical handover and asset register handover of developer funded assets. This will improve operations and maintenance forecasting.	Commenced 2024/25 Expected completion 2026/27
Critical asset audit and inspection automation	We will assess current asset data for critical assets and determine whether it is sufficient. Physical audit (through inspection) will be undertaken to reconcile data accuracy. We will develop an automated inspection reminder trigger based on frequency requirements and store inspection reports effectively within the register for record keeping and ease of access.	2026/27
Integration of climate change considerations into asset planning	We will document our current understanding of climate impact materiality for asset planning and design, and establish a process for ongoing review and adaptive management	2026/27

Appendices

1. Asset Risk Register
2. Referenced Documents



New Shared Use Path on Adams Road, Craigmore

Appendices

Appendix 1: Asset Risk Register

	Risk Identification							Initial Analyse		Evaluate	Existing Controls	Existing Analyse		Evaluate			Treatment Analyse		Evaluate
1	6/04/2021	Service Delivery	The risk that the necessary skill set is not available within the team.	SM	• Resignation/retirement dismissal • Relocation/redeployment. • Lack of succession planning. • Specialised requirements. • Covid. • Extended leave.	• Time delays • Disruption to project continuity • Negative impact on service delivery. • Financial impost to outsource. • Poor quality outcomes. • Loss of information	(3) Moderate	(3) Possible	MEDIUM	• Initial Recruitment process. • Job Descriptions consistency. • Project Managers working in pairs.	(3) Moderate	(2) Unlikely	MEDIUM	• New PMF clear on documentation. • Migration of information on the drives to Sharepoint/Teams • Urban Design Guidelines (UDG). • Additional staff (graduates / secondment).	• PMF updated with Work Instructions and Templates • UDG endorsed by Exec March 2025 • Graduates not pursued	(2) Minor	(2) Unlikely	LOW
8	6/04/2021	Service Delivery	The risk that critical assets fail.	SM	• Lack of maturity in asset management for structures and stormwater assets. • Lack of ongoing maintenance • no inspection program in place. • insufficient internal skillset. • Poor specification. • Force Majeure event. (i.e. fire, earthquake, war, revolution, flood, and pandemics). • Reactive soil. • Lack of access to asset backup. • Lack of awareness of asset information by other teams • Unknown asset • lack of communication from other teams when issues/damage noted • misuse	• Increased risk to public injury / death / health • Reputation damage • Financial Impost • Negative service delivery impact (lack of transport / roads blocked). • Litigation. • Damage to neighbouring assets. • No alternative route. • Closure of asset	(5) Catastrophic	(3) Possible	HIGH	• Asset Management Plans. • Renewal strategy. • Asset inspection definitions broadened to include footbridges and major culverts • Regular inspections/audits to capture maintenance requirements	(5) Catastrophic	(1) Rare	MEDIUM	• Treatment Plan - Identify critical assets within council and alternative of failure • Treatment Plan - Inspection program by specialised third party for key infrastructure. • Impact statement / disaster management plan. • Information Sharing/Education with other teams of information in the Asset Register • Rubber softfall inspections to be undertaken by Asset Management (instead of City Operations) • Capturing levies as an asset	• Treatment Plan for critical assets in place	(5) Catastrophic	(1) Rare	MEDIUM
9	6/04/2021	Legislative Compliance	The risk of legislative breach.	SM	• Unidentified legislative changes. • Identified changes not implemented. • Identified changes are misinterpreted. • Processes outdated, superseded or do not reflect policy intent. • Legislative tasks not identified and/or scheduled. • Failure to have documented policy or processes for legislative tasks. • Failure of a critical system. • Lack of awareness	• Possible fine. • Reputation damage. • Regulatory intervention. • Negative impact on staff morale. • Possible legal action. • Cost of rectification works.	(3) Moderate	(4) Likely	HIGH	• LGA Legal updates. • Norman Waterhouse Legal updates. • Policy & process review schedule. • Documented processes. • Approval requirements within scope document.	(3) Moderate	(2) Unlikely	MEDIUM			(2) Minor	(2) Unlikely	LOW
10	6/04/2021	Service Delivery	The risk that a critical system (i.e. TechOne) becomes unavailable.	SM	• Vendor contract lapses or not renewed. • Software not updated. • Software malfunction. • Single point of failure. • Cyber threat. • Vendor ceases to trade. • Power failure (or other natural event). • Changing to a cloud based system	• Inability to pay staff and contractors. • failure to meet legislative obligations. • Loss of asset and finance data (backup). • Staff loss of productivity. • Potential flow on impact on other departments. • Inability to raise PO's or make payments	(3) Moderate	(4) Likely	HIGH	• Data backup in spreadsheets	(3) Moderate	(2) Unlikely	MEDIUM	• Cloud based system still retaining backups. • Weekly backup of data on a spreadsheet.		(2) Minor	(2) Unlikely	LOW
11	6/04/2021	Service Delivery	The risk that Asset data is incorrect.	SM	• Failure of process - Assets not recorded when completed/handed over or acquired. • Failure of process assets not deleted when disposed of. • Failure of process when an asset is revalued/renewed. • Asset register not maintained historically (Legacy issues) • Lack of resources. • Poor staff training or contractor training. • Maintenance not providing handover for renewed assets • Late handover from Developers	• Decisions (inc budgetary, LTFP & future renewal) considered or made on incorrect information. • Assets underinsured / over insured. • Assets undervalued / overvalued. • Financial shock. • Reputation damage. • Failure to meet legislative requirements. • Money spent incorrectly. • Assets not recognised within the system.	(4) Major	(4) Likely	HIGH	• Scheduled external revaluations, • Annual audits of asset register (External and Internal). • Asset handover procedure. • Asset Management Process. • Admin access limited. • Data gate keeping. • Monthly Exception reporting (Reporting to pick up anomalies) • Reconciliations against expenditure at Handover. • Condition rating of assets. • Move to annual revaluation. • Capitalise actual costs of assets • Undertake a secondary check prior to commissioning.	(4) Major	(2) Unlikely	MEDIUM	• Treatment Plan - Undertake a review of the process and systems in place. • Quality Assurance sysmte to identify incorrect data • Ongoing finding and capturing of assets • Third party audits	• WIP • Asset Management GIS Team resourcing	(4) Major	(2) Unlikely	MEDIUM
15	29/07/2022	Service Delivery	The risk that heavy vehicles will damage our assets i.e. footpaths, roads and bridges.	SM	• Weight and dimensions of the vehicles. • Length of permit. • New Developments • Poor constructions from Developers • Construction traffic • Increased traffic within new developments	• Damage to footpaths, roads, stormwater. • Reduces the life of the asset. • Public safety. • Litigation. • Asset team may decline vehicle access due lack of knowledge. This then restricts industry and economic activity.	(2) Minor	(5) Almost Certain	HIGH	• ODL (over dimension load) application process. • Dilapidation report. • Condition assessment. • Provide an alternative route.	(2) Minor	(3) Possible	MEDIUM	• Better data quality • Spatial mapping of restricted areas. • Transport strategies and freight routes • Load limit signage		(2) Minor	(3) Possible	MEDIUM
16	21/03/2024	Service Delivery	Asset Technical Information (drawings, manuals etc.) is not readily available or current	SM	• Lack of well defined storage for asset technical information • Historic inconsistent storage • Lack of awareness of storage • Change in technology • Inconsistent naming conventions • Quality of scans of older documents • No existing controls • Lack of configuration management	• Incorrect maintenance due to loss/lack of information • Additional inspeaction effort to confirm assets	(3) Moderate	(3) Possible	MEDIUM	• Handovers • Project completion data saved in Asset Register	(2) Minor	(3) Possible	MEDIUM	• Link Project folder or attach documentation to asset (GIS)	• Further meetings to be scheduled to review scope and implementation	(2) Minor	(3) Possible	MEDIUM

Appendices

Appendix 2: Referenced Documents

Document	Link
Playford Community Vision 2043	Community Vision 2043
City of Playford Strategic Plan 2025-28	Strategic Plan
Long Term Financial Plan 2026/27	Long Term Financial Plan
City of Playford Asset Management Policy	Asset Management Policy
Annual Business Plan and Budget 2026/27	Annual Business Plan
Playford Community Survey	Playford Community Survey
City of Playford Financial Sustainability Ratios and Targets Policy	Financial Sustainability Ratios and Targets Policy

Rating Policy

Policy Author	General Manager Corporate Services
Date of next review	June 2027

1. Statement of Intent

In South Australia, council rates are a form of property tax levied by local government as the primary source of funding for the many mandatory and discretionary services provided by councils. Rates are administered by each council in line with the *Local Government Act 1999* (the Act). This document sets out the Council's policy for setting and collecting rates from its community.

Council rates are not a fee for service but a system of taxation for local government purposes.

All land within the Council's area is rateable except land that is subject to an exemption under the Act.

Council considers a general rate, which consists of two components – one based on the value of the land and the other a fixed charge – to be the fairest and most equitable method of imposing rates. A fixed charge is a means of ensuring all ratepayers contribute equally to Council services and the development and maintenance of community infrastructure.

Council may impose differential general rates that vary based on land use. It assesses rates against each piece or section of land subject to separate occupation, except for land with a commercial or industrial land use where rates are assessed against each piece or section of such land subject to separate ownership.

Council's rates are based on the capital values of land in its area as assessed by the Valuer-General. An owner of land may, in accordance with the *Valuation of Land Act 1971,* object to a valuation made by the Valuer-General of their land.

Council considers that this method of valuing land provides the fairest method of distributing the rate burden across all ratepayers on the following basis:

- Rates constitute a system of taxation, and the equity principle of taxation requires that ratepayers of similar wealth pay similar taxes, and ratepayers of greater wealth pay more tax than ratepayers of lesser wealth.
- Property value is considered a relatively good indicator of wealth, and the capital value, which closely approximates the market value of a property, provides the best indicator of overall property value.

Council is required to collect a separate rate, the Regional Landscape Levy, to reimburse the Council for the funding contribution required by the *Landscape South Australia Act 2019* for the Green Adelaide Board. The total value of this contribution is fully recoverable. This separate rate is effectively a state tax and Council does not retain the revenue collected by way of the separate rate.

Council may apply rate remissions, postponements, and rebates in accordance with the Act and the Rate Rebate Policy. In addition, if a ratepayer is experiencing hardship with paying their rates, they may make an application for rate relief by way of a remission or postponement in accordance with the Act and Council's Hardship Policy. Fines and interest apply to overdue rates and if an amount payable by way of rates is in arrears for three years or more, Council may sell the land for non-payment of rates.

Document Set ID: 3994059
Version: 53, Version Date: 07/01/2026

Disclaimer

A rate cannot be challenged on the basis of non-compliance with this Policy and must be paid in accordance with the required payment provisions.

Where a ratepayer believes that Council has failed to properly apply this Policy, they should raise the matter with Council.

2. Scope

This Policy applies to all ratepayers within the Council's area.

3. Legislation and References

This Policy should be read in conjunction with the Rating Procedure.

Related documents include:

- *Landscape South Australia Act 2019*
- *Local Government Act 1999* – Sections 148, 151 and 152
- *Local Government (Financial Management) Regulations 2011*
- *Local Government (General) Regulations 2013* – Regulation 14
- *Valuation of Land Act 1971*
- City of Playford Annual Business Plan and Budget
- City of Playford Global Glossary
- City of Playford Long Term Financial Plan
- City of Playford Strategic Plan
- Debt Recovery Procedure
- Hardship Policy and Procedure
- Rate Rebate Policy and Procedure

This Policy should not be considered as the only document that may relate to rating matters; other tiers of government, agencies or organisations may have legislation or policies that also apply.

4. Application

CEO	To facilitate the endorsement of the Rating Policy as part of the Annual Business Plan (ABP) and Long Term Financial Plan (LTFP) process.
General Manager Corporate Services	To ensure an effective rating system.
Senior Manager Financial Services	To facilitate and deliver an effective rating system as part of the ABP and LTFP.
Manager Rates	To oversee the consistent application of the Rating Policy.
Rates Officers	To apply consistent delivery of the Rating Policy to ratepayers.

Document Set ID: 3994059
Version: 53, Version Date: 07/01/2026

5. Relevance to Risk Appetite Statement

Regulatory Compliance

The City of Playford has **ZERO TOLERANCE** for non-compliance with applicable legislation. The Rating Policy and Procedure are updated annually to ensure compliance is maintained for each financial year, as part of the ABP and LTFP process.

Service Delivery

The City of Playford has a **MODERATE** appetite for service delivery requirements. Maintaining the Rating Policy and Procedure ensures service delivery within required timeframes.

6. Feedback

Your feedback on this Policy is invited and can be directed to the Manager Governance via email to governance@playford.sa.gov.au or by calling the Customer Contact Team on 8256 0333.

Administration use only

ECM document set no.	3994059
Version no.	8
Procedure link	Rating Procedure
Policy author	General Manager Corporate Services
Endorsed by	Council
Resolution no.	TBC
Legal requirement	Section 123(2)(d) of the *Local Government Act 1999*
Review schedule	Annually
Date of current version	June 2026
Date of next review	June 2027

Version history

Version no.	Approval date	Approval by	Change
1	02 July 2019	Ordinary Council Resolution No. 3630	Annual review
2	30 June 2020	Ordinary Council Resolution No. 4105	Annual review

Document Set ID: 3994059
Version: 53, Version Date: 07/01/2026

3	22 June 2021	Ordinary Council Resolution No. 4660	Annual review
4	28 June 2022	Ordinary Council Resolution No. 5025	Annual review
5	27 June 2023	Ordinary Council Resolution No. 5455	Name change of Regional Landscape Levy
6	25 June 2024	Ordinary Council Resolution No. 5890	Annual review, author position title change
7	24 June 2025	Ordinary Council Resolution No. 6302	Annual review
8	23 June 2026	Ordinary Council Resolution No. TBC	Annual review

Document Set ID: 3994059
Version: 53, Version Date: 07/01/2026

Rating Procedure

Procedure Author	General Manager Corporate Services
Date of next review	June 2027

1. Purpose

In South Australia, council rates are a form of property tax levied by local government as the primary source of funding for the many mandatory and discretionary services provided by councils. Rates are administered by each council in line with the *Local Government Act 1999* (the Act) which allows some flexibility for each council to make decisions to suit its local community. This Procedure outlines Council's process for setting and collecting rates from its community.

This Procedure applies to all ratepayers within the Council's area.

2. References and Supporting Documentation

This Procedure should be read in conjunction with the Rating Policy.

Related documents include:

- *Landscape South Australia Act 2019*
- *Local Government Act 1999*
- *Local Government (General) Regulations 2013*
- Hardship Policy and Procedure
- Rate Rebate Policy and Procedure
- City of Playford Annual Business Plan and Budget
- City of Playford Long Term Financial Plan
- City of Playford Global Glossary

3. Application

Senior Manager Financial Services	To conduct an annual review as part of City of Playford Annual Business Plan and Budget (ABP) and City of Playford Long Term Financial Plan (LTFP).
Manager Rates	To oversee the consistent application of the Rating Policy and Procedure.
Rates Officer	To apply consistent delivery of the Rating Policy and Procedure to ratepayers.

Document Set ID: 3994060
Version: 51, Version Date: 15/04/2026

4. Procedure

4.1 General rates

Each year, Council plans the services and programs it will deliver to the community through its ABP, LTFP and asset management plans. The ABP is developed in accordance with the decision-making filters and community themes outlined in Council's strategic plan.

Council declares rates every year for the following financial year, taking into consideration the ABP.

To meet its rating objectives, Council adopts the following approach:

- Valuations are based on capital value as assessed by the Valuer-General.
- A general rate is declared each year consisting of two components: a rate based on the capital value of the land and a fixed charge, in accordance with Sections 151(1)(c) and 152(1)(c) of the Act.

The first quarterly rates notice is issued in July each year with a 30-day terms of payment period. Ratepayers can elect to pay their annual rates in full; however, where payments are not made in full, three further quarterly rates notices are issued in October, January and April of each year to facilitate quarterly payments.

4.1 Fixed charge

Section 152 of the Act allows councils to impose a fixed charge on each rateable property in its area, provided that a minimum rate has not also been imposed. The fixed charge ensures that all rateable properties make a base contribution towards the cost of administering Council activities and maintaining the services and physical infrastructure that support each property. A fixed charge has the effect of reducing the rate in the dollar applied to property valuations.

Council declares a fixed charge each year as part of its rating strategy.

In accordance with the Act, Council cannot raise more than 50% of total general rate revenue through the imposition of a fixed charge as a component of general rates.

In applying a fixed charge, only one charge can be imposed on two or more adjoining assessments with the same owner and occupier (contiguous).

4.2 Differential rates

In addition to a fixed charge, a general rate can include a component based on the value of the land. Council can also impose differential rates that vary according to the use of land (e.g., residential, commercial, industrial), the locality of the land, or a combination of both. Council has declared differential general rates that vary according to land use as prescribed by Regulation 14 of the *Local Government (General) Regulations 2013*. For rating purposes, Council attributes a land use category to each piece of land in its area. The percentage of total rate revenue to be raised from each land use category is used to determine the rate in the dollar (differential rate) for each category.

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4.3 Method used to value land

In accordance with the principles in Section 148 of the Act, Council assesses rates against each piece or section of land subject to separate occupation, except for land with a commercial or industrial land use for which rates are assessed against each separate piece or section of land subject to separate ownership.

For rating purposes, Council adopts the valuations determined by the Valuer-General that are available at the time Council adopts its budget for the following financial year.

Where a ratepayer is dissatisfied with a valuation made by the Valuer-General, the rates notice issued by Council will include information on how to lodge an objection. Council has no role in the valuation objection process. The lodgement of an objection does not alter the due date for payment of rates.

4.4 Objections to land use classification

If a ratepayer believes that Council has incorrectly attributed a land use to their land, the ratepayer may lodge a written objection with Council within 60 days of receiving the first rates notice of the current financial year (or within such longer period as Council may allow). The objection must set out the basis for the objection and specify the land use that the ratepayer considers should be attributed to the land. The Land Use Objection form is available on Council's website www.playford.sa.gov.au or by contacting Council on 8256 0333.

Council may determine an objection as it sees fit and may request the Valuer-General to reassess the land use classification. Upon receipt of the Valuer-General's recommendation, Council will make a determination in relation to the objection.

If a ratepayer is not satisfied with Council's decision, the ratepayer may appeal to the South Australian Civil and Administrative Tribunal (SACAT) within 21 days after receiving notice of Council's decision (or within such longer period as SACAT may allow).

4.5 Landscapes SA Levy

Council is required under the *Landscape South Australia Act 2019* to make a specified contribution to the Green Adelaide Board. Council recovers this contribution by imposing a separate rate on land within the area of both the Green Adelaide Board and Council.

The total value of this contribution is fully recoverable. Council does not retain any of the revenue collected, does not determine the amount of the contribution, and has no role in determining how the revenue is spent.

The Regional Landscape Levy is shown as a separate item on rate notices.

Any enquiries relating to the Regional Landscape Levy should be directed to the Green Adelaide Board via its website www.landscape.sa.gov.au.

4.6 Rates cap

The Act requires Council to determine each year whether to apply a maximum rate increase (or a rates cap) to a ratepayer's principal place of residence.

A rates cap can be applied to provide relief where there has been a substantial change in rates payable due to rapid changes in property valuations.

Council has determined that it will not apply a maximum increase (rates cap) to the general rate charged on rateable land that constitutes a ratepayer's principal place of residence.

4.7 Pensioner concessions and State beneficiaries of concessions

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From 1 July 2015, Council concessions were replaced by the State Government's cost of living concession for pensioners.

Ratepayers seeking further information are directed to the ConcessionsSA Hotline on 1800 307 758 or to the concessions section of the www.sa.gov.au website.

4.8 Rate relief

An application form for rate relief is available from Council's Customer Service Centres and on Council's website.

Remission of rates – Hardship

Section 182 of the Act permits Council to grant a postponement or remission of rates in cases of hardship and for other prescribed reasons. Ratepayers seeking further information are directed to Council's Hardship Policy.

A ratepayer who is experiencing, or is likely to experience, difficulty in meeting standard payment arrangements is encouraged to contact a Council Rates Officer to discuss alternative payment arrangements. All such enquiries are treated with the strictest confidence.

Seniors postponement

Section 182A of the Act provides for the postponement of rates for seniors.

The scheme is designed to assist senior card holders who may be asset rich but cash poor by allowing the postponement of annual rates amounts exceeding $500. At least $500 of the annual Council rates payable must be paid by the due date, with any amount above $500 able to be postponed for an indefinite period (up until the property is sold or eligibility ceases.

Ratepayers seeking further information are directed to the Seniors Rate Postponement Scheme information available on Council's website.

Discretionary rebates

Council may consider applications for discretionary rebates and approve a rebate in accordance with Section 166 of the Act. Further information is available in Council's Rate Rebate Policy.

4.9 Payment of rates

Council will collect rates quarterly on the dates determined by Council. For the relevant financial year, the due dates are:

- 02 September 2026
- 02 December 2026
- 02 March 2027
- 02 June 2027

Rates may be paid in person at Council's Customer Service Centres or by any of the payment methods detailed on the rates notice.

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4.10 Late payment of rates

The Act provides that Council may impose a fine of 2% on any instalment of rates that is not paid on or before the due date. In addition, overdue rates are charged interest at the prescribed rate for each full month that the amount remains unpaid after the due date.

Where Council receives a payment in respect of overdue rates, the payment is applied in accordance with Section 183 of the Act in the following order:

- first – to satisfy any costs awarded in connection with court proceedings;
- second – to satisfy any interest charged;
- third – to satisfy any fines imposed;
- fourth – in payment of rates, in chronological order, starting with the oldest outstanding amount first.

4.11 Non-payment of rates

Section 184 of the Act provides that Council may sell land to recover outstanding rates where an amount payable by way of rates has been in arrears for three years or more.

5. Feedback

Your feedback on this Procedure is invited and can be directed to the Manager Governance via email to governance@playford.sa.gov.au or by calling the Customer Contact Team on 8256 0333.

Administration use only

ECM document set no.	3994060
Version no.	6
Policy link	Rating Policy
Procedure author	General Manager Corporate Services
Endorsed by	Council
Resolution no.	TBC
Legal requirement	*Local Government Act 1999*
Review schedule	Annually
Date of current version	June 2026
Date of next review	June 2027

Document Set ID: 3994060
Version: 51, Version Date: 15/04/2026

Version history

Version no.	Approval date	Approval by	Change
1	22 June 2021	Ordinary Council Resolution No. 4660	New procedure to support Rating Policy.
2	28 June 2022	Ordinary Council Resolution No. 5025	Annual Review.
3	27 June 2023	Ordinary Council Resolution No. 5455	Name change of Regional Landscape Levy and due dates.
4	25 June 2024	Ordinary Council Resolution No. 5890	Annual review, author title change, due dates updated.
5	24 June 2025	Ordinary Council Resolution No. 6302	Annual review. Added web address for Land Use Objection Form, removed phone number for Landscape Levy and due dates updated.
6	23 June 2025	Ordinary Council Resolution No. TBC	Annual review. Updated due dates.

Document Set ID: 3994060
Version: 51, Version Date: 15/04/2026

Rate Rebate Policy

Policy Author	General Manager Corporate Services
Date of next review	June 2027

1. Statement of Intent

The objective of this Policy is to ensure that all applications for rate rebates are considered in an equal and fair manner in line with the provisions set out under the *Local Government Act 1999* (the Act) and this Policy.

Rates are a form of taxation and provide the main revenue stream for Council to deliver services to the community. Rates are levied under the Act on the basis of land value and use, which is widely accepted as a reasonable indicator of capacity to pay. Recognising that there may be circumstances where this may not always be the case, the Act makes provision for Council to consider applications for rate rebates. This supports the provision of equitable services and facilities to meet the needs of the whole community.

This Policy is intended to provide guidance as to the grounds upon which relief of rates payable is available to a person, body, or organisation, in the form of rebates. Council will consider each application to ensure the requirements under the Act have been met.

When assessing requests for rebates, Council may take into account, but is not limited to, the following:

- the availability of rebates under the Act
- the applicant's need for financial assistance
- whether, and to what extent, the applicant provides a benefit or service to the local community
- whether the applicant is a public sector, not-for-profit or commercial entity
- whether the rebate will assist in securing new development in the City of Playford
- if the applicant has been subject to a substantial change in rating or valuation
- the impact of adverse environmental impacts on existing business
- the extent of other financial assistance, if any, available to the applicant from other sources (e.g., Commonwealth or State government)
- whether there are any historical considerations that may be relevant
- the level of rates that would be applied by neighbouring councils
- the financial consequences of the rebate for the Council
- any other matters, and policies of the Council, which the Council considers relevant.

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Version: 45, Version Date: 07/01/2026

When considering rate rebates, Council gives consideration to the following five principles that apply to the imposition of taxes on communities:

- equity
- benefit
- ability-to-pay
- efficiency
- simplicity

Council rebates will be annually assessed to determine if the circumstances justify the continued endorsement of the application of the rebate.

2. Scope

Mandatory rebates must be applied where ratepayers meet eligibility as prescribed in Sections 160-165 of the Act.

Discretionary rebates may be applied, at Council's discretion, where ratepayers make an application and they meet the eligibility criteria prescribed by Section 166 of the Act.

3. Legislation and References

This Policy should be read in conjunction with the Rate Rebate Procedure.

Related documents include:

- *Local Government Act 1999* – Sections 159-166
- Rating Policy and Procedure
- City of Playford Global Glossary

This Policy should not be considered as the only document that may relate to rate rebates; other tiers of government, agencies or organisations may have legislation or policies that also apply.

4. Application

Council	Approval of discretionary rebates greater than 50%, or for a commitment of greater than one year.
CEO, General Manager Corporate Services or Senior Manager Financial Services	Approval of discretionary rebates less than 50% for a period of less than one year.
Manager Rates	To oversee the consistent application of the Rate Rebate Policy.
Rates Officers	To apply consistent delivery of the Rate Rebate Policy to ratepayers.

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5. Relevance to Risk Appetite Statement

Regulatory Compliance

The City of Playford has **ZERO TOLERANCE** for non-compliance with applicable legislation. Maintaining the Rate Rebate Policy and Procedure ensures compliance is maintained.

Service Delivery

The City of Playford has a **MODERATE** appetite for service delivery requirements. Maintaining the Rate Rebate Policy and Procedure ensures service delivery within required timeframes.

6. Feedback

Your feedback on this Policy is invited and can be directed to the Manager Governance via email to governance@playford.sa.gov.au or by calling the Customer Contact Team on 8256 0333.

Administration use only

ECM document set no.	3978634
Version no.	11
Policy link	Rate Rebate Policy
Policy author	General Manager Corporate Services
Endorsed by	Council
Resolution no.	TBC
Legal requirement	Sections 159-166 of the *Local Government Act 1999*
Review schedule	Annual
Date of current version	June 2026
Date of next review	June 2027

Version history

Version no.	Approval date	Approval by	Change
1	24 April 2007	Ordinary Council Resolution No. 208	Adopted by Council
2	28 August 2012	Ordinary Council Resolution No. 895	Reviewed
3	28 August 2018	Ordinary Council Resolution No. 3252	Annual review
4	02 July 2019	Ordinary Council Resolution No. 3630	Annual review

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Version: 45, Version Date: 07/01/2026

5	30 June 2020	Ordinary Council Resolution No. 4105	Annual review
6	22 June 2021	Ordinary Council Resolution No. 4660	Annual review
7	28 June 2022	Ordinary Council Resolution No. 5025	Annual review
8	27 June 2023	Ordinary Council Resolution No. 5455	Annual review
9	25 June 2024	Ordinary Council Resolution No. 5890	Annual review, author title change
10	24 June 2025	Ordinary Council Resolution No. 6302	Annual review
11	23 June 2026	Ordinary Council Resolution No. TBC	Annual review

Document Set ID: 3978634
Version: 45, Version Date: 07/01/2026

Rate Rebate Procedure

Procedure Author	General Manager Corporate Services
Date of next review	June 2027

1. Purpose

This Procedure provides guidance as to the grounds upon which a person, body or organisation, is entitled to receive a rebate of rates. Council will consider each application to ensure the requirements under the *Local Government Act 1999* (the Act) have been met.

This Procedure includes both mandatory and discretionary rebates and supports the provision of equitable services and facilities to meet the needs of the whole community.

2. References and Supporting Documentation

This Procedure should be read in conjunction with the Rate Rebate Policy.

Related documents include:

- *Local Government Act 1999*
- Complaints Handling Policy and Procedure
- Rating Policy and Procedure

3. Application

Council	To approve discretionary rebates greater than 50%, or for a commitment of greater than one year.
CEO, General Manager Corporate Services or Senior Manager Financial Services	To approve discretionary rebates less than 50% for a period of less than one year.
Manager Rates	To oversee the consistent application of the Rate Rebate Policy and Procedure.
Rates Officers	To apply consistent delivery of the Rate Rebate Policy and Procedure to ratepayers.

4. Procedures

Division 5 – Rebates of Rates

Sections 159-166 of the Act outline the provision of rate rebates through mandatory and discretionary rebates.

4.1 Preliminary grounds and penalties

Section 159 of the Act provides guidance regarding the grounds for rebates and penalties that may apply. These include:

- Section 159(1): If grounds exist for a person or body to receive a rebate of rates in pursuance of this Division, the person or body may apply to the council in a manner and form determined by the council (supplying such information as the council may reasonably require).
- Section 159(2): A person or body must not:
  - make a false or misleading statement or representation in an application made (or purporting to be made) under this Division

    or
  - provide false or misleading information or evidence in support of an application made (or purporting to be made) under this Division.

    Maximum penalty: $5,000.
- Section 159(7): If a person or body has the benefit of a rebate of rates under this Division and the grounds on which the rebate has been granted cease to exist, the person or body must immediately inform the council of that fact and (whether or not the council is so informed) the entitlement to a rebate ceases.
- Section 159(8): If a person or body fails to comply with subsection (7), the person or body is guilty of an offence.

  Maximum penalty: $5,000.
- Section 159(10): A council may, for proper cause, determine that an entitlement to a rebate of rates in pursuance of this Division no longer applies.
- Section 159(11): If an entitlement to a rebate of rates ceases or no longer applies during the course of a financial year, the council is entitled to recover rates, or rates at the increased level (as the case may be), proportionate to the remaining part of the financial year.

4.2 Mandatory rebates

Ratepayers entitled to a mandatory rebate may make an application in the form determined by Council (refer to 4.6 below). Ratepayers are required to include evidence, where requested, and meet the requirements of Section 159 of the Act.

Where a council is aware that a mandatory rebate applies to land, the council must apply the rebate regardless of whether or not an application has been made. This approach has equal application in respect of a property that becomes eligible for a mandatory rebate part way through a financial year when the rebate will be applied on a pro-rata basis.

Otherwise, the Act does not impose any obligation on a council to seek out persons who may be eligible for a mandatory rebate if they have not made an application.

Where an application is made, or if a council becomes aware that an entitlement to a mandatory rebate exists during the course of the financial year, the council must apply the mandatory rebate for the whole of the financial year. The only exception is where the land becomes rateable during the course of a financial year where the rebate will be applied pro-rata for the period of rateability.

Refunds for previous financial years are not required, unless the Council was made aware or knew that an entitlement existed in that previous year or years.

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Mandatory rebate eligibility is prescribed in the Act under the following sections:

- s160 – 100% Rebate of rates-health services
- s161 – 75% Rebate of rates-community services
- s162 – 100% Rebate of rates-religious purposes
- s163 – 100% Rebate of rates-public cemeteries
- s164 – 100% Rebate of rates-Royal Zoological Society of SA
- s165 – 75% Rebate of rates-educational purposes

4.3 Discretionary rebates

Discretionary rebate eligibility is listed under Section 166 of the Act.

Ratepayers may make an application for a discretionary rebate by completing the application form on Council's website www.playford.sa.gov.au or by contacting Council on 8256 0333.

The discretion to grant a rebate must be exercised consistently and in the interests of the community. In this regard, Council must consider its community, not the wider community of the State. This is because decisions regarding rate rebates impact directly on the ratepayers and residents of individual council areas.

4.4 Council-endorsed multi-year rebates

The Senior Manager Financial Services and the Rates Manager will review multi-year rate rebates as per the conditions set out in the Council-endorsed application or agreement for ongoing eligibility.

4.5 Granting of rebates

Under Section 166 – Discretionary rebate of rates:

- A rebate of rates or charges under subsection (1) may be granted on such conditions as the council thinks fit.
- A rebate of rates or charges under subsection (1)(a), (b) or (k) may be granted for a period exceeding one year, but not exceeding 10 years.
- A rebate of rates or charges under subsection (1)(l) may be granted for a period exceeding one year, but not exceeding three years.
- A council should give reasonable consideration to the granting of rebates under this section and should not adopt a policy that excludes the consideration of applications for rebates on their merits.
- A council may grant a rebate under this Section that is up to (and including) 100 per cent of the relevant rates or service charge.

4.6 Application and approval process

Applications for rate rebates are to be made on Council's application form and accompanied by the appropriate supporting documentation. The Rate Rebate Policy, and application form, are available on Council's website www.playford.sa.gov.au or by contacting Council on 8256 0333.

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In accordance with Section 159(1) of the Act, Council may request any information from an applicant that it reasonably requires in order to make a decision in respect of a rebate application.

Where an application for a discretionary rebate is made after the date on which rates are declared, the council may choose not to consider the application for that financial year. However, the council will need to consider the application for a rebate applicable in the next financial year.

Retrospective discretionary rebates may, but need not, be given by the council.

Assessment of discretionary rebates are to be undertaken in a fair and consistent manner, using the assessment eligibility weighting matrix based on reasons for application which assists with recommendation for approval and calculating the per cent and value of rebate.

Approval of rebates must be made in line with delegation levels.

The applicant should be advised of the Council's decision and rights of review should the applicant not be satisfied with the decision.

5. Complaints and Appeals

Complaints and appeals will be considered in accordance with Council's complaints and grievance procedures and Sections 270 and 271 of the Act. A copy of the Complaints Handling Policy can be found at www.playford.sa.gov.au.

Customers not satisfied with the outcome of their complaint should be directed to contact the Ombudsman SA on 8226 8699 or Ombudsman@ombudsman.sa.gov.au.

6. Feedback

Your feedback on this Procedure is invited and can be directed to the Manager Governance via email to governance@playford.sa.gov.au or by calling the Customer Contact Team on 8256 0333.

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ECM document set no.	3978636
Version no.	7
Policy link	Rate Rebate Policy
Procedure author	General Manager Corporate Services
Endorsed by	Council
Resolution no.	TBC
Legal requirement	Sections 159-166 of the *Local Government Act 1999*
Review schedule	Annually
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Version history

Version no.	Approval date	Approval by	Change
1	June 2018	Senior Manager Finance	New
2	22 June 2021	Ordinary Council Resolution No. 4660	Annual Review
3	28 June 2022	Ordinary Council Resolution No. 5025	Annual Review
4	27 June 2023	Ordinary Council Resolution No. 5455	Annual Review
5	25 June 2024	Ordinary Council Resolution No. 5890	Annual Review
6	24 June 2025	Ordinary Council Resolution No. 6302	Annual Review
7	23 June 2026	Ordinary Council Resolution No. TBC	Annual Review

Document Set ID: 3978636
Version: 45, Version Date: 07/01/2026

15.2 SEEK EXPRESSIONS OF INTEREST FOR APPOINTMENT OF AN INDEPENDENT COUNCIL ASSESSMENT PANEL DEPUTY MEMBER

Responsible Executive Manager : Tina Hudson

Report Author : Leif Burdon

Delegated Authority : Matters which cannot be delegated to a Committee or Staff

PURPOSE

The purpose of this report is for Council to undertake an Expressions of Interest (EOI) process for the appointment of a Deputy Independent Member to the Council Assessment Panel following the resignation of the current Independent Deputy Member.

STAFF RECOMMENDATION

DECISION 1

1. That Council seek Expressions of Interest for the appointment of a Deputy Independent Member to the Council Assessment Panel following the resignation of the current Deputy Independent Member, and that:

    - the Assessment Manager, Senior Manager - Development Services, and Senior Development Officer shortlist up to four (4) suitably qualified candidates; and

    - the Assessment Manager, Senior Manager - Development Services and one (1) Council Member interview the shortlisted candidates and provide a recommendation to Council for the appointment of the Deputy Independent Member.

2. If required, the private ballot process outlined in the Code of Practice for Council and Committee Meetings – Section 16 will be utilised to elect the Council Member to the Council Assessment Panel Deputy Member interview panel, with the results of the ballot determining the outcome.

DECISION 2

1. That Council appoint Cr _____ to the Deputy Independent Member interview panel for the Council Assessment Panel.

EXECUTIVE SUMMARY

Following the resignation of the Council Assessment Panel's Deputy Independent Member, Ms Cherie Gill, effective 20 February 2026, it is recommended that Council appoint a replacement Independent Member to the Panel. This will minimise the risk of the Council Assessment Panel being unable to achieve a quorum in the event that an Independent Member is absent.

1. BACKGROUND

The *Planning, Development and Infrastructure Act 2016* (the Act) requires that a Council Assessment Panel (CAP) comprise no more than five (5) members, of whom four (4) must be Independent Members and no more than one (1) may be a Council Member.

In June 2025, Council re-appointed four (4) Independent Members and a Deputy Independent Member to the Panel. In November 2024, Council appointed a Council Representative and Deputy Council Representative to the Panel.

Following the resignation of the Deputy Independent Member, Ms Cherie Gill, effective 20 February 2026, a vacancy now exists for the position of Deputy Independent Member on the Panel.

The terms of the remaining Independent Members expire October 2027.

2. RELEVANCE TO STRATEGIC PLAN

Community Theme 1: Improving safety, accessibility and ease of movement around our city

The decision ensures the CAP continues to make decisions on complex development applications that can result in public realm infrastructure requirements.

Community Theme 2: Lifting city appearance

The CAP makes decisions on complex development applications that facilitate the growth of our city and public realm upgrades, requiring quality planning outcomes for our community.

3. PUBLIC CONSULTATION

There is no requirement to consult with the community on this matter.

4. DISCUSSION

4.1 Ms Cherie Gill resigned from her position as Deputy Independent Member of the CAP, effective 20 February 2026. Council acknowledges and thanks Ms Gill for her significant contribution to the CAP, Council staff and the broader community.

4.2 Following Ms Gill's resignation, it is recommended that Council appoint a Deputy Independent Member to the CAP to minimise the risk of the Panel being unable to achieve a quorum should an Independent Member be absent or conflicted in relation to a matter.

4.3 As per the Council Assessment Panel Terms of Reference, the Panel will consist of five (5) members to be appointed by the Council, comprising:

- one (1) Member of the Council; and
- four (4) Independent Members, not being Members of the Council or State Parliament.

The Council Assessment Panel Terms of Reference further provide that Council may appoint at least one (1) Deputy Member to the CAP for the purpose of filling in for a CAP Member who is unable to attend a meeting or part of a meeting.

4.4 The selection of Independent and Deputy Independent Members of the CAP is conducted through an interview panel process.

The recommended process is as follows:

- Council staff will call for an EOI for the position of Deputy Independent Member.
- Applications will be reviewed by the Assessment Manager, Senior Manager - Development Services, and Senior Development Officer, who will shortlist up to four (4) candidates for interview.
- The interview panel will comprise two (2) staff members and one (1) Council Member, who will recommend the preferred candidate(s) to the Council.

4.5 Candidates for the Deputy Independent Member position must hold Level 2 Accreditation under the Accreditation Scheme established by the *Planning, Development and Infrastructure Act 2016*.

5. OPTIONS

Recommendation

DECISION 1

1. That Council seek Expressions of Interest for the appointment of a Deputy Independent Member to the Council Assessment Panel following the resignation of the current Deputy Independent Member, and that:
   - the Assessment Manager, Senior Manager - Development Services, and Senior Development Officer shortlist up to four (4) suitably qualified candidates; and
   - the Assessment Manager, Senior Manager - Development Services and one (1) Council Member interview the shortlisted candidates and provide a recommendation to Council for the appointment of the Deputy Independent Member.
2. If required, the private ballot process outlined in the Code of Practice for Council and Committee Meetings – Section 16 will be utilised to elect the Council Member to the Council Assessment Panel Deputy Member interview panel, with the results of the ballot determining the outcome.

DECISION 2

2. That Council appoint Cr _____ to the Deputy Independent Member interview panel for the Council Assessment Panel.

Option 2

DECISION 1

1. That Council seek Expressions of Interest for the appointment of a Deputy Independent Member to the Council Assessment Panel following the resignation of the current Deputy Independent Member, and that:

- the Assessment Manager, Senior Manager - Development Services, and Senior Development Officer shortlist up to four (4) suitably qualified candidates; and

- the Assessment Manager, Senior Manager - Development Services and two (2) Council Members interview the shortlisted candidates and provide a recommendation to Council for the appointment of the Deputy Independent Member.

2. If required, the private ballot process outlined in the Code of Practice for Council and Committee Meetings – Section 16 will be utilised to elect the Council Member to the Council Assessment Panel Deputy Member interview panel, with the results of the ballot determining the outcome.

DECISION 2

2. That Council appoint Cr _____ and Cr _____ to the Deputy Independent Member interview panel for the Council Assessment Panel.

Option 3

1. That Council defer recruitment of an Independent Deputy Member until such time as the terms of the remaining Independent Members expire in October 2027.

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

The staff recommendation seeks an expression of interest for the Deputy Independent Member vacancy which will fill the current position, enable the CAP to fulfil its obligations, and ensure there are no delays in determining decisions on development applications. The proposed selection and interview process aligns with existing established processes and ensures that a Council Member is involved prior to a recommendation being presented to Council.

Risk Appetite

Regulatory Compliance

Council has a zero tolerance for non-compliance with applicable legislation including but not limited to: Local Government Act (LGA) 1999; Independent Commissioner Against Corruption (ICAC) Act 2012; Work Health & Safety (WHS) Act 2012; Environment Protection Act (EPA) 1993; Development Act 1993; Equal Employment Opportunity legislation; and Public Consultation legislation.

This decision will ensure the Panel is appropriately resourced to ensure compliance with legislative processes and timeframes.

6.1.2 Financial Implications

Financial implications are limited to the advertising expenses incurred through the EOI process.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

Option 2 still seeks an EOI for a Deputy Independent Member to fill the current vacancy on the CAP, allowing the CAP to fulfill its obligations and ensure that there are no delays for decisions on applications.

Option enable 2 two (2) Council Members on the interview panel.

6.2.2 Financial Implications

Financial implications are limited to the advertising expenses incurred through the EOI process.

6.3 Option 3 Analysis

6.3.1 Analysis & Implications of Option 3

Option 3 would mean that CAP would not have an appointed Deputy Independent Member in place until October 2027.

This option is not recommended as it places unnecessary risk of not reaching quorum and accordingly meeting the legislative timeframes for assessment.

6.3.2 Financial Implications

There are no additional financial implications.

15.3 2026 CONFIDENTIAL ORDERS REVIEW - CITY ASSETS

Responsible Executive Manager : Sam Green

Report Author : Sarah Schutz

Delegated Authority : Matters which cannot be delegated to a Committee or Staff

Attachments : 1⇩. Orders to be retained

PURPOSE

The purpose of this report is for the Ordinary Council to review all active confidential orders it has previously made and to determine whether each order should be retained or revoked. This process ensures that Council's confidentiality practices remain transparent and compliant with legislative requirements, balancing the need to protect sensitive information with the principle of public access to Council records.

While the content of this report is not confidential, if Council wishes to discuss the specific details of a matter subject to a confidential order, it will be necessary to move the meeting into confidence in accordance with the relevant confidentiality provision in the *Local Government Act 1999*.

The annual review of confidential orders will be conducted in three (3) parts to ensure that quorum is maintained, and any potential conflicts of interest are appropriately managed.

STAFF RECOMMENDATION

Council resolves to:

1. retain the confidential orders listed in Orders to be retained (Attachment 1).

2. having reviewed the grounds for confidentiality under Section 90(3) of the *Local Government Act 1999* and being satisfied that these grounds continue to apply to the items listed in Orders to be retained (Attachment 1), make new orders pursuant to Section 91(7) and (9) of the *Local Government Act 1999* that the relevant documents be retained in confidence pursuant to Section 90(3) of the *Local Government Act 1999*.

   These orders will operate until the relevant trigger event specified in Attachment 1 occurs (as applicable) or will be reviewed and determined at the next scheduled annual review of confidential orders by Council.

3. pursuant to Section 91(9)(c) of the *Local Government Act 1999*, Council delegates to the Chief Executive Officer the power to revoke any of the confidential orders listed in Attachment 1 in whole or in part, at any time, and the Chief Executive Officer must advise Council of any revocation as soon as practicable after such revocation has occurred.

EXECUTIVE SUMMARY

Section 91(9) of the *Local Government Act 1999* (the Act) requires that confidential orders operating for longer than 12 months be reviewed at least once every year.
In accordance with this requirement, the confidential orders previously made by Council are presented for review and determination.

General Managers have reviewed the items relevant to their areas and provided their recommendations. Council is asked to consider the following:

Orders to be retained (Attachment 1): Items recommended to remain on the confidential orders register as the grounds for confidentiality continue to apply.

1. BACKGROUND

Council and its Committees apply confidential provisions of the Act when information being considered is assessed as confidential in nature and meets one or more of the provisions in Section 90(3). These provisions enable the exclusion of the public from attendance at a meeting, but only to the extent deemed necessary and appropriate, to receive, discuss or consider, the information in a closed session.

Sections 90 and 91 of the Act outline the legislative requirements for considering matters in confidence and the circumstances under which documents may be retained as confidential.

Where an order remains in effect for more than 12 months, the Act requires that it be reviewed at least once each year to determine whether it should remain in confidence or be released to the public. Once a confidentiality order has expired, it cannot be extended.

The last review of confidential orders by Council was conducted on 22 April 2025.

2. RELEVANCE TO STRATEGIC PLAN

Decision-making filter: We will ensure we meet our legislative requirements and legal obligations.

The review of confidential orders made by Council that have been in effect for more than 12 months ensures compliance with Section 91(9) of the Act.

3. PUBLIC CONSULTATION

There is no requirement to consult with the community on this matter.

4. DISCUSSION

4.1 Section 90(2) of the Act enables a meeting of the Council or a Council Committee to determine that the public be excluded from attendance to receive, discuss or consider in confidence, any information or matter prescribed in Section 90(3) of the Act.

4.2 Section 91(9) of the Act requires that an order exceeding a period of 12 months must be reviewed at least once every year.

4.3 Since the previous review seven (7) of Council's confidentiality orders have been released or partially released following the expiry of the order, or the relevant trigger condition being met.

4.4 The Council is responsible for reviewing all active confidentiality orders previously made by Council. There are currently 161 active orders requiring determination on whether each order should be revoked or maintained. Any order revoked will result in the associated documents being made publicly available.

4.5 The annual review of confidential orders by Council will be conducted in three (3) parts to ensure that quorum is maintained, and any potential conflicts of interest are appropriately managed.

4.6 The 2026 review examined all 161 active orders made by Council between September 2000 and March 2026. The 49 orders in this report (City Assets) relate to the following grounds under Section 90(3) of the Act (some orders apply multiple grounds):

Section 90(3) of the *Local Government Act 1999*		Instances
(b)	expected to confer a commercial advantage or prejudice Council's commercial position	33
(d)	commercial information expected to prejudice the commercial position of an individual or confer commercial advantage on a third party	13
(g)	to ensure Council does not breach any law, order or direction of a court or tribunal	1
(h)	legal advice	2
(i)	current or pending litigation	1
(j)	information provided by/to a Minister of the Crown or other authority	2
(k)	tenders for supply of good or services	3

4.7 Each of the 161 active orders have been reviewed by the relevant General Managers, who have provided recommendations.

4.8 The 49 active orders listed in this report (City Assets) are recommended to be retained in confidence until the retention order conditions for release are met or until the next annual review, whichever occurs first. These are detailed in Orders to be retained (Attachment 1).

4.9 In the case of orders of a specified duration:

4.9.1 The duration of an order cannot be extended once it has expired; and

4.9.2 An order extending its duration cannot be delegated by the Council or Council Committee.

4.10 Documents subject to confidential orders may be viewed by Council Members within the relevant confidential agendas and minutes.

4.11 While the contents of this report are not confidential, if Council wishes to discuss the details of a specific matter, the meeting must be moved into confidence under the relevant Section 90(3) provision of the Act.

5. OPTIONS

Recommendation

Council resolves to:

1. retain the confidential orders listed in Orders to be retained (Attachment 1).

2. having reviewed the grounds for confidentiality under Section 90(3) of the *Local Government Act 1999* and being satisfied that these grounds continue to apply to the items listed in Orders to be retained (Attachment 1), make new orders pursuant to Section 91(7) and (9) of the *Local Government Act 1999* that the relevant documents be retained in confidence pursuant to Section 90(3) of the *Local Government Act 1999*.

   These orders will operate until the relevant trigger event specified in Attachment 1 occurs (as applicable) or will be reviewed and determined at the next scheduled annual review of confidential orders by Council.

3. pursuant to Section 91(9)(c) of the *Local Government Act 1999*, Council delegates to the Chief Executive Officer the power to revoke any of the confidential orders listed in Attachment 1 in whole or in part, at any time, and the Chief Executive Officer must advise Council of any revocation as soon as practicable after such revocation has occurred.

Option 2

Council resolves to

1. retain the confidential orders listed in Orders to be retained (Attachment 1) with the following amendments:

   - _____
   - _____
   - _____

   approving the release of the above documents via Council's website.

2. having reviewed the grounds for confidentiality under Section 90(3) of the *Local Government Act 1999* and being satisfied that these grounds continue to apply to the remaining items listed in Orders to be retained (Attachment 1), make new orders pursuant to Sections 91(7) and (9) of the *Local Government Act 1999* that the relevant documents be retained in confidence pursuant to Section 90(3) of the *Local Government Act 1999*.

   These orders will operate until the relevant trigger event specified in Attachment 1 occurs (as applicable) or will be reviewed and determined at the next scheduled annual review of confidential orders by Council.

3. pursuant to Section 91(9) of the *Local Government Act 1999*, Council delegates to the Chief Executive Officer the power to revoke the remaining orders listed in Attachment 1 in whole or in part, at any time, and the Chief Executive Officer must advise Council of any revocation as soon as practicable after such revocation has occurred.

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

The relevant General Managers have provided recommendations on whether the confidentiality orders should be maintained, revoked or partially revoked.

Orders recommended for retention continue to meet the confidentiality requirements under the Act.

Risk Appetite

Regulatory Compliance

Council has a zero tolerance for non-compliance with applicable legislation including but not limited to: Local Government Act (LGA) 1999; Independent Commissioner Against Corruption (ICAC) Act 2012; Work Health & Safety (WHS) Act 2012; Environment Protection Act (EPA) 1993; Development Act 1993; Equal Employment Opportunity legislation; and Public Consultation legislation.

This decision will ensure the Council meets its requirements under Section 91(9) of the Act which requires confidential orders exceeding 12 months are reviewed at least once every year.

6.1.2 Financial Implications

There are no financial or resource implications associated with the 2026 review of confidential orders by Council.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

Council may decide to maintain, revoke or partially revoke all orders, with any exceptions to be determined as required. When making a decision on each order, Council must consider the relevant confidentiality provisions under Section 90(3) of the Act.

6.2.2 Financial Implications

There are no financial or resource implications associated with the 2026 review of confidential orders by Council.

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
26/09/2000	Ordinary Council	13.4	Elizabeth City Centre-Agreement for Proposed Re-Development	An order be made under the provisions of Section 91(7) of the *Local Government Act 1999* , that David McArdle confidential report distributed to Elected Members on 21 September be kept confidential. The recommendation be adopted.	139	Recommend Retain
26/07/2016	Ordinary Council	16.1	Strategic Northern CBD Commercial Opportunity	That pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* the Council orders that the following aspects of Item 16.1 be kept confidential; - Report for Item 16.1 until the next scheduled annual review of confidential items at which time this order will be reviewed. - Attachment(s) for Item 16.1 until the next scheduled annual review of confidential items at which time this order will be reviewed. - Discussion for Item 16.1 until the next scheduled annual review of confidential items at which time this order will be reviewed. - Decision for Item 16.1 until the next annual review or until the CEO determines that the decision no longer needs to remain in confidence and advises the Council accordingly. The Chief Executive Officer, or his delegate, be authorised to discuss the matter outlined in the report, attachments, discussion and decision for Item 16.1 with the proponents and stakeholders as outlined in dot point 6. of Resolution 2639.	2640	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
20/12/2016	Ordinary Council	18.1	Sale of Allotment 5, Northern CBD being portion of Allotment 1013, Playford Boulevard Elizabeth	Pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 18.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(d) of the *Local Government Act 1999* ; - Report for Item 18.1 - Attachment(s) for Item 18.1 - Discussion for Item 18.1 - Decision for Item 18.1 Will remain in confidence until reviewed and determined as part of the next annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* with the exception of • the decision of Council to any prospective purchaser and professional organisation in assisting Council with the sale. • Communicating to the community the purpose of the land sale Pursuant to Section 91(9)(c) of the *Local Government Act 1999* , the Council delegates to the Chief Executive Officer the power to revoke this order at any time and the Chief Executive Officer must advise the Council of the revocation of this order as soon as possible after such revocation has occurred.	2772	Recommend Retain
24/10/2017	Ordinary Council	18.4	Sale of Allotment 5, Northern CBD being portion of Allotment 1013, Playford Boulevard Elizabeth	Pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 18.4 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(d) of the *Local Government Act 1999* ; - Report for Item 18.4 - Attachment(s) for Item 18.4 - Discussion for Item 18.4 - Decision for Item 18.4 This order shall operate until settlement of the site occurs or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first. Pursuant to Section 91(9)(c) of the *Local Government Act 1999* , the Council delegates to the Chief Executive Officer the power to revoke this order at any time and the Chief Executive Officer must advise the Council of the revocation of this order as soon as possible after such revocation has occurred.	3018	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
22/05/2018	Ordinary Council	18.1	Sale of Land - Playford CBD - Hotel Development	Pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 18.1 be kept confidential, with the exception of the third parties to allow the enactment of the resolution, in accordance with Council's reasons to deal with this item in confidence pursuant to Sections 90(3)(b)(d) of the *Local Government Act 1999* ; - Report for Item 18.1 - Attachment(s) for Item 18.1 - Decision for Item 18.1 This order shall operate for 2 years or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first. Pursuant to Section 91(9)(c) of the *Local Government Act 1999* , the Council delegates to the Chief Executive Officer the power to revoke this order at any time and the Chief Executive Officer must advise the Council of the revocation of this order as soon as possible after such revocation has occurred	3167	Recommend Retain
24/07/2018	Ordinary Council	18.3	Execute Contract of Sale with Cruachan Investments for the Proposed Playford Arena Development	Pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 11.2 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 18.3 - Attachment(s) for Item 18.3 - Decision for Item 18.3 This order will be reviewed within 12 months by Council in accordance with Section 91(9)(a) of the L*ocal Government Act 1999* . Pursuant to Section 91(9)(c) of the *Local Government Act 1999* , the Council delegates to the Chief Executive Officer the power to revoke any subpart of the order at any time and the Chief Executive Officer must advise the Council of the revocation of this order as soon as possible after such revocation has occurred.	3217	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
28/08/2018	Ordinary Council	18.2	Playford Arena Prudential Review	Pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 18.2 be kept confidential, with the exception of the third parties to allow the enactment of the resolution, in accordance with Council's reasons to deal with this item in confidence pursuant to Sections 90(3)(b)(d) of the *Local Government Act 1999* ; - Report for Item 18.2 - Attachment(s) for Item 18.2 - Decision for Item 18.2 This order will be reviewed within 12 months by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	3262	Recommend Retain
25/02/2020	Ordinary Council	17.2	Health Precinct - Development options for Lot 47 & Lot 48 Mark Road	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.2 be kept confidential in accordance with Council reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.2 - Attachment(s) for Item 17.2 - Minutes for Item 17.2 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	3943	Recommend Retain
28/04/2020	Ordinary Council	17.1	Health Precinct - ACH Group Negotiations for Lot47 Oldham Road & Lot48 Mark Roads, Elizabeth South	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.1 - Attachment(s) for Item 17.1 - Minutes for Item 17.1 This order shall operate until 30 April 2021, or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first. Pursuant to Section 91(9)(c) of the *Local Government Act 1999* , the Council delegates to the Chief Executive Officer the power to revoke this order at any time, and the Chief Executive Officer must advise the Council of the revocation of this order as soon as possible after such revocation has occurred.	4006	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
16/06/2020	Services Committee	8.2	Central District Football Club - Support Agreement	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 8.2 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(d) of the *Local Government Act 1999* ; - Report for Item 8.2 - Minutes for Item 8.2 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	4066	Recommend Retain
23/06/2020	Ordinary Council	17.2	Central District Football Club - Support Agreement	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 17.2 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(d) of the *Local Government Act 1999* ; - Report for Item 17.2 - Minutes for Item 17.2 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	4093	Recommend Retain
23/06/2020	Ordinary Council	17.4	Health Precinct - ACH Group Negotiations for Lot 47 Oldham & Lot 48 Mark Roads, Elizabeth South	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.4 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.4 - Attachment(s) for Item 17.4 - Minutes for Item 17.4 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	4099	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
21/07/2020	Services Committee	8.1	Repurposing Assets	Pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 8.1 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Presentation for Item 8.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	4132	Recommend Retain
11/08/2020	Strategic Planning Committee	8.1	Playford Lakes Golf Course	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 8.1 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(d) of the *Local Government Act 1999* ; - Report for Item 8.1 - Minutes for Item 8.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	4161	Recommend Retain
25/08/2020	Ordinary Council	17.4	Playford Lakes Golf Course	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.4 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(d) of the *Local Government Act 1999* ; - Report for Item 17.4 - Minutes for Item 17.4 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	4205	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
15/09/2020	Services Committee	8.1	Health Precinct - ACH Group Stage 2 Negotiations for Lot 47 Oldham & Lot 48 Marks Roads, Elizabeth South	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 8.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 8.1 - Attachment(s) for Item 8.1 - Minutes for Item 8.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	4223	Recommend Retain
22/09/2020	Ordinary Council	17.1	Health Precinct - ACH Group Stage 2 Negotiations for Lot 47 Oldham & Lot 48 Marks Roads, Elizabeth South	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.1 - Attachment(s) for Item 17.1 - Minutes for Item 17.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	4245	Recommend Retain
20/10/2020	Services Committee	8.1	Repurposing Assets	Pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 8.1 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Presentation for Item 8.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	4276	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
16/02/2021	Services Committee	8.1	Repurposing Assets	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 8.1 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* - Presentation for Item 8.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	4434	Recommend Retain
20/04/2021	Services Committee	8.1	Northern CBD Preliminary Development Strategy	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 8.1 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 8.1 - Attachment(s) for Item 8.1 - Minutes for Item 8.1 This order shall operate until transactions of allotments within the development strategy have been finalised, or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first.	4526	Recommend Retain
27/04/2021	Ordinary Council	17.1	Northern CBD Preliminary Development Strategy	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 17.1 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.1 - Attachment(s) for Item 17.1 - Minutes for Item 17.1 This order shall operate until transactions of allotments within the development strategy have been finalised, or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first.	4555	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
15/06/2021	Services Committee	8.1	Repurposing Assets	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 8.1 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Presentation for Item 8.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	4652	Recommend Retain
13/07/2021	Special Council	3.1	CBD Development Strategy	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 3.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Sections 90(3)(b)(d)(j) of the *Local Government Act 1999* ; - Report for Item 3.1 - Attachment(s) for Item 3.1 - Minutes for Item 3.1 This order shall operate until a contract on the subject land is executed, or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first. Pursuant to Section 91(9)(c) of the *Local Government Act 1999* , the Council delegates to the Chief Executive Officer the power to revoke this order at any time and the Chief Executive Officer must advise the Council of the revocation of this order as soon as possible after such revocation has occurred.	4679	Recommend Retain
27/07/2021	Ordinary Council	17.1	Litigation Matter - Public Lighting	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 17.1 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(h) of the *Local Government Act 1999* ; - Report for Item 17.1 - Minutes for Item 17.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	4694	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
24/08/2021	Ordinary Council	17.2	Health Precinct - Lot 144 John Rice Avenue	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.2 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.2 - Attachment(s) for Item 17.2 - Minutes for Item 17.2 This order shall operate until settlement of Lot 144 in its entirety occurs, or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first. Pursuant to Section 91(9)(c) of the *Local Government Act 1999* , the Council delegates to the Chief Executive Officer the power to revoke this order at any time subject to ensuring any confidentiality requirements of agreements have been met, and the Chief Executive Officer must advise the Council of the revocation of this order as soon as possible after such revocation has occurred.	4747	Recommend Retain
23/11/2021	Ordinary Council	17.2	Health Precinct Strategy	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.2 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.2 - Attachment(s) for Item 17.2 - Minutes for Item 17.2 This order shall operate until settlement of all land transactions associated with Lot 144 John Rice Avenue and Lot 471 Oldham Road, or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first. Pursuant to Section 91(9)(c) of the *Local Government Act 1999* , the Council delegates to the Chief Executive Officer the power to revoke this order at any time subject to any confidentiality requirements of contractual parties being adhered to, and the Chief Executive Officer must advise the Council of the revocation of this order as soon as possible after such revocation has occurred.	4832	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
30/11/2021	Special Council	3.1	CBD Development Strategy	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 3.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Sections 90(3)(b)(d)(j) of the *Local Government Act 1999* ; - Report for Item 3.1 - Attachment(s) for Item 3.1 - Minutes for Item 3.1 The CEO be authorised to release parts 6 and 7 of the Decision following formal notification being provided to proponents of the status of their Expression of Interest and confirmation of the proponents ongoing interest in delivering the vision for the 'Central Project'. The CEO will advise the Council when parts 6 and 7 are to be released. This order shall operate as above; or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first.	4837	Recommend Retain
22/03/2022	Ordinary Council	17.1	Hotel Development Update	Pursuant to Section 91(7) of the *Local Government Act, 1999* , the Council orders that the following aspects of Item 17.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Sections 90(3)(b)(h) of the *Local Government Act 1999* ; - Report for Item 17.1 - Attachment(s) for Item 17.1 - Minutes for Item 17.1 The order shall operate until the next annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	4938	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
26/04/2022	Ordinary Council	17.1	CBD Development Strategy	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(d) of the *Local Government Act 1999* ; - Report for Item 17.1 - Attachment A - Direct Negotiations & Select Tender Evaluation - Attachment B - Pelligra Proposal Lots 5, 6 and 8 - Attachment C - Pelligra Proposal Lot 12 - Attachment D - Accord Proposal - Attachment E - Pelligra Evaluation and Probity Plan - Attachment F - Emmett Evaluation and Probity Plan - Attachment G - Accord Evaluation and Probity Plan - Attachment H - Select Tender Evaluation and Probity Plan - Attachment I - Buildtec/Catcorp Proposal - Attachment J - Urban Design Comments - Part 1 and 2 of the Minutes for Item 17.1 This order shall operate until further order or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first. Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that Part 3 of the Minutes of Item 17.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(d) of the *Local Government Act 1999* . Part 3 of the Minutes of Item 17.1 shall remain confidential until formal notification is provided to proponents of the status of their Expression of	4979	Recommend Retain
26/04/2022	Ordinary Council	17.2	Hotel Development Strategy	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.2 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Sections 90(3)(b)(h) of the *Local Government Act 1999* ; - Report for Item 17.2 - Minutes for Item 17.2 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	4982	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
26/07/2022	Ordinary Council	17.1	Central Districts Football Club Strategy	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 17.1 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.1 - Attachment(s) for Item 17.1 - Minutes for Item 17.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	5049	Recommend Retain
23/08/2022	Ordinary Council	17.3	Health Precinct Strategy - Lot 144 John Rice Avenue	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.3 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.3 - Attachment(s) for Item 17.3 - Minutes for Item 17.3 This order shall operate until settlement of Allotment 144 John Rice Avenue in its entirety has occurred or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first.	5112	Recommend Retain
23/08/2022	Ordinary Council	17.4	CBD Development Strategy	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.4 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.4 - Attachment(s) for Item 17.4 - Minutes for Item 17.4 This order shall operate until reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* . The Chief Executive Officer may revoke this order in whole or in part. The Chief Executive Officer must advise the Council of the revocation of this order as soon as possible after such revocation has occurred.	5120	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
28/02/2023	Ordinary Council	17.3	Health Precinct Strategy - Lot 144 John Rice Avenue	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.3 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.3 - Attachment(s) for Item 17.3 - Minutes for Item 17.3 This order shall operate until settlement of Allotment 144 John Rice Avenue in its entirety has occurred or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first.	5321	Recommend Retain
27/06/2023	Ordinary Council	17.1	Strategic Land Purchase	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.1 - Attachment(s) for Item 17.1 - Minutes for Item 17.1 This order shall operate will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first.	5464	Recommend Retain
24/10/2023	Ordinary Council	17.1	Windsor Car Park	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* - Report for Item 17.1 - Attachment(s) for Item 17.1 - Minutes for Item 17.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* . That the council delegate to the CEO the power to release the minutes for item 17.1 at such time that all relevant legal documents relating to this matter have been executed to the CEO's satisfaction. The CEO will notify the Council when this is to occur.	5631	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
24/10/2023	Ordinary Council	17.2	CBD Car Parking	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.2 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.2 - Attachment(s) for Item 17.2 - Minutes for Item 17.2 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* . That the council delegate to the CEO the power to release the minutes for item 17.2 at such time that all relevant legal documents relating to this matter have been executed to the CEO's satisfaction. The CEO will notify the Council when this is to occur.	5634	Recommend Retain
24/10/2023	Ordinary Council	17.3	Health Precinct - Lot 144 John Rice Avenue	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.3 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.3 - Attachment(s) for Item 17.3 - Minutes for Item 17.3 This order shall operate until settlement of Allotment 144 John Rice Avenue in its entirety has occurred or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first.	5637	Recommend Retain
24/10/2023	Ordinary Council	17.4	CBD Strategy	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.4 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* - Report for Item 17.4 - Attachment(s) for Item 17.4 - Minutes for Item 17.4 This order shall operate until settlement of Allotment 9 and 10 in its entirety has occurred or will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first.	5640	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
27/08/2024	Ordinary Council	17.4	Argana Park Car Park and Change Facilities Contract Award	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.4 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(k) of the *Local Government Act 1999* ; - Report for Item 17.4 - Minutes for Item 17.4 This order shall operate until the contract has reached final completion or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first.	5955	Recommend Retain
22/10/2024	Ordinary Council	17.4	Argana Park - Car Park and Change Facilities contract award	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.4 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(k) of the *Local Government Act 1999* ; - Report for Item 17.4 - Minutes for Item 17.4 This order shall operate until the next annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first	6026	Recommend Retain
26/11/2024	Ordinary Council	17.1	Angle Vale Bridge Reconstruction - Option to Design	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.1 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(d) of the *Local Government Act 1999* ; - Report for Item 17.1 - Minutes for Item 17.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* . Pursuant to Section 91(9)(c) of the *Local Government Act* , the Council delegates to the Chief Executive Officer the power to revoke this order at the earliest opportunity that does not prejudice the Council's negotiating position and that doesn't put undue pressure on the other party, and the Chief Executive Officer must advise the Council of the revocation of this order as soon as possible after such revocation has occurred.	6072	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
26/11/2024	Ordinary Council	17.2	Central District Football Club - Support Agreement	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 17.2 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(d) of the *Local Government Act 1999* ; - Report for Item 17.2 - Minutes for Item 17.2 This order shall be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first. Pursuant to Section 91(9)(c) of the *Local Government Act 1999* , the Committee delegates to the Chief Executive Officer the power to revoke this order at any time, and the Chief Executive Officer must advise the Committee of the revocation of this order as soon as possible after such revocation has occurred.	6075	Recommend Retain
28/01/2025	Ordinary Council	17.1	Park Road Drainage System	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.1 be kept confidential in accordance with reasons to deal with this item in confidence pursuant to Section 90(3)(k) of the *Local Government Act 1999* ; - Report for Item 17.1 - Minutes for Item 17.1 This order shall operate until the contract has reached final completion or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first.	6120	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
25/03/2025	Ordinary Council	17.3	Prudential Report - Elizabeth CBD - Lot 8	Pursuant to Section 91(7) of the *Local Government Act 1999* , Council orders that the following aspects of Item 17.3 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.3 - Attachment(s) for Item 17.3 - Minutes for Item 17.3 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* . Pursuant to Section 91(9)(c) of the *Local Government Act 1999* , Council delegates to the Chief Executive Officer the power to revoke this order or parts thereof at any time, and the Chief Executive Officer must advise the Council of the revocation of this order as soon as possible after such revocation has occurred.	6194	Recommend Retain
25/03/2025	Ordinary Council	17.4	Elizabeth CBD - Lot 8 Development	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.4 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.4 - Attachments 3, 5, 6, 7, 8, 9, and 10 for Item 17.4 - Minutes for Item 17.4 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* . Pursuant to Section 91(9)(c) of the *Local Government Act 1999* , the Council delegates to the Chief Executive Officer the power to revoke this order or parts thereof at any time and the Chief Executive Officer must advise the Council of the revocation of this order as soon as possible after such revocation has occurred.	6197	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
15/04/2025	Special Council	3.1	4 Playford Boulevard - Legal Proceedings	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 3.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(i) of the *Local Government Act 1999* ; - Report for Item 3.1 - Attachment(s) for Item 3.1 - Presentation for Item 3.1 - Minutes for Item 3.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* . Pursuant to Section 91(9)(c) of the *Local Government Act 1999* , the Council delegates to the Chief Executive Officer, the power to revoke this order or parts thereof at any time, and the Chief Executive Officer must advise the Council of the revocation of this order as soon as possible after such revocation has occurred.	6217	Recommend Retain
24/06/2025	Ordinary Council	17.1	Angle Vale Bridge	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 8.1 be kept confidential in accordance with the Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(g) of the *Local Government Act 1999* : - Report for Item 17.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* . - Minutes for Item 17.1 The Chief Executive Officer, or his delegate, be authorised to discuss the decision of Council on the former Angle Vale Bridge site with Light Regional Council. Pursuant to Section 91(9) of the *Local Government Act 1999* , the Committee delegate to the Chief Executive Officer to release the minutes for Item 8.1 following communication with Light Regional Council.	6316	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
26/08/2025	Ordinary Council	17.4	Elizabeth CBD - Lot 1 Development	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 17.4 be kept confidential in accordance with the Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* : - Report for Item 17.4 - Attachments 1 & 4 for Item 17.4 - Minutes for Item 17.4 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* . Pursuant to Section 91(9)(c) of the *Local Government Act 1999* , the Committee delegates to the Chief Executive Officer the power to revoke this order or parts thereof, at any time, and the Chief Executive Officer must advise the Committee of the revocation of this order as soon as possible after such revocation has occurred.	6363	Recommend Retain

15.4 2026 CONFIDENTIAL ORDERS REVIEW - CHIEF EXECUTIVE OFFICER

Responsible Executive Manager : Sam Green

Report Author : Sarah Schutz

Delegated Authority : Matters which cannot be delegated to a Committee or Staff

Attachments :
1⇩. Orders to be revoked
2⇩. Orders to be partially revoked
3⇩. Orders to be retained

PURPOSE

The purpose of this report is for the Ordinary Council to review all active confidential orders it has previously made and to determine whether each order should be retained or revoked. This process ensures that Council's confidentiality practices remain transparent and compliant with legislative requirements, balancing the need to protect sensitive information with the principle of public access to Council records.

While the content of this report is not confidential, if Council wishes to discuss the specific details of a matter subject to a confidential order, it will be necessary to move the meeting into confidence in accordance with the relevant confidentiality provision in the *Local Government Act 1999*.

The annual review of confidential orders will be conducted in three parts to ensure that quorum is maintained, and any potential conflicts of interest are appropriately managed.

STAFF RECOMMENDATION

Council resolves to:

1. revoke the confidential orders listed in Orders to be revoked (Attachment 1) and approve the release of the associated meeting documents via Council's website.

2. partially revoke the confidential orders listed in Orders to be partially revoked (Attachment 2) and approve the release of the identified documents in Attachment 2 via Council's website.

3. retain the confidential orders listed in Orders to be retained (Attachment 3).

4. having reviewed the grounds for confidentiality under Section 90(3) of the *Local Government Act 1999* and being satisfied that these grounds continue to apply to the remaining items listed in Orders to be partially revoked (Attachment 2) and items listed in Orders to be retained (Attachment 3), make new orders pursuant to Sections 91(7) and (9) of the *Local Government Act 1999* that the relevant documents be retained in confidence pursuant to Section 90(3) of the *Local Government Act 1999*.

   These orders will operate until the relevant trigger event specified in Attachment 2 and Attachment 3 occurs (as applicable) or will be reviewed and determined at the next scheduled annual review of confidential orders by Council.

5. pursuant to Section 91(9)(c) of the *Local Government Act 1999*, Council delegates to the Chief Executive Officer the power to revoke any of the confidential orders listed in Attachment 2 and Attachment 3 in whole or in part, at any time, and the Chief Executive Officer must advise the Council of any revocation as soon as practicable after such revocation has occurred.

EXECUTIVE SUMMARY

Section 91(9) of the *Local Government Act 1999* (the Act) requires that confidential orders operating for longer than 12 months must be reviewed at least once every year. In accordance with this requirement, the confidential orders previously made by Council are presented for review and determination.

General Managers have reviewed the items relevant to their areas and provided their recommendations. Council is asked to consider the following:

- Orders to be revoked (Attachment 1): Items recommended to be revoked, and the associated meeting documents released to the public as the confidentiality provision no longer applies.

- Orders to be partially revoked (Attachment 2): Items recommended to be revoked in part, with the associated meeting documents released as specified within the attachment.

- Orders to be retained (Attachment 3): Items recommended to remain on the confidential orders register as the grounds for confidentiality continue to apply.

1. BACKGROUND

Council and its Committees apply confidential provisions of the Act when information being considered is assessed as confidential in nature and meets one or more of the provisions in Section 90(3). These provisions enable the exclusion of the public from attendance at a meeting, but only to the extent deemed necessary and appropriate, to receive, discuss or consider, the information in a closed session.

Sections 90 and 91 of the Act outline the legislative requirements for considering matters in confidence and the circumstances under which documents may be retained as confidential.

Where an order remains in effect for more than 12 months, the Act requires that it be reviewed at least once each year to determine whether it should remain in confidence or be released to the public. Once a confidentiality order has expired, it cannot be extended.

The last review of confidential orders by Council was conducted on 22 April 2025.

2. RELEVANCE TO STRATEGIC PLAN

Decision-making filter: We will ensure we meet our legislative requirements and legal obligations.

The review of confidential orders made by Council that have been in effect for more than 12 months ensures compliance with Section 91(9) of the Act.

3. PUBLIC CONSULTATION

There is no requirement to consult with the community on this matter.

4. DISCUSSION

4.1 Section 90(2) of the Act enables a meeting of the Council or a Council Committee to determine that the public be excluded from attendance to receive, discuss or consider in confidence, any information or matter prescribed in Section 90(3) of the Act.

4.2 Section 91(9) of the Act requires that an order exceeding a period of 12 months must be reviewed at least once every year.

4.3 Since the previous review, seven (7) of Council's confidentiality orders have been released or partially released following the expiry of the order, or the relevant trigger condition being met.

4.4 The Council is responsible for reviewing all active confidentiality orders previously made by Council. There are currently 161 active orders requiring determination on whether each order should be revoked or maintained. Any order revoked will result in the associated documents being made publicly available.

4.5 The annual review of confidential orders by Council will be conducted in three parts to ensure that quorum is maintained, and any potential conflicts of interest are appropriately managed.

4.6 The 2026 review examined all 161 active orders made by Council between September 2000 and March 2026. The 24 orders in this report (Chief Executive Officer) relate to the following grounds under Section 90(3) of the Act (some orders apply multiple grounds):

Section 90(3) of the *Local Government Act 1999*		Instances
(a)	unreasonable disclosure of personal affairs	10
(b)	expected to confer a commercial advantage or prejudice Council's commercial position	6
(d)	commercial information expected to prejudice the commercial position of an individual or confer commercial advantage on a third party	2
(g)	to ensure Council does not breach any law, order or direction of a court or tribunal	3
(h)	legal advice	2
(i)	current or pending litigation	1
(j)	information provided by/to a Minister of the Crown or other authority	1
(k)	tenders for supply of good or services	2
(m)	proposed DPA yet to be released for public consultation	1

4.7 Each of the 161 active orders have been reviewed by the relevant General Managers, who have provided recommendations. Based on these reviews, the recommendations are presented as follows: Orders to be revoked (Attachment 1), Orders to be partially revoked (Attachment 2) and Orders to be retained (Attachment 3).

4.8 Six (6) of the 24 active orders listed in this report have been recommended for revocation. These are listed in Orders to be revoked (Attachment 1).

4.9 Three (3) of the 24 active orders listed in this report have been recommended for partial revocation. These are listed in Orders to be partially revoked (Attachment 2). Certain aspects of these orders are recommended for release, while other elements are to remain confidential as the grounds for confidentiality continue to apply.

4.10 15 of the 24 active orders listed in this report are recommended to be retained in confidence until the retention order conditions for release are met or until the next annual review, whichever occurs first. These are detailed in Orders to be retained (Attachment 3).

4.11 In the case of an order of specified duration:

4.11.1 The duration of an order cannot be extended once it has expired; and

4.11.2 An order extending its duration cannot be delegated by the Council or Council Committee.

4.12 Documents subject to confidential orders may be viewed by Council Members within the relevant confidential agendas and minutes.

4.13 While the contents of this report are not confidential, if Council wishes to discuss the details of a specific matter, the meeting must be moved into confidence under the relevant Section 90(3) provision of the *Local Government Act 1999*.

5. OPTIONS

Recommendation

Council resolves to:

1. revoke the confidential orders listed in Orders to be revoked (Attachment 1) and approve the release of the associated meeting documents via Council's website.

2. partially revoke the confidential orders listed in Orders to be partially revoked (Attachment 2) and approve the release of the identified documents in Attachment 2 via Council's website.

3. retain the confidential orders listed in Orders to be retained (Attachment 3).

4. having reviewed the grounds for confidentiality under Section 90(3) of the *Local Government Act 1999* and being satisfied that these grounds continue to apply to the remaining items listed in Orders to be partially revoked (Attachment 2) and items listed in Orders to be retained (Attachment 3), make new orders pursuant to Sections 91(7) and (9) of the *Local Government Act 1999* that the relevant documents be retained in confidence pursuant to Section 90(3) of the *Local Government Act 1999*.

   These orders will operate until the relevant trigger event specified in Attachment 2 and Attachment 3 occurs (as applicable) or will be reviewed and determined at the next scheduled annual review of confidential orders by Council.

5. pursuant to Section 91(9)(c) of the *Local Government Act 1999*, Council delegates to the Chief Executive Officer the power to revoke any of the confidential orders listed in Attachment 2 and Attachment 3 in whole or in part, at any time, and the Chief Executive Officer must advise the Council of any revocation as soon as practicable after such revocation has occurred.

Option 2

Council resolves to:

1. revoke the confidential orders listed in Orders to be revoked (Attachment 1) and approve the release of the associated meeting documents via Council's website with the following amendments:

   - _____
   - _____
   - _____

2. partially revoke the confidential orders listed in Orders to be partially revoked (Attachment 2) and approve the release of the identified documents in Attachment 2 via Council's website with the following amendments:

   - _____
   - _____
   - _____

3. retain the confidential orders listed in Orders to be retained (Attachment 3) with the following amendments:

   - _____
   - _____
   - _____

4. having reviewed the grounds for confidentiality under Section 90(3) of the *Local Government Act 1999* and being satisfied that these grounds continue to apply to the remaining items listed in Orders to be partially revoked (Attachment 2) and items listed in Orders to be retained (Attachment 3), make new orders pursuant to Sections 91(7) and (9) of the *Local Government Act 1999* that the relevant documents be retained in confidence pursuant to Section 90(3) of the *Local Government Act 1999*.

   These orders will operate until the relevant trigger event specified in Attachment 2 and Attachment 3 occurs (as applicable) or will be reviewed and determined at the next scheduled annual review of confidential orders by Council.

5. pursuant to Section 91(9) of the *Local Government Act 1999*, Council delegates to the Chief Executive Officer the power to revoke the orders listed in Attachment 2 and Attachment 3 in whole or in part, at any time, and the Chief Executive Officer must advise Council of any revocation as soon as possible after such revocation has occurred.

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

The relevant General Managers have provided recommendations on whether the confidentiality orders should be maintained, revoked or partially revoked.

Orders recommended for retention continue to meet the confidentiality requirements under the Act.

If Council endorses the recommendation for revocation, the associated documents in Attachment 1 will be released publicly via Council's website.

If Council endorses the recommendation for partial revocation, only the identified documents in Attachment 2 will be released publicly via Council's website.

Risk Appetite

Regulatory Compliance

Council has a zero tolerance for non-compliance with applicable legislation including but not limited to: Local Government Act (LGA) 1999; Independent Commissioner Against Corruption (ICAC) Act 2012; Work Health & Safety (WHS) Act 2012; Environment Protection Act (EPA) 1993; Development Act 1993; Equal Employment Opportunity legislation; and Public Consultation legislation.

This decision will ensure the Council meets its requirements under Section 91(9) of the *Local Government Act 1999* which requires confidential orders exceeding 12 months are reviewed at least once every year.

6.1.2 Financial Implications

There are no financial or resource implications associated with the 2026 review of confidential orders by Council.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

Council may decide to maintain, revoke or partially revoke all orders, with any exceptions to be determined as required. When making a decision on each order, Council must consider the relevant confidentiality provisions under Section 90(3) of the Act.

6.2.2 Financial Implications

There are no financial or resource implications associated with the 2026 review of confidential orders by Council.

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
8/12/2015	Services Committee	8.1	NAWMA Kerbside Waste Collection Contract	That pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* the Council orders that the following aspects of Item 8.1 be kept confidential; - Report for Item 8.1 for a period of twelve (12) months from when NAWMA and the selected tenderer endorse the contract. - Attachment(s) for Item 8.1 for a period of three (3) years from the date of the contract commencement, anticipated to be February 2020. - Discussion for Item 8.1 for a period of twelve (12) months from when NAWMA and the selected tenderer endorse the contract, although this will need be subject to a review prior to release. - Decision for Item 8.1 until NAWMA and the selected tenderer endorse the contract and NAWMA publicises the outcome.	2420	Recommend Release
15/12/2015	Ordinary Council	16.1	NAWMA Kerbside Waste Collection Contract	That pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* the Council orders that the following aspects of Item 16.1 be kept confidential; - Report for Item 16.1 for a period of twelve (12) months from when NAWMA and the selected tenderer endorse the contract. - Attachment(s) for Item 16.1 for a period of three (3) years from the date of the contract commencement, anticipated to be February 2020. - Discussion for Item 16.1 for a period of twelve (12) months from when NAWMA and the selected tenderer endorse the contract, although this will need be subject to a review prior to release. - Decision for Item 16.1 until NAWMA and the selected tenderer endorse the contract and NAWMA publicises the outcome.	2438	Recommend Release
26/03/2024	Ordinary Council	17.1	Council to Initiate a Code Amendment	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 17.1 be kept confidential in accordance with reasons to deal with this item in confidence pursuant to Section 90(3)(m) of the *Local Government Act 1999* ; - Report for Item 17.1 - Attachment(s) for Item 17.1 - Minutes for Item 17.1 This order shall operate until the Minister for Planning approves the Initiation of the Code Amendment at which point the initiation documentation is published on the SA Planning Portal or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first.	5787	Recommend Release
15/04/2025	Special Council	3.2	Mill Road Waterloo Corner Code Amendment	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 3.2 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(j) of the *Local Government Act 1999* ; - Presentation for Item 3.2 This order shall operate until endorsement of Council's submission on the Mill Road Code Amendment or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first.	6219	Recommend Release
26/08/2025	Ordinary Council	17.5	NAWMA Draft Strategic Plan 2026-2031	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 17.5 be kept confidential in accordance with the Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(g) of the *Local Government Act 1999* : - Report for Item 17.5 - Attachment for Item 17.5 - Minutes for Item 17.5 This order shall operate until determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* . Pursuant to Section 91(9)(c) of the *Local Government Act 1999* , the Committee delegates to the Chief Executive Officer the power to revoke this order at any time, and the Chief Executive Officer must advise the Committee of the revocation of this order as soon as possible after such revocation has occurred.	6366	Recommend Release
26/08/2025	Ordinary Council	17.6	NAWMA Independent Chairperson - Term Renewal	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.6 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(a) of the *Local Government Act 1999* : - Report for Item 17.6 - Attachment(s) for Item 17.6 - Minutes for Item 17.6 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* . Pursuant to Section 91(9)(c) of the *Local Government Act 1999* , the Council delegates to the Chief Executive Officer the power to revoke the order to keep the report and minutes in confidence at any time and the Chief Executive Officer must advise the Council of the revocation of this order as soon as possible after such revocation has occurred.	6369	Recommend Release

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
26/07/2022	Ordinary Council	17.3	Code of Conduct Matter	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.3 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(a) of the *Local Government Act 1999* ; - Report for Item 17.3 - Attachment(s) for Item 17.3 - Minutes for Item 17.3 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	5055	Recommend Partial Release - Minutes for Item 17.3
27/05/2025	Ordinary Council	17.3	NAWMA Draft Annual Budget and Plan 2025-26	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 17.3 be kept confidential in accordance with the Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(g) of the *Local Government Act 1999* : - Report for Item 17.3 - Attachment(s) for Item 17.3 - Minutes for Item 17.3 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* . Pursuant to Section 91(9)(c) of the *Local Government Act 1999* , the Committee delegates to the Chief Executive Officer the power to revoke this order at any time and the Chief Executive Officer must advise the Committee of the revocation of this order as soon as possible after such revocation has occurred.	6277	Recommend Partial Release - Attachment 3 for Item 17.3 - Minutes for Item 17.3

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
23/09/2025	Ordinary Council	17.3	NAWMA Audit Committee Independent Chairperson and Member Apppointments	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.3 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Sections 90(3)(a)(g) of the *Local Government Act 1999* : - Report for Item 17.3 - Attachments 2 & 3 for Item 17.3 - Minutes for Item 17.3 This order shall operate until determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* . Pursuant to Section 91(9)(c) of the *Local Government Act 1999* , the Council delegates to the Chief Executive Officer the power to revoke this order at any time, and the Chief Executive Officer must advise the Council of the revocation of this order as soon as possible after such revocation has occurred.	6392	Recommend Partial Release - Minutes for Item 17.3

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
3/09/2015	CEO Selection Panel (Special)	5.1	Chief Executive Officer Recruitment Negotiations with the Preferred Candidate	1. Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects and or documents(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(a) of the Act; - The minutes of item no. 5.1 - The written report of item no. 5.1 - The tabled attachment being the Draft Employment Agreement of item 5.1 on the grounds that the document(s) (or part) is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead) and specifically, the present matter relates to information pertaining to the personal affairs of persons and the disclosure of this information would be unreasonable because the information is sensitive to those persons and is not a matter of public knowledge. 2. This order shall operate for a period of 24 months and will be reviewed at least annually in accordance with the *Local Government Act 1999* .	2311	Recommend Retain
26/02/2019	Ordinary Council	18.1	Playford Arena - Project Update for Consideration	That pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* the Council orders that the following aspects of Item 18.1 be kept confidential in accordance with Council's reason to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for item 18.1 - Attachment(s) for item 18.1 - Decision for item 18.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* . Notwithstanding this confidentiality order, the Council authorises the disclosure by CEO and the Mayor as they see fit, such information as is currently the subject of this confidentiality order for the purposes of making a statement to the media. The CEO is to inform the Council if this authorisation is enacted.	3432	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
26/03/2019	Ordinary Council	18.3	Rate Rebate Agreement	That pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* the Council orders that the following aspects of Item 18.3 be kept confidential in accordance with Council's reason to deal with this item in confidence pursuant to Section 90(3)(b)(d) of the *Local Government Act 1999* ; - Report for item 18.3 - Attachment(s) for item 18.3 - Decision for item 18.3 This order shall operate until expiry of the agreement and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first. Pursuant to Section 91(9)(c) of the *Local Government Act 1999* , the Council delegates to the Chief Executive Officer the power to revoke this order at any time, and the Chief Executive Officer must advise the Council of the revocation of this order as soon as possible after such revocation has occurred.	3492	Recommend Retain
7/07/2020	Special Council	3.1	Defamation Matter	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 3.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Sections 90(3)(a)(h)(i) of the *Local Government Act 1999* - Report for Item 3.1 - Attachment(s) for Item 3.1 - Minutes for Item 3.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	4121	Recommend Retain
25/05/2021	Ordinary Council	17.1	NAWMA Board Representation	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(a) of the *Local Government Act 1999* ; - Attachment(s) for Item 17.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	4642	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
22/06/2021	Ordinary Council	17.2	NAWMA Landfill Alternative Project	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.2 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(d) of the *Local Government Act 1999* ; - Report for Item 17.2 - Attachment(s) for Item 17.2 - Minutes for Item 17.2 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	4669	Recommend Retain
26/10/2021	Ordinary Council	17.1	Litigation Matter - Public Lighting	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 17.1 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(h) of the *Local Government Act 1999* ; - Report for Item 17.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	4799	Recommend Retain
24/01/2022	Ordinary Council	17.1	Code of Conduct Complaint	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(a) of the *Local Government Act 1999* ; - Report for Item 17.1 - Attachment(s) for Item 17.1 - Minutes for Item 17.1 The CEO and Manager Governance are authorised to release the minutes containing the Council resolution to the parties involved and are further authorised to release the report, attachments and minutes to the Local Government Governance Panel or other relevant external body if required. This order shall operate until further order or until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	4885	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
24/05/2022	Ordinary Council	17.2	Code of Conduct Matter	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.2 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(a) of the *Local Government Act 1999* ; - Report for Item 17.2 - Attachment(s) for Item 17.2 - Minutes for Item 17.2 The CEO and Manager Governance are authorised to release the minutes containing the Council resolution to the parties involved and are further authorised to release the report, attachments and minutes to the Local Government Governance Panel or other relevant external body if required. This order shall operate until further order or until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	5007	Recommend Retain
26/07/2022	Ordinary Council	17.2	Request for Internal Review of a Council Decision	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.2 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(a) of the *Local Government Act 1999* ; - Report for Item 17.2 - Attachment(s) for Item 17.2 - Minutes for Item 17.2 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	5052	Recommend Retain
23/08/2022	Ordinary Council	17.6	Internal Review of a Council Decision	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.6 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(a) of the *Local Government Act 1999* ; - Report for Item 17.6 - Attachment(s) for Item 17.6 - Minutes for Item 17.6 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	5126	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
24/10/2023	Ordinary Council	17.5	NAWMA Fibre Polishing Plant	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.5 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.5 - Attachment(s) for Item 17.5 - Minutes for Item 17.5 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* . Pursuant to Section 91(9)(c) of the *Local Government Act 1999* , the Council delegates to the Chief Executive Officer the power to revoke this order at any time and the Chief Executive Officer must advise the Council of the revocation of this order as soon as possible after such revocation has occurred.	5643	Recommend Retain
24/10/2023	Ordinary Council	17.6	NAWMA Alternative Landfill Facility	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.6 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.6 - Attachment(s) for Item 17.6 - Minutes for Item 17.6 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* . Pursuant to Section 91(9)(c) of the *Local Government Act 1999* , the Council delegates to the Chief Executive Officer the power to revoke this order at any time and the Chief Executive Officer must advise the Council of the revocation of this order as soon as possible after such revocation has occurred.	5646	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
23/07/2024	Ordinary Council	17.1	Alternative to Landfill Project	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.1 - Attachment(s) for Item 17.1 - Minutes for Item 17.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* . Pursuant to Section 91(9)(c) of the *Local Government Act 1999* , the Council delegates to the Chief Executive Officer the power to revoke this order at any time and the Chief Executive Officer must advise the Council of the revocation of this order as soon as possible after such revocation has occurred.	5909	Recommend Retain
27/08/2024	Ordinary Council	17.3	Alternative to Landfill Project	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.3 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.3 - Minutes for Item 17.3 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* . Pursuant to Section 91(9)(c) of the *Local Government Act 1999* , the Council delegates to the Chief Executive Officer the power to revoke this order at any time, and the Chief Executive Officer must advise the Council of the revocation of this order as soon as possible after such revocation has occurred.	5952	Recommend Retain

15.5 2026 CONFIDENTIAL ORDERS REVIEW - CITY SERVICES AND CORPORATE SERVICES

Responsible Executive Manager : Sam Green

Report Author : Sarah Schutz

Delegated Authority : Matters which cannot be delegated to a Committee or Staff

Attachments :
1⇩. Orders to be revoked
2⇩. Orders to be partially revoked
3⇩. Orders to be retained

PURPOSE

The purpose of this report is for the Ordinary Council to review all active confidential orders it has previously made and to determine whether each order should be retained or revoked. This process ensures that Council's confidentiality practices remain transparent and compliant with legislative requirements, balancing the need to protect sensitive information with the principle of public access to Council's records.

While the content of this report is not confidential, if Council wishes to discuss the specific details of a mater subject to a confidential order, it will be necessary to move the meeting into confidence in accordance with the relevant confidentiality provision in the *Local Government Act 1999*.

The annual review of confidential orders will be conducted in three (3) parts to ensure that quorum is maintained, and any potential conflicts of interest are appropriately managed.

STAFF RECOMMENDATION

Council resolves to:

1. revoke the confidential orders listed in Orders to be revoked (Attachment 1) and approve the release of the associated meeting documents via Council's website.

2. partially revoke the confidential orders listed in Orders to be partially revoked (Attachment 2) and approve the release of the identified documents in Attachment 2 via Council's website.

3. retain the confidential orders listed in Orders to be retained (Attachment 3).

4. having reviewed the grounds for confidentiality under Section 90(3) of the *Local Government Act 1999* and being satisfied that these grounds continue to apply to the remaining items listed in Orders to be partially revoked (Attachment 2) and Orders to be retained (Attachment 3), make new orders pursuant to Sections 91(7) and (9) of the *Local Government Act 1999* that the relevant documents be retained in confidence pursuant to Section 90(3) of the *Local Government Act 1999*.

   These orders will operate until the relevant trigger event specified in Attachment 2 and Attachment 3 occurs (as applicable) or will be reviewed and determined at the next scheduled annual review of confidential orders by Council.

5. pursuant to Section 91(9)(c) of the *Local Government Act 1999*, Council delegates to the Chief Executive Officer the power to revoke any of the confidential orders listed in Attachment 2 and Attachment 3 in whole or in part, at any time, and the Chief Executive Officer must advise Council of any revocation as soon as practicable after such revocation has occurred.

EXECUTIVE SUMMARY

Section 91(9) of the *Local Government Act 1999* (the Act) requires that confidential orders operating for longer than 12 months must be reviewed at least once every year. In accordance with this requirement, the confidential orders previously made by Council are presented for review and determination.

General Managers have reviewed the items relevant to their areas and provided their recommendations. Council is asked to consider the following:

- Orders to be revoked (Attachment 1): Items recommended to be revoked, and the associated meeting documents released to the public as the confidentiality provision no longer applies.

- Orders to be partially revoked (Attachment 2): Items recommended to be revoked in part, with the associated meeting documents released as specified within the attachment.

- Orders to be retained (Attachment 3): Items recommended to remain on the confidential orders register as the grounds for confidentiality continue to apply.

1. BACKGROUND

Council and its Committees apply confidential provisions of the Act when information being considered is assessed as confidential in nature and meets one or more of the provisions in Section 90(3). These provisions enable the exclusion of the public from attendance at a meeting, but only to the extent deemed necessary and appropriate, to receive, discuss or consider, the information in a closed session.

Sections 90 and 91 of the Act outline the legislative requirements for considering matters in confidence and the circumstances under which documents may be retained as confidential.

Where an order remains in effect for more than 12 months, the Act requires that it be reviewed at least once each year to determine whether it should remain in confidence or be released to the public. Once a confidentiality order has expired, it cannot be extended.

The last review of confidential orders by Council was conducted on 22 April 2025.

2. RELEVANCE TO STRATEGIC PLAN

Decision-making filter: We will ensure we meet our legislative requirements and legal obligations.

The review of confidential orders made by Council that have been in effect for more than 12 months ensures compliance with Section 91(9) of the Act.

3. PUBLIC CONSULTATION

There is no requirement to consult with the community on this matter.

4. DISCUSSION

4.1 Section 90(2) of the Act enables a meeting of the Council or a Council Committee to determine that the public be excluded from attendance to receive, discuss or consider in confidence, any information or matter prescribed in Section 90(3) of the Act.

4.2 Section 91(9) of the Act requires that an order exceeding a period of 12 months must be reviewed at least once every year.

4.3 Since the previous review, seven (7) of Council's confidentiality orders have been released or partially released following the expiry of the order, or the relevant trigger condition being met.

4.4 The Council is responsible for reviewing all active confidentiality orders previously made by Council. There are currently 161 active orders requiring determination on whether each order should be revoked or maintained. Any order revoked will result in the associated documents being made publicly available.

4.5 The annual review of confidential orders by Council will be conducted in three (3) parts to ensure that quorum is maintained, and any potential conflicts of interest are appropriately managed.

4.6 The 2026 review examined all 161 active orders made by Council between September 2000 and March 2026. The 88 orders in the report (City Services and Corporate Services) relate to the following grounds under Section 90(3) of the Act (some orders apply multiple grounds):

Section 90(3) of the *Local Government Act 1999*		Instances
(a)	unreasonable disclosure of personal affairs	32
(b)	expected to confer a commercial advantage or prejudice Council's commercial position	29
(d)	commercial information expected to prejudice the commercial position of an individual or confer commercial advantage on a third party	6
(e)	security and safety concern	1
(g)	to ensure Council does not breach any law, order or direction of a court or tribunal	3
(h)	legal advice	14
(i)	current or pending litigation	5
(j)	information provided by/to a Minister of the Crown or other authority	1

4.7 Each of the 161 active orders have been reviewed by the relevant General Managers, who have provided recommendations. Based on these reviews, the recommendations are presented as follows: Orders to be revoked (Attachment 1), Orders to be partially revoked (Attachment 2) and Orders to be retained (Attachment 3).

4.8 Four (4) of the 88 active orders listed in this report have been recommended for revocation. These are listed in Orders to be revoked (Attachment 1).

4.9 Fifteen of the 88 active orders listed in this report have been recommended for partial revocation. These orders are listed in Orders to be partially revoked (Attachment 2). Certain aspects of these orders are recommended for release, while other elements are to remain confidential as the grounds for confidentiality continue to apply.

4.10 Sixty nine of the 88 active orders listed in this report are recommended to be retained in confidence until the retention order conditions for release are met or until the next annual review, whichever occurs first. These are detailed in Orders to be retained (Attachment 3).

4.11 In the case of an order of a specified duration:

4.11.1 The duration of an order cannot be extended once it has expired; and

4.11.2 An order extending its duration cannot be delegated by the Council or Council Committee.

4.12 Documents subject to confidential orders may be viewed by Council Members within the relevant confidential agendas and minutes.

4.13 While the contents of this report are not confidential, if Council wishes to discuss the details of a specific matter, the meeting must be moved into confidence under the relevant Section 90(3) provision of the Act.

5. OPTIONS

Recommendation

Council resolves to:

1. revoke the confidential orders listed in Orders to be revoked (Attachment 1) and approve the release of the associated meeting documents via Council's website.

2. partially revoke the confidential orders listed in Orders to be partially revoked (Attachment 2) and approve the release of the identified documents in Attachment 2 via Council's website.

3. retain the confidential orders listed in Orders to be retained (Attachment 3).

4. having reviewed the grounds for confidentiality under Section 90(3) of the *Local Government Act 1999* and being satisfied that these grounds continue to apply to the remaining items listed in Orders to be partially revoked (Attachment 2) and Orders to be retained (Attachment 3), make new orders pursuant to Sections 91(7) and (9) of the *Local Government Act 1999* that the relevant documents be retained in confidence pursuant to Section 90(3) of the *Local Government Act 1999*.

These orders will operate until the relevant trigger event specified in Attachment 2 and Attachment 3 occurs (as applicable) or will be reviewed and determined at the next scheduled annual review of confidential orders by Council.

5. pursuant to Section 91(9)(c) of the *Local Government Act 1999*, Council delegates to the Chief Executive Officer the power to revoke any of the confidential orders listed in Attachment 2 and Attachment 3 in whole or in part, at any time, and the Chief Executive Officer must advise Council of any revocation as soon as practicable after such revocation has occurred.

Option 2

Council resolves to:

1. revoke the confidential orders listed in Orders to be revoked (Attachment 1) and approve the release of the associated meeting documents via Council's website with the following amendments:

   - _____
   - _____
   - _____

2. partially revoke the confidential orders listed in Orders to be partially revoked (Attachment 2) and approve the release of the identified documents in Attachment 2 via Council's website with the following amendments:

   - _____
   - _____
   - _____

3. retain the confidential orders listed in Orders to be retained (Attachment 3) with the following amendments:

   - _____
   - _____
   - _____

4. having reviewed the grounds for confidentiality under Section 90(3) of the *Local Government Act 1999* and being satisfied that these grounds continue to apply to the remaining items listed in Orders to be partially revoked (Attachment 2) and Orders to be retained (Attachment 3), make new orders pursuant to Sections 91(7) and (9) of the *Local Government Act 1999* that the relevant documents be retained in confidence pursuant to Section 90(3) of the *Local Government Act 1999*.

   These orders will operate until the relevant trigger event specified in Attachment 2 and Attachment 3 occurs (as applicable) or will be reviewed and determined at the next scheduled annual review of confidential orders by Council.

5. pursuant to Section 91(9) of the *Local Government Act 1999*, Council delegates to the Chief Executive Officer the power to revoke the orders listed in Attachment 2 and Attachment 3 in whole or in part, at any time, and the Chief Executive Officer must advise Council of any revocation as soon as possible after such revocation has occurred.

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

The relevant General Managers have provided recommendations on whether the confidentiality orders should be maintained, revoked or partially revoked.

Orders recommended for retention continue to meet the confidentiality requirements under the Act.

If Council endorses the recommendation for revocation, the associated documents in Attachment 1 will be released publicly via Council's website.

If Council endorses the recommendation for partial revocation, only the identified documents in Attachment 2 will be released publicly via Council's website.

Risk Appetite

Regulatory Compliance

Council has a zero tolerance for non-compliance with applicable legislation including but not limited to: Local Government Act (LGA) 1999; Independent Commissioner Against Corruption (ICAC) Act 2012; Work Health & Safety (WHS) Act 2012; Environment Protection Act (EPA) 1993; Development Act 1993; Equal Employment Opportunity legislation; and Public Consultation legislation.

This decision will ensure the Council meets its requirements under Section 91(9) of the *Local Government Act 1999* which requires confidential orders exceeding 12 months are reviewed at least once every year.

6.1.2 Financial Implications

There are no financial or resource implications associated with the 2026 review of confidential orders by Council.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

Council may decide to maintain, revoke or partially revoke all orders, with any exceptions to be determined as required. When making a decision on each order, Council must consider the relevant confidentiality provisions under Section 90(3) of the Act.

6.2.2 Financial Implications

There are no financial or resource implications associated with the 2026 review of confidential orders by Council.

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
26/09/2017	Ordinary Council	18.2	Outcomes of the Chief Executive Officer Performance Review Process 2016-17 year	Pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* , the Council/Committee orders that the following aspects of Item 18.2 be kept confidential in accordance with Council's/Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(a) of the *Local Government Act 1999* ; - Report for Item 18.2 - Attachment(s) for Item 18.2 - Discussion for Item 18.2 - Decision for Item 18.2 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	2984	Recommend Release
27/06/2023	Ordinary Council	17.2	Chief Executive Officer Review Committee Report	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.2 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(a) of the *Local Government Act 1999* ; - Report for Item 17.2 - Minutes for Item 17.2 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	5467	Recommend Release
25/02/2025	Ordinary Council	17.2	Town of Gawler Boundary Realignment	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.2 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(j) of the *Local Government Act 1999* ; - Report for Item 17.2 - Attachment for Item 17.2 - Minutes for Item 17.2 The order for the Report, Attachment and Minutes shall be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* . Pursuant to Section 91(9)(c) of the *Local Government Act 1999* , the Council delegates to the Chief Executive Officer the power to revoke this order at any time, and the Chief Executive Officer must advise the Council of the revocation of this order as soon as possible after such revocation has occurred.	6154	Recommend Release
25/03/2025	Ordinary Council	17.5	2024 Review of Minimum and Maximum Renumeration for Local Government Chief Executive Officers	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.5 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(a) of the *Local Government Act 1999* ; - Report for Item 17.5 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	6200	Recommend Release

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
28/04/2015	Ordinary Council	16.2	Chief Executive Officer's Contract of Employment	That pursuant to Section 90(3)(a) of the *Local Government Act 1999* and Section 91(7) of the *Local Government Act 1999* the Council orders that the following aspects of Item 16.2 be kept confidential; - Report for Item 16.2 until the 2016 Confidential Items Annual Review - Attachment(s) for Item 16.2 until the 2016 Confidential Items Annual Review - Discussion for Item 16.2 until the 2016 Confidential Items Annual Review - Decision for Item 16.2 until the 2016 Confidential Items Annual Review	2126	Recommend Partial Release - Attachment 1 for Item 16.2 (with address details redacted) - Attachment 2 for Item 16.2
12/05/2015	Special Council	5.1	Appointment of Acting Chief Executive Officer	That pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* , that Council orders that the following aspects of item 5.1 be kept confidential; - Report for item 5.1 until the 2016 confidential items annual review. - Attachment(s) for item 5.1 until the 2016 confidential items annual review. - Discussion for item 5.1 until the 2016 confidential items annual review. - Decision for item 5.1 until 13 May 2015	2150	Recommend Partial Release - Report for item 5.1
3/09/2015	CEO Selection Panel (Special)	5.3	Chief Executive Officer Recruitment - Consultants Report	1. Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council 90(3)(a) of the Act; - The minutes of item no. 5.3 - The written report of item no. 5.3 on the grounds that the document(s) (or part) is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead) and specifically, the present matter relates to information pertaining to the personal affairs of persons and the disclosure of this information would be unreasonable because the information is sensitive to those persons and is not a matter of public knowledge. 2. This order shall operate for a period of 24 months and will be reviewed at least annually in accordance with the *Local Government Act 1999* .	2315	Recommend Partial Release - The written report of item no. 5.3

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
18/06/2019	Services Committee	9.2	Rate Rebate Report	Pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 9.2 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 9.2 - Attachment(s) for Item 9.2 - Minutes for Item 9.2 This order shall operate for 12 months until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	3602	Recommend Partial Release - Attachment 2 for Item 9.2
25/06/2019	Ordinary Council	18.2	Rate Rebate Report	Pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 18.2 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 18.2 - Attachment(s) for Item 18.2 - Minutes for Item 18.2 This order shall operate for 12 months until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	3623	Recommend Partial Release - Attachment 2 for Item 18.2
16/06/2020	Services Committee	8.1	Rate Rebate Report	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 8.1 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 8.1 - Attachment(s) for Item 8.1 - Minutes for Item 8.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999*	4062	Recommend Partial Release - Attachment 2 for Item 8.1

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
23/06/2020	Ordinary Council	17.1	Rate Rebate Report	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.1 - Attachment(s) for Item 17.1 - Minutes for Item 17.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	4090	Recommend Partial Release - Attachment 2 for Item 17.1
15/06/2021	Services Committee	8.2	Rate Rebate Report	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 8.2 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 8.2 - Attachment(s) for Item 8.2 - Minutes for Item 8.2 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	4655	Recommend Partial Release - Attachment 3 for Item 8.2 - Attachment 4 for Item 8.2
22/06/2021	Ordinary Council	17.1	Rate Rebate Report	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 17.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.1 - Attachment(s) for Item 17.1 - Minutes for Item 17.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	4666	Recommend Partial Release - Attachment 3 for Item 17.1 - Attachment 4 for Item 17.1
24/05/2022	Ordinary Council	17.1	Rate Rebate Report	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 17.1 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.1 - Attachments for Item 17.1 - Minutes for Item 17.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	5004	Recommend Partial Release - Attachment 3 for Item 17.1 - Attachment 4 for Item 17.1

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
27/02/2024	Ordinary Council	17.3	Kalara Reserve Prudential Report	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.3 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.3 - Attachment(s) for Item 17.3 - Minutes for Item 17.3 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	5768	Recommend Partial Release - Attachment 2 for Item 17.3 - Attachment 3 for Item 17.3
23/04/2024	Ordinary Council	17.2	Riverlea District Sportsground and Community Centre - Prudential Report	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.2 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.2 - Attachment(s) for Item 17.2 - Minutes for Item 17.2 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	5839	Recommend Partial Release - Attachment 2 for Item 17.2 - Attachment 3 for Item 17.2
27/08/2024	Ordinary Council	17.2	Munno Para Prudential Report	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.2 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.2 - Attachment(s) for Item 17.2 - Minutes for Item 17.2 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	5949	Recommend Partial Release - Attachment 2 for Item 17.2 - Attachment 3 for Item 17.2
25/02/2025	Ordinary Council	17.1	Review of Minimum and Maximum Remuneration for Local Government Chief Executive Officers	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 17.1 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(a) of the *Local Government Act 1999* ; - Report for Item 17.1 - Attachment(s) for Item 17.1 - Minutes for Item 17.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999*	6157	Recommend Partial Release - Report for Item 17.1 - Attachment 2 for Item 17.1 - Attachment 3 for Item 17.1

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
26/08/2025	Ordinary Council	17.1	External Audit Contract	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 17.1 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(d) of the *Local Government Act 1999* : - Report for Item 17.1 - Attachment(s) for Item 17.1 - Minutes for Item 17.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* . Pursuant to Section 91(9)(c) of the *Local Government Act 1999* , the Committee delegates to the Chief Executive Officer the power to revoke this order at any time and the Chief Executive Officer must advise the Committee of the revocation of this order as soon as possible after such revocation has occurred.	6360	Recommend Partial Release - Attachment 1 for Item 17.1 - Attachment 2 for Item 17.1 - Minutes for Item 17.1

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
27/06/2006	Ordinary Council	17.1	Whelan Kartaway Arbitration	Under section 91(9) of the Local Government Act an order be made that item 17.1 including the Report, Attachments and Minutes and Discussion having been dealt with in confidence under section 90(3)(h) of the Local Government Act, shall be kept confidential until the annual review of confidential items after 30 July 2007.	806	Recommend Retain
24/10/2006	Ordinary Council	12.1	CEO's Performance Review 2005/2006	Under Section 91(9) of the Local Government Act an Order be made that Attachments 1, 2, 3, and 4 having been dealt with in confidence under Section 90(3)(9) of the Local Government Act, shall be kept confidential until the annual review of confidential items after 30 July 2007.	878	Recommend Retain
14/06/2011	Ordinary Council	16.1	Development Compliance Matter	Under Section 91(9) of the Local Government Act an Order be made that Attachment(s) for Item 16.1.1, and the Decision for Item 16.1.1 (if different from the staff recommendation) for Item 16.1.1 having been dealt with in confidence under Section 90(2) of the Local Government Act, shall be kept confidential until the next scheduled annual review of confidential items.	293	Recommend Retain
28/02/2012	Ordinary Council	16.1	Allegation of Breach of Code of Conduct	Under Section 91(7) of the Local Government Act an order be made that: The report, discussion, decision and minutes having been dealt with in confidence under Section 90(2) of the Local Government Act, shall be kept confidential until the next annual review.	668	Recommend Retain
23/10/2012	Ordinary Council	16.3	CEO's Development Plan	Under Section 91(7) of the Local Government Act an order be made that the Report, Attachment(s), and Discussion for Item 16.3 having been dealt with in confidence under Section 90(2) of the Local Government Act, shall be kept confidential until the next scheduled annual review of confidential items.	1037	Recommend Retain
24/03/2015	Ordinary Council	16.1	Appointment of Independent Members for Council Development Assessment Panel (CDAP)	That pursuant to Section 91(7) of the *Local Government Act 1999* the Council orders that the following aspects of Item 16.1 be kept confidential; - Attachment 1 for Item 16.1 until the next scheduled annual review of confidential items in 2016. - Discussion for Item 16.1 until Wednesday, 25 March 2015. - Decision for Item 16.1 until Wednesday, 25 March 2015.	2104	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
5/05/2015	Special Council	5.1	Chief Executive Officer's Contract of Employment	That pursuant to Section 90 (3) (a) of the *Local Government Act 1999* and Section 91(7) of the *Local Government Act 1999* the Council orders that the following aspects of Item 5.1 be kept confidential; - Report for Item 5.1 until the 2016 Confidential Items Annual Review. - Attachment(s) for Item 5.1 until the 2016 Confidential Items Annual Review - Document tabled by Cr Muzyk relating to item 5.1 until the 2016 Confidential Items Annual Review - Discussion for Item 5.1 until the 2016 Confidential Items Annual Review - Decision for Item 5.1 until the 2016 Confidential Items Annual Review	2143	Recommend Retain
15/07/2015	CEO Selection Panel (Special)	3.1	Short-listing of applications received for position of Chief Executive Officer	That pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* , that Council orders that the following aspects of item 3.1 be kept confidential; - Tabled Attachment(s) for item 3.1 will be held for a period of 12 months after which they will be destroyed - Completed Attachments 2; and 3 for item 3.1 will be held for a period of 2 years after which they will be destroyed - Discussion for item 3.1 will be held in confidence indefinitely - Decision for item 3.1 will be held in the Minutes indefinitely with the following exceptions - Candidates that have been selected for an interview as per the resolution of the committee to be advised by Jane Jeffries Consulting of interview details accordingly	2307	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
4/08/2015	Special Council	4.1	Chief Executive Officer Recruitment	1. Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects and or documents(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(a) of the Act; - The minutes of item no. 4.1 - The written report of item no. 4.1 on the grounds that the document(s) (or part) is information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead) and specifically, the present matter relates to information pertaining to the personal affairs of persons and the disclosure of this information would be unreasonable because the information is sensitive to those persons and is not a matter of public knowledge. 2. This order shall operate for a period of 24 months and will be reviewed at least annually in accordance with the *Local Government Act 1999* .	2	Recommend Retain
15/09/2015	Services Committee	8.2	McGilp Oval - One Tree Hill	That pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* the Council orders that the following aspects of Item 16.2 be kept confidential; - Report for Item 16.2 until the next annual review of confidential items. - Attachment(s) for Item 16.2 until the next annual review of confidential items - Discussion for Item 16.2 until the next annual review of confidential items - Decision for Item 16.2 until the next annual review of confidential items	2276	Recommend Retain
17/09/2015	CEO Selection Panel (Special)	6.1	Chief Executive Officer (CEO) Appointment	That pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* the Council orders that the following aspects of Item 6.1 be kept confidential - Report for Item 6.1 to be reviewed and determined at the next annual review of confidential items. - Attachment(s) for Item 6.1 to be reviewed and determined at the next annual review of confidential items. - Discussion for Item 6.1 to be reviewed and determined at the next annual review of confidential items. - Decision for Item 6.1 to be reviewed and determined at the next annual review of confidential items.	2321	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
21/09/2015	Special Council	4.1	CEO Recruitment Process	That pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* the Council orders that the following aspects of Item 4.1 be kept confidential; - Attachment for Item 4.1 to be reviewed and determined at the next annual review of confidential items. - Discussion for Item 4.1 to be reviewed and determined at the next annual review of confidential items.	2278	Recommend Retain
22/09/2015	Ordinary Council	16.2	McGilp Oval - One Tree Hill	That pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* the Council orders that the following aspects of Item 16.2 be kept confidential; - Report for Item 16.2 until the next annual review of confidential items. - Attachment(s) for Item 16.2 until the next annual review of confidential items - Discussion for Item 16.2 until the next annual review of confidential items - Decision for Item 16.2 until the next annual review of confidential items	2301	Recommend Retain
11/09/2017	CEO Performance Review Comm	9.1	Outcomes of the Chief Executive Officer Performance	Pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* , the Council/Committee orders that the following aspects of Item 9.1 be kept confidential in accordance with Council's/Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(a) of the *Local Government Act 1999* - Report for Item 9.1 - Attachment(s) for Item 9.1 - Discussion for Item 9.1 - Decision for Item 9.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	2962	Recommend Retain
24/07/2018	Ordinary Council	18.2	Appointment of Council Assessment Panel Independent Member and Presiding Member	Pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 18.2 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(a) of the *Local Government Act 1999* ; - Report for Item 18.2 - Attachment(s) for Item 18.2 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	3214	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
28/08/2018	Ordinary Council	18.1	Outcomes of the Chief Executive Officer Performance Review for 2017/18 year	Pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 18.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(a) of the *Local Government Act 1999* ; - Report for Item 18.1 - Attachment(s) for Item 18.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	3265	Recommend Retain
5/11/2018	Special Council	3.1	Workplace Safety	Pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 3.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(h) of the *Local Government Act 1999* - Report for Item 3.1 - Legal Advice for item 3.1 - Decision (Minutes) for Item 3.1 This order will be reviewed within 12 months by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	3322	Recommend Retain
21/11/2018	Special Council	3.1	Workplace Safety	Pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 3.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(h) of the *Local Government Act 1999* ; - Report for Item 3.1 - Legal Advice and independent investigator, Susan Zeitz, Peacemaker ADR, letter dated 21 November 2018, for item 3.1 - Decision for Item 3.1 This order will be reviewed within 12 months by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	3330	Recommend Retain
6/12/2018	Special Council	3.1	Workplace Safety	Pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 3.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Sections 90(3)(f) and 90(3)(h) of the *Local Government Act 1999* ; - Legal Advice for Item 3.1 - Report for Item 3.1 This order will be reviewed within 12 months by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	3350	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
6/12/2018	Special Council	3.1	Workplace Safety	Pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 3.1 resolution no. 3354 be kept confidential until further order in accordance with Council's reasons to deal with this item in confidence pursuant to Sections 90 (3)(f) and 90(3)(h) of the *Local Government Act 1999* ; - Item 3.1 Resolution no. 3354 This order will be reviewed within 12 months by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* . Notwithstanding this confidentiality order the Council authorises the disclosure by the Senior Manager Corporate Services and the Deputy Mayor as they see fit such information as is currently the subject of this confidentiality order for the purposes of making a statement to the media and staff concerning this Workplace Safety matter.	3355	Recommend Retain
22/01/2019	Ordinary Council	18.1	Workplace Safety Investigation Report	Pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 18.1 be kept confidential in accordance with Council reasons to deal with this item in confidence pursuant to Sections 90(3)(a)(h)(i) of the *Local Government Act 1999* ; - Report for Item 18.1 - Attachment(s) and Workplace Safety Investigation Reports, Author - Ms Susan Zeitz for Item 18.1 - Minutes which are the record of the Council's decision for Item 18.1 This order shall operate until further order and will be reviewed within 12 months.	3391	Recommend Retain
22/01/2019	Ordinary Council	18.2	Workplace Safety Delegations	Pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 18.2 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(i) of the *Local Government Act 1999* ; - Report for Item 18.2 - Decision for Item 18.2 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	3387	Recommend Retain
26/02/2019	Ordinary Council	18.2	Workplace Safety - Legal Matters	Pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 18.2 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(i) of the *Local Government Act 1999* ; - Report for Item 18.2 - Attachment for Item 18.2 - Decision for Item 18.2 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	3428	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
26/03/2019	Ordinary Council	18.5	Ombudsman Correspondence	Pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 18.5 be kept confidential in accordance with Council reasons to deal with this item in confidence pursuant to Sections 90(3)(a)(g) of the *Local Government Act 1999* ; - Report for Item 18.5 - Attachment(s) for Item 18.5 This order shall operate for 12 months and will be reviewed at the annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	3498	Recommend Retain
14/05/2019	Special Council	3.1	Workplace Safety - Legal Matters	Pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 3.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(i) of the *Local Government Act 1999* ; - Report for Item 3.1 - Minutes for Item 3.1 This order shall operate for 12 months and will be reviewed at the annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	3554	Recommend Retain
4/06/2019	Special Council	3.1	Workplace Safety - Legal Matters	Pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 3.1 be kept confidential in accordance with Council reasons to deal with this item in confidence pursuant to Section 90(3)(i) of the *Local Government Act 1999* ; - Report for Item 3.1 - Attachment(s) for Item 3.1 - Tabled document entitled - In the matter of Hemmerling v Playford City Council (No 1465 of 2018) Opinion - Minutes for Item 3.1 This order shall operate 12 months and will be reviewed at the annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	3581	Recommend Retain
9/07/2019	Strategic Planning Committee	9.1	Curtis Road - Application to the Local Roads Advisory Committee	Pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 9.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 9.1 - Minutes for Item 9.1 This order shall operate until negotiations between DPTI, the LRAC and Council have concluded or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first.	3638	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
23/07/2019	Ordinary Council	18.1	Curtis Road - Application to the Local Roads Advisory Committee	Pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 18.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 18.1 - Minutes for Item 18.1 This order shall operate until negotiations between DPTI, the LRAC and Council have concluded or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first.	3663	Recommend Retain
23/07/2019	Ordinary Council	18.3	New Northern School - Shared Use Arrangements	Pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 18.3 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 18.3 - Attachment(s) for Item 18.3 - Minutes for Item 18.3 This order shall operate until the negotiations with the State Government and Consortia has been finalised and the State Government confidentiality order is removed, or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first.	3670	Recommend Retain
9/09/2019	Special Council	3.1	CEO Recruitment	Pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 3.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(a) of the *Local Government Act 1999* - Report for Item 3.1 - Report and Candidate information packs from LGASA Recruitment for Item 3.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	3723	Recommend Retain
24/09/2019	Ordinary Council	17.1	Appointment of Council Assessment Panel Independent Members and Presiding Member	Pursuant to Section 90(2) and Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(a) of the *Local Government Act 1999* ; - Report for item 17.1 - Attachment(s) for Item 17.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	3750	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
17/03/2020	Services Committee	8.1	Northern School - Council Enhancements Deed	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 8.1 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(g) of the *Local Government Act 1999* ; - Report for Item 8.1 - Attachment(s) for Item 8.1 - Minutes for Item 8.1 This order shall operate until the Council Enhancements Deed has expired, or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first.	3960	Recommend Retain
24/03/2020	Ordinary Council	17.1	Northern School - Council Enhancements Deed	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 17.1 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(g) of the *Local Government Act 1999* ; - Report for Item 17.1 - Attachment(s) for Item 17.1 - Minutes for Item 17.1 This order shall operate until the Council Enhancements Deed has expired, or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first.	3979	Recommend Retain
26/05/2020	Ordinary Council	17.2	Review of General Manager Recruitment	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3)(h) of the Act; - Attachment(s), specifically, the legal advice provided by Norman Waterhouse Lawyers set out in the report of Norman Waterhouse Lawyers and provided to the Council at its meeting of 26 May 2020; for Item 17.2 on the grounds that the document(s) (or part) relates to; - legal advice Specifically, legal advice provided by Norman Waterhouse Lawyers. This order shall operate until further order and will be reviewed at least annually in accordance with the *Local Government Act 1999* .	4047	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
16/06/2020	Services Committee	8.3	Virginia Horticulture Centre EOI	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council/Committee orders that the following aspects of Item 8.3 be kept confidential in accordance with Council's/Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(h) of the *Local Government Act 1999* ; - Report for Item 8.3 - Attachment(s) for Item 8.3 - Minutes for Item 8.3 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	4069	Recommend Retain
23/06/2020	Ordinary Council	17.3	Virginia Horticulture Centre EOI	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.3 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(h) of the *Local Government Act 1999* ; - Report for Item 17.3 - Attachment(s) for Item 17.3 - Minutes for Item 17.3 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	4096	Recommend Retain
23/06/2020	Ordinary Council	17.5	Legal Advice - Council Member Request	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.5 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(h) of the *Local Government Act 1999* ; - Report for Item 17.5 - Attachment(s) for Item 17.5 - Minutes for Item 17.5 This order will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first.	4102	Recommend Retain
25/08/2020	Ordinary Council	17.1	CEO Interim Performance Assessment Results	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(a) of the *Local Government Act 1999* - Report for Item 17.1 - Attachment(s) for Item 17.1 This order will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first.	4195	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
25/01/2021	Ordinary Council	17.1	Curtis Road Reclassification Update	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.1 - Attachment(s) for Item 17.1 - Minutes for Item 17.1 This order shall operate until negotiations between DIT and Council have concluded or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first.	4408	Recommend Retain
16/03/2021	Services Committee	8.1	Confidential Update on VHC Resolution	Pursuant to Section 91(7) of the *Local Government Act 199* 9, the Committee orders that the following aspects of Item 8.1 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(h) of the *Local Government Act 1999* ; - Report for Item 8.1 - Attachment(s) for Item 8.1 - Minutes for Item 8.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	4465	Recommend Retain
24/08/2021	Ordinary Council	17.3	CEO Performance Assessment 2020/2021	Pursuant to Section 91(7) of the *Local Government Act 199* 9, the Council orders that the following aspects of Item 17.3 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(a) of the *Local Government Act 1999* ; - Attachment for Item 17.3 This order shall operate until further order, or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first.	4750	Recommend Retain
14/12/2021	Ordinary Council	17.3	Investment Opportunity	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.3 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(d) of the *Local Government Act 1999* ; - Report for Item 17.3 - Attachment(s) for Item 17.3 - Minutes for Item 17.3 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	4873	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
28/06/2022	Ordinary Council	17.1	Building Upgrade Finance	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Sections 90(3)(d)(h) of the *Local Government Act 1999* ; - Report for Item 17.1 - Attachment(s) 1, 3 and 4 for Item 17.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	5033	Recommend Retain
23/08/2022	Ordinary Council	17.1	CEO Performance Assessment 2021/2022	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(a) of the *Local Government Act 1999* ; - Attachment(s) for Item 17.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	5111	Recommend Retain
28/02/2023	Ordinary Council	17.4	Upgrade of Mark Road Verge, Elizabeth South	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.4 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.4 - Attachment(s) for Item 17.4 - Minutes for Item 17.4 This order shall operate until further order or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first.	5324	Recommend Retain
28/03/2023	Ordinary Council	17.1	Question on Notice - Playford Community Carols Costing	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(d) of the *Local Government Act 1999* ; - Question Answer for Item 17.1 - Minutes for Item 17.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999*	5357	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
28/03/2023	Ordinary Council	17.2	Virginia Horticulture Centre	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.2 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(d) of the *Local Government Act 1999* ; - Report for Item 17.2 - Minutes for Item 17.2 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	5360	Recommend Retain
23/05/2023	Ordinary Council	17.2	Chief Executive Officer Review Committee Report	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 17.2 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(a) of the *Local Government Act 1999* ; - Report for Item 17.2 - Attachment(s) 1 for Item 17.2 - Minutes for Item 17.2 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	5430	Recommend Retain
23/05/2023	Ordinary Council	17.1	2023/24 Rate Rebates	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 17.1 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.1 - Attachment(s) 1 and 2 for Item 17.1 - Minutes for Item 17.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	5427	Recommend Partial Release

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
22/08/2023	Ordinary Council	17.1	Riverlea Environmental Impact Statement (EIS) for Salt Water Lakes and Amended Precinct 2 Layout	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.1 - Attachment(s) for Item 17.1 - Minutes for Item 17.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* . Pursuant to Section 91(9)(c) of the *Local Government Act 1999* , the Council delegates to the Chief Executive Officer the power to revoke this order at any time and the Chief Executive Officer must advise the Council of the revocation of this order as soon as possible after such revocation has occurred.	5542	Recommend Retain
22/08/2023	Ordinary Council	17.2	CEO Performance Assessment 2022/2023	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.2 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(a) of the *Local Government Act 1999* ; - Attachment(s) for Item 17.2 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	5545	Recommend Retain
27/02/2024	Ordinary Council	17.1	Angle Vale (South) Growth Area Final stormwater Infrastructure Deed	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.1 - Attachment 17.1 Pursuant to Section 91(9)(c) of the *Local Government Act 1999* , the Council delegates to the Chief Executive Officer the power to revoke this order at any time and the Chief Executive Officer must advise the Council of the revocation of this order as soon as possible after such revocation has occurred. This order will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	5762	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
26/03/2024	Ordinary Council	17.2	Positive Ageing Review	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 17.2 be kept confidential in accordance with reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.2 - Minutes for Item 17.2 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	5790	Recommend Retain
23/04/2024	Ordinary Council	17.4	Riverlea Social and Community Infrastructure Agreement	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.4 be kept confidential in accordance with reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.4 - Attachment(s) for Item 17.4 - Minutes for Item 17.4 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999*	5842	Recommend Retain
28/05/2024	Ordinary Council	17.1	2024/25 Rate Rebates	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 17.1 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Paragraphs 4.7 – 4.12 of Report for Item 17.1 - Attachments 1, 2 & 3 for Item 17.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	5876	Recommend Partial Release
25/06/2024	Ordinary Council	17.1	Commonwealth Home Support Programme Funding Agreement 2024-2025 for signing under Council Seal	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.1 be kept confidential in accordance with reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.1 - Attachment for Item 17.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	5897	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
27/08/2024	Ordinary Council	17.1	CEO Performance Assessment 2023/2024	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(a) of the *Local Government Act 1999* ; - Attachment(s) for Item 17.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	5958	Recommend Retain
22/10/2024	Ordinary Council	17.2	Riverlea - Public Consultation for Shared use Agreement Term and Community Land Management Plan Amendment	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.2 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.2 - Attachment(s) 2, 3 and 4 for Item 17.2 - Minutes for Item 17.2 The order for the Report and Minutes shall be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* . Pursuant to Section 91(9)(c) of the *Local Government Act 1999* , the Council delegates to the Chief Executive Officer the power to revoke this order at any time, and the Chief Executive Officer must advise the Council of the revocation of this order as soon as possible after such revocation has occurred. The order for Attachments 2, 3 and 4 shall operate until the commencement of public consultation or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first.	6020	Recommend Retain
22/10/2024	Ordinary Council	17.3	Appointment of Independent Member for Council Assessment Panel (CAP)	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.3 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(a) of the *Local Government Act 1999* ; - Report for Item 17.3 This order shall operate until the next annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	6023	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
26/11/2024	Ordinary Council	17.3	Corporate Governance Committee Communique - November 2024 (Special Meeting)	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.3 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Sections 90(3)(e)(h) of the *Local Government Act 1999* ; - Attachment(s) for Item 17.3 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	6078	Recommend Retain
17/12/2024	Ordinary Council	17.2	Riverlea Community Land Managment Plan	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.2 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.2 - Minutes for Item 17.2 The order for the Report and Minutes shall be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* . Pursuant to Section 91(9)(c) of the *Local Government Act 1999* , the Council delegates to the Chief Executive Officer the power to revoke this order at any time, and the Chief Executive Officer must advise the Council of the revocation of this order as soon as possible after such revocation has occurred	6109	Recommend Retain
25/03/2025	Ordinary Council	17.1	Riverlea Park Sportsground - Infrastructure Agreement	Pursuant to Section 91(7) of the *Local Government Act 1999* , Council orders that the following aspects of Item 17.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.1 - Attachment(s) for Item 17.1 - Minutes for Item 17.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* . Pursuant to Section 91(9)(c) of the *Local Government Act 1999* , Council delegates to the Chief Executive Officer the power to revoke this order at any time, and the Chief Executive Officer must advise Council of the revocation of this order as soon as possible after such revocation has occurred.	6188	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
25/03/2025	Ordinary Council	17.2	Riverlea Park Sportsground - Shared Use Agreement	Pursuant to Section 91(7) of the *Local Government Act 1999* , Council orders that the following aspects of Item 17.2 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* ; - Report for Item 17.2 - Attachment(s) 2, 4, 5, 6, 7 and 8 for Item 17.2 - Minutes for Item 17.2 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* . Pursuant to Section 91(9)(c) of the *Local Government Act 1999* , Council delegates to the Chief Executive Officer the power to revoke this order or parts thereof at any time and the Chief Executive Officer must advise Council of the revocation of this order as soon as possible after such revocation has occurred.	6191	Recommend Retain
27/05/2025	Ordinary Council	17.2	2025-26 Rate Rebates	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 17.2 be kept confidential in accordance with the Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* : - Report for Item 17.2 - Attachments 1, 2 and 3 for Item 17.2 - Minutes for Item 17.2 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	6274	Recommend Partial Release
26/08/2025	Ordinary Council	17.3	Chief Executive Officer Annual Remuneration and Position Description Review 2024/25	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 17.3 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(a) of the *Local Government Act 1999* : - Report for Item 17.3 - Attachment 1 for Item 17.3 - Minutes for Item 17.3 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	6375	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
26/08/2025	Ordinary Council	17.2	Chief Executive Officer Performance Assessment 2024-25	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 17.2 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(a) of the *Local Government Act 1999* : - Attachment(s) for Item 17.2 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* .	6372	Recommend Retain
23/09/2025	Ordinary Council	17.1	NDIS Service Delivery	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Committee orders that the following aspects of Item 17.1 be kept confidential in accordance with the Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* : - Report for Item 17.1 - Minutes for Item 17.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* . Pursuant to Section 91(9)(c) of the *Local Government Act 1999* , the Committee delegates to the Chief Executive Officer the power to revoke this order at any time, and the Chief Executive Officer must advise the Committee of the revocation of this order as soon as possible after such revocation has occurred.	6386	Recommend Retain
23/09/2025	Ordinary Council	17.2	Upgrade of Curtis Road & Andrews Road Intersection	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.2 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(d) of the *Local Government Act 1999* : - Report for Item 17.2 Duration of Order: This order shall operate until execution of a contract for the construction of the Curtis Road and Andrews Road Intersection or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999* , whichever comes first. Pursuant to Section 91(9)(c) of the *Local Government Act 1999* , the Council delegates to the Chief Executive Officer the power to revoke this order at any time, and the Chief Executive Officer must advise the Council of the revocation of this order as soon as possible after such revocation has occurred.	6389	Recommend Retain

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order #	2026 Review Determination
24/03/2026	Ordinary Council	17.1	Delegation to Chief Executive Officer - Release of Confidential Orders	Pursuant to Section 91(7) of the *Local Government Act 1999* , the Council orders that the following aspects of Item 17.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999* : - Report for Item 17.1 This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999* . The Committee delegates to the person occupying the office of the Chief Executive Officer the power pursuant to Section 91(9)(c) of the *Local Government Act 1999* to revoke in whole or in part the orders made by the Council under Section 91(7) of the *Local Government Act 1999* .	6527	Recommend Retain

15.6 GREATER ADELAIDE REGIONAL ORGANISATION OF COUNCILS (GAROC) - SUPPLEMENTARY ELECTION

Responsible Executive Manager : Sam Green

Report Author : Sarah Schutz

Delegated Authority : Matters which cannot be delegated to a Committee or Staff

Attachments : 1⇩. Candidate Information

PURPOSE

The purpose of this report is for Council to determine the candidate it wishes to elect to fill one (1) vacancy on the Greater Adelaide Regional Organisation of Councils (GAROC) Committee following the resignation of City of Tea Tree Gully Councillor Lucas Jonas from the Committee.

STAFF RECOMMENDATION

That Council:

1. Vote for Mayor _____ in the election to fill one (1) vacancy on the Greater Adelaide Regional Organisation of Councils (GAROC) Committee for the term ending at the conclusion of the 2026 Local Government Association (LGA) Annual General Meeting.

2. Authorise the Chief Executive Officer to certify and submit a copy of the minutes, or an extract of the minutes, of this meeting to the Returning Officer, in accordance with Section 91(11) of the *Local Government Act 1999*, for the purpose of recording Council's vote.

3. Write to the LGA seeking a response as to why a delegate of the Council is unable to complete the election ballot.

EXECUTIVE SUMMARY

Council is required to determine, by resolution, the one (1) candidate it wishes to elect to fill the current vacancy on the GAROC Committee for the Group A regional grouping.

Following the close of nominations, the Local Government Association (LGA) has advised that two (2) eligible nominations were received, requiring an election to be conducted in accordance with clause 4.4.5 of the GAROC Terms of Reference.

Council is therefore requested to consider the candidate information provided in Attachment 1 and resolve which candidate it wishes to support.

A signed copy of the minutes recording Council's resolution will constitute Council's ballot and must be submitted to the Returning Officer by 5:00pm Thursday, 30 April 2026.

1. BACKGROUND

On 10 March 2026, the LGA called for nominations from Member Councils within Group A of the GAROC to fill one (1) vacancy on the GAROC Committee arising from the resignation of City of Tea Tree Gully Councillor Lucas Jonas.

At its meeting held on 24 March 2026, Council considered the vacancy and resolved to nominate a candidate from the City of Playford. No nomination was subsequently determined.

At the close of nominations on 30 March 2026, the LGA advised that two (2) eligible nominations had been received. As the number of nominations exceeds the number of available positions, Council has been advised that, in accordance with clause 4.4.5 of the GAROC Terms of Reference, an election will take place.

The two (2) candidates for election are:

- Mayor Marijka Ryan (City of Tea Tree Gully)
- Mayor Nathan Shanks (Town of Gawler).

The successful candidate will take office immediately, with the term ending at the conclusion of the 2026 LGA Annual General Meeting.

2. RELEVANCE TO STRATEGIC PLAN

Community Theme 3: Fostering collaboration and connection to each other

Membership of GAROC provides Council with an important avenue to collaborate with regional partners, advocate on behalf of the Playford community, and contribute to decision-making across the local government sector. Electing a capable representative to fill the current vacancy maintains the strength of these regional connections, supporting Council's role as both a facilitator and advocate, and its ongoing ability to share knowledge, influence outcomes, and draw on broader sector insights to inform local service delivery and decision-making.

3. PUBLIC CONSULTATION

There is no requirement to consult with the community on this matter.

4. DISCUSSION

4.1 On 10 March 2026, the LGA called for nominations from Member Councils within the Group A regional grouping of the GAROC to fill one (1) vacancy on the GAROC Committee arising from the resignation of City of Tea Tree Gully Councillor Lucas Jonas.

4.2 At its meeting held on 24 March 2026, Council considered the vacancy and resolved to nominate a candidate from this Council. No nomination was subsequently determined.

4.3 At the close of nominations on 30 March 2026, the LGA advised that two (2) eligible nominations were received:

- Mayor Marijka Ryan (City of Tea Tree Gully)
- Mayor Nathan Shanks (Town of Gawler).

The candidate information provided in Attachment 1 outlines each candidate's local government experience and knowledge, policy views, interests and other relevant information.

4.4 As the number of nominations received exceeds the number of available positions, an election is required in accordance with clause 4.4.5 of the GAROC Terms of Reference. The LGA has advised that the current version of the GAROC Terms of Reference, effective from 3 February 2026, includes amended clauses which change the voting submission method from previous arrangements.

4.5 Pursuant to clause 4.4 of the GAROC Terms of Reference, each Member Council must determine by resolution the one (1) candidate it wishes to elect.

4.6 Council's resolution must then be certified by the Chief Executive Officer, or the person acting in that position, by way of signed minutes or an extract of minutes in accordance with Section 91(11) of the *Local Government Act 1999*. The signed minutes will constitute Council's ballot and must be submitted to the Returning Officer no later than 5:00pm Thursday, 30 April 2026.

4.7 The successful candidate will take office immediately for a term ending at the conclusion of the 2026 LGA Annual General Meeting.

4.8 At the Ordinary Council Meeting held on 24 March 2020 Council Resolved (Resolution 3975) to provide authority to the Mayor and Chief Executive Officer to manage all future GAROC appointments. This was in response to feedback from Council Members that they would prefer these matters to be managed outside of the Chamber.

COUNCIL RESOLUTION **3975**

Moved: Cr Smallwood-Smith Seconded: Cr Halls

1. **Council provide authorisation for the Mayor and CEO to select an appropriate candidate for the casual vacancy of the Greater Adelaide Regional Organisation of Councils for selection of a suitable candidate for this vote and all future GAROC appointments, should they arise.**

2. **The Mayor, as Council's delegate, be authorised to complete the ballot paper for return to the Returning Officer.**

CARRIED

4.9 Now that the GAROC election process and Resolution 3975 are significantly out of step, and advice from the LGA has confirmed that any votes outside of their defined process will be deemed to be invalid, it is recommended to correspond with the LGA on this matter given that resolutions passed by a Council in a properly convened meeting are considered a formal, lawful direction of the Council to act upon.

5. OPTIONS

Recommendation

That Council:

1. Vote for Mayor _____ in the election to fill one (1) vacancy on the Greater Adelaide Regional Organisation of Councils (GAROC) Committee for the term ending at the conclusion of the 2026 Local Government Association (LGA) Annual General Meeting.

2. Authorise the Chief Executive Officer to certify and submit a copy of the minutes, or an extract of the minutes, of this meeting to the Returning Officer, in accordance with Section 91(11) of the *Local Government Act 1999*, for the purpose of recording Council's vote.

3. Write to the LGA seeking a response as to why a delegate of the Council is unable to complete the election ballot.

Option 2

Council does not submit a vote in the election to fill one (1) vacancy on the Greater Adelaide Regional Organisation of Councils (GAROC) Committee for the term ending at the conclusion of the 2026 Local Government Association (LGA) Annual General Meeting.

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

This decision will contribute to the determination of which candidate fills the vacancy on the GAROC Committee, ensuring Council exercises its say in electing a capable representative to the regional body.

Risk Appetite

Reputation

Council has a low appetite for negative perceptions that compromise its credibility and reputation, achievement of its long term vision (Playford Community Vision 2043) and strategic objectives, or ability to maintain its status as a progressive and major growth Council.

This decision will support Council's credibility as an engaged and active participant in the local government sector.

6.1.2 Financial Implications

There are no financial or resource implications associated with this decision.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

This decision will result in Council forfeiting its say in the determination of which candidate fills the vacancy on the GAROC Committee, leaving the outcome to be decided by other Member Councils.

6.2.2 Financial Implications

There are no financial or resource implications associated with this decision.

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2026 LGA Supplementary Election

GAROC Group A – Candidate Information

1. Mayor Marijka Ryan – City of Tea Tree Gully
2. Mayor Nathan Shanks – Town of Gawler

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2026 Candidate Information Sheet

Greater Adelaide Regional Organisation of Councils (GAROC)

(word limit is strictly 1,000 words)

Name:	*Mayor Marijka Ryan*
Council:	*City of Tea Tree Gully*
Local Government Experience & Knowledge	• In November 2022, following a tough election campaign against four other opponents, including the incumbent Mayor, I was elected as Mayor of Tea Tree Gully by a very healthy margin. It was a humbling experience and a great honour. This term of office has been devoted to delivering for those who have entrusted me with their vote as well as the whole community. Restoring the community's faith in their Council was a commitment and challenge I made and was prepared for. • I previously served as a Councillor in Campbelltown for over ten years from 2008 as well as Deputy Mayor for the full term of 4 years from 2014 to 2018. During that time as in previous terms, I held many positions on various Committees including the Chair of several and was appointed to represent the Council on the Board of the Eastern Health Authority. This role I held for many years. • I have a Diploma in Local Government
Local Government Policy Views & Interests	• I support the policies and directions of the LGA and would welcome an opportunity to work with GAROC members and the LGA to further develop our sector and advance our needs for the benefit of our combined communities. Specific areas of interest are as follows: ○ Working collaboratively with neighbouring Councils to form alliances to share resources and facilities in order to save money and decrease unnecessary duplication, ○ Address the growing problem of homelessness by calling on and working with State Government Agencies and MPs to work with Councils to find solutions to help those in the community who are currently falling in the cracks ○ Provide strong advocacy in planning reforms, the problems associated with high density infill, the importance good building design considerations and the importance of a green canopy for the health and well-being of our communities ○ Provide strong leadership both within our local communities and with our collective voice in the LGA to support our interests, build our cases and seek further relevant and appropriate State and Federal grant monies ○ Deliver the type of service for our communities that engender confidence, trust, respect in their Councils

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The Nomination Form and Candidate Information Sheet must be sent to the LGA Returning Officer: lgasa@lga.sa.gov.au

Close of nominations is **5:00pm Monday 30 March 2026**

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	○ As leaders in our communities develop strong relationships with the business sector to promote economic and mutually rewarding benefits
Other information	• I am unashamedly competitive by nature, but don't feel the need to crush others in striving to win. During my time in the corporate sector, I received many awards for high achievement, particularly from News Ltd in the various roles that I have held between 1979 - 1985, and then again 2000 - 2012. • During the second stint I was promoted to middle management serving as Southern and then Western Regional Manager. Main responsibilities were delivering budgets, managing sales and administration staff while co-ordinating successful outcomes with the Editorial Department and conveying frequent reports and updates to the General Manager. • Having also been a business owner and Director of now three different companies from 1985 two of which were in manufacturing, I have accumulated much knowledge and experience in business operations. I have also worked in the family business, (Ecotec Painting & Maintenance) as the Business Development & Marketing Manager from Nov 2012 till Nov 2022, served on many Boards, Lions member for 23 years, was the President of a Lions Club for three years completing an appointment by Past District Governor Tony Pedderick OAM as the Lions Zone 4 Chair for 2020/2021. • In 2021 was awarded a Melvin Jones Fellow from Lions International. • Served as a Director on the Modbury Hospital Foundation Board 2008 - 2017

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2026 Candidate Information Sheet

Greater Adelaide Regional Organisation of Councils (GAROC)

(word limit is strictly 1,000 words)

Name:	Mayor Nathan Shanks
Council:	Town of Gawler
Local Government Experience & Knowledge	• First elected as Councillor in 2018 and re-elected in 2022 • Deputy Mayor November 2022 to November 2023, November 2024 – June 2025 • Acting Mayor from June – September 2025 • Elected Mayor September 2025 – current **Committee & Working Group memberships** ***Current*** • Audit & Risk Committee • CEO Performance Management Panel (Previously appointed Presiding Member) • Gawler Youth Advisory Committee • Reconciliation Action Plan (RAP) Working Group • Football & Associated Sporting Clubs Future Infrastructure Needs Working Group • Regional Round Table. Group comprises of mayors and CEOs from the Town of Gawler, Light Regional Council and The Barossa Council ***Past*** • Corporate and Community Services Committee (wound up November 2024) • Infrastructure & Environmental Services Committee (wound up November 2024) • Climate Emergency Action Plan Working Group
Local Government Policy Views & Interests	• Community engagement - proactive communication with the community • Increase transparency • Sound financial management with a focus on required, fundamental services before spending on discretionary projects. The Budget is the most important decision elected Council Members will make every year. • Solutions and outcomes focus that reflects community expectations and delivers return on investment from rate revenue • Developing and growing strong partnerships within the local government sector, with other tiers of government and peak bodies • Regional collaboration
Other information	• Beyond the Council chambers, Nathan is a Senior Project Manager for GC&J Constructions, Gawler's oldest and largest family-run commercial builder. • A tradesman at heart, Nathan is a qualified carpenter and joiner, holding all relevant trade certifications as well as a Certificate IV in Building and Construction. His expertise extends into industry advocacy through his seat on the Master Builders Contractors Committee, where he works to support and represent his profession. • Despite his busy schedule, Nathan's most cherished roles are those of husband and father to two beautiful daughters. Whether he's problem-solving for his community, managing a major project, or simply figuring out what's for dinner, he thrives on staying busy - believing that keeping active is the key to staying balanced.

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The Nomination Form and Candidate Information Sheet must be sent to the LGA Returning Officer: lgasa@lga.sa.gov.au

Close of nominations is **5:00pm Monday 30 March 2026**

STAFF REPORTS

Matters for Information

15.7 CORPORATE GOVERNANCE COMMITTEE COMMUNIQUE

Responsible Executive Manager : Luke Culhane

Report Author : Sarah Schutz

Delegated Authority : Matters for Information

Attachments : 1⇩. Corporate Governance Committee Communique April 2026

Purpose

To provide the Council with an update from the Corporate Governance Committee concerning matters discussed at the most recent meeting, held on 7 April 2026.

STAFF RECOMMENDATION

The Council notes the update provided by the Corporate Governance Committee for the April 2026 meeting.

Relevance to Strategic Plan

Decision-making filter: We will ensure we meet our legislative requirements and legal obligations.

The Corporate Governance Committee is established in accordance with Section 126 of the *Local Government Act 1999* (the Act). Its Charter details how the Committee fulfils these legislative requirements.

Under Section 128(8)(a) of the Act, the audit and risk committee of a Council must provide a report to the Council after each meeting. This report must summarise the Committee's work during the period preceding the meeting and highlight the outcomes of the meeting. This requirement is in addition to the provision of Committee minutes and the Committee's annual report.

Relevance to Community Engagement Policy

There is no requirement to consult with the community on this matter.

Background

On 30 November 2023, amendments to Section 126 of the Act regarding audit and risk committees came into effect. As part of these amendments, Section 126(8)(a) introduced additional reporting requirements for Council's Corporate Governance Committee, requiring a report to Council after each Committee meeting.

This report has been prepared in accordance with those requirements, following the most recent meeting of the Corporate Governance Committee.

Current Situation

The Corporate Governance Committee Communique for April 2026 is provided in Attachment 1.

Future Action

The Council will receive a report from the Corporate Governance Committee after each meeting, summarising the matters discussed, in accordance with Section 126(8)(a) of the Act.

Communique

Corporate Governance Committee – April 2026

At the Committee meeting held on 7 April 2026, the Committee considered and reviewed five (5) items, comprising of Staff Reports and other matters, through Information Updates, for consideration by the Committee only.

The matters considered included:

- 2026 Confidential Orders Review
- Strategic Risk Report – February 2026
- Accounts Payable Internal Audit Report
- Review of the Committee Work Plan for 2026

One (1) matter was considered by the Committee in confidence in relation to:

- 2026/27 Draft Annual Business Plan and Long Term Financial Plan

The Committee provides the following overview of key matters for Council's information.

2026 Confidential Orders Review

The Committee reviewed the confidential orders register to determine whether confidential orders for items previously considered in confidence by the Committee should be maintained or revoked. The Committee supported management's recommendations to revoke one (1) order, partially release nine (9) orders, and retain twenty-three (23) orders.

Strategic Risk Report – February 2026

The Committee received the Strategic Risk Report for February 2026 as reviewed by Management, noting that likelihood risk ratings and risk controls remained unchanged from the previous reporting period. The Committee noted that the wording of the identified risks should be reviewed to ensure they remain clear, appropriate and accurately reflect the current risk environment. It was also suggested that future reports include a commentary clearly identifying any changes to any strategic risk since the previous review period.

Accounts Payable Internal Audit Report

As part of the approved Internal Audit Plan, the Committee considered the Accounts Payable Internal Audit Report. The audit assessed the existence and effectiveness of key controls over the Council's Accounts Payable processes, with a particular focus on segregation of duties, and the completeness and accuracy of payments. The Committee noted that no significant issues or areas of concern were identified and that the existing controls are operating effectively. The Committee further acknowledged that this outcome is reflective of previous improvements and work undertaken in this area, supported by staff retention and continuity of knowledge across the relevant teams.

2026/27 Draft Annual Business Plan and Long Term Financial Plan

The Committee received, in confidence, an update on the 2026/27 Draft Annual Business Plan and Long Term Financial Plan. The Committee engaged in robust discussion and provided detailed feedback to support Council's consideration of the 2026/27 Draft Annual Business Plan and Long Term Financial Plan. The Presiding Member of the Corporate Governance Committee will attend the Ordinary Council meeting in April to provide further detail on the Committee's recommendation.

15.8 BUDGET UPDATE REPORT

Responsible Executive Manager : Luke Culhane

Report Author : Tony Lewis

Delegated Authority : Matters for Information

Attachments : 1⇩. Budget Update Report

Purpose

To inform Council on the organisation's financial performance to the end of March 2026.

STAFF RECOMMENDATION

Council notes the Budget Update Report (Attachment 1) for the period ending 31 March 2026.

Relevance to Strategic Plan

Decision-making filter: We will ensure we meet our legislative requirements and legal obligations.

This item ensures Council meets its legislative requirements under the *Local Government (Financial Management) Regulations 2011* and Section 123(13) of the *Local Government Act 1999*. It also provides transparent financial reporting to the community by illustrating how our Finance Strategy is achieving long term financial sustainability.

Relevance to Community Engagement Policy

There is no requirement to consult the public on this matter.

Background

Council has a responsibility under the *Local Government (Financial Management) Regulations 2011* and Section 123(13) of the *Local Government Act 1999* to consider financial reports on the Council's financial performance and budget position.

Current Situation

Budget Position

A revised budget was adopted by Council on 24 February 2026 following the Second Budget Review (Resolution 6497). There was a further increase of $5K to the overall operating surplus to $11.1M, and a further increase of $5K to the structural surplus to $1.7M. From the First Budget Review (Resolution 6421), there were unfavourable movements, which included decreased Federal Assistance Grant allocation for 2025/26 and increased operating costs associated with additional approved capital. These were offset by an increase in grant funding for Special Local Roads (SLR) not included in the Annual Business Plan.

The table below summarises the impact of budget review:

Operating Position 2025/26	Operating $000's (Unfav)/Fav	Structural $000's (Unfav)/Fav
Original Budget	**10,682**	**2,040**
Grant Funding (Financial Assistance Grant)	(87)	(87)
Grant Funding (Identified Local Roads Grant)	(77)	(77)
Grant Funding (Special Local Roads Grant)	720	0
Additional Operating Expenses associated with increased Capital	(130)	(130)
Total Value of Changes	**426**	**(294)**
First Revised Budget Surplus	**11,108**	**1,746**
Savings associated with capital projects no longer being delivered.	5	5
Total Value of Changes	**5**	**5**
Second Revised Budget Surplus	**11,113**	**1,751**

The Net Capital budget increased in the Second Budget Review by $9.7M to $70.3M as detailed in the table below:

Capital Budget 2025/26	Revenue $000's	Expense $000's	Net Capital $000's
Original Budget	**13,481**	**116,724**	**103,243**
BR1 Amendments			
Realignment of project budgets	(4,430)	(47,053)	(42,623)
Additional budget request on existing projects	902	677	(225)
New Projects	0	265	265
Total Value of Changes	**(3,528)**	**(46,111)**	**(42,583)**
First Revised Capital Budget	**9,953**	**70,613**	**60,660**
Realignment of project budgets	-	969	969
Council Resolution	-	8,279	8,279
Additional budget request on existing projects	-	759	759
Projects not delivered	-	(342)	(342)
Total Value of Changes	**-**	**9,665**	**9,665**
Second Revised Capital Budget	**9,953**	**80,278**	**70,325**

Operating Position

Year to Date

The result at 31 March 2026 is an operating surplus of $8.4M compared with a budgeted surplus of $5.4M, $3.0M favourable. This comprises operating income being favourable to budget by $7.3M mainly due to $0.7M additional planning application fees, $1.0M reimbursements and $5.3M other income, grants and contributions, offset by unfavourable operating expenditure of $4.3M.

The structural surplus of $0.526M compares with a budgeted structural surplus of $1.0M for the period. The structural surplus excludes the one-off operating grants/contributions which will fund future infrastructure projects and other one-off items.

Full Year Forecast

As of 31 March 2026, the forecast is an operating surplus of $2.7M compared with a budgeted operating surplus of $11.1M, unfavourable by $8.4M and structural deficit of $5.8M compared with a budgeted structural surplus of $1.7M.

This largely reflects the timing difference of the $9.2M Financial Assistance Grants being received in advance in the prior financial year (June 2025) and higher developer contributions offset by additional material and contractor costs.

Capital Position

As of 31 March 2026, the full year net capital forecast of $48.1M is $22.2M less than the net capital budget of $70.3M.

This is the result of a retiming of capital expenditure due to multiyear projects from 2024/25 that have carried over into 2025/26 and projects that will be continued into 2026/27.

Further detail in relation to this Budget Update Report can be found in Attachment 1.

Debt Position

On 24 February 2026 Council adopted the 2025/26 Second Budget Review (Resolution 6497) and approved in accordance with Section 134 of the *Local Government Act 1999*, a maximum borrowing facility of $150M.

Actual borrowings as of 31 March 2026 were $63.4M, well below the approved maximum debt facility.

Future Action

Further updates to be provided on a monthly basis.

YTD Result as at March 2026

The table below shows the year to date position for income and expense with a year to date net Surplus of $0.5M (excluding non-structural items) which is unfavourable to YTD Budget by $0.5M.

	YTD Actual $'000	YTD Budget $'000	Variance Fav/(Unfav) $'000	%	Explanation of variance where considered material
Income					
RATES REVENUES	92,948	92,778	170	0%	
STATUTORY CHARGES	3,421	2,723	698	26%	Planning application fees, Section 7 searches, dog registrations, dog, parking, bushfire prevention and building and compliance fines
USER CHARGES	2,954	3,122	(168)	(5%)	Reduced Food Co-op and Civic Centre user charges
INVESTMENT INCOME	49	67	(18)	(27%)	Interest revenue
REIMBURSEMENTS	1,476	519	957	184%	Reimbursements for Tree Services, court booking system, Aquadome electricity, Planning Services legal fees, TAFE SA external works and SA Water reimbursement
OTHER INCOME	624	252	372	148%	NAWMA additional bin income, NAIDOC in the North, Career Expo sponsorship and insurance reimbursements
GRANTS, SUBSIDIES, CONTRIBUTIONS	20,227	14,944	5,283	35%	Prepayment of Financial Assistance grant offset by additional grants
Total Income	**121,699**	**114,405**	**7,294**	6%	
Expense					
EMPLOYEE COSTS	40,988	40,512	(476)	(1%)	
MATERIALS CONTRACTS OTHER EXPENSES	41,074	37,517	(3,557)	(9%)	Uni Study Hub, Aquadome subsidy, Youth Hub trial, Strategic Projects, Kerbside Waste and Regulatory Services and City Operations SA Water costs
FINANCE COSTS	1,928	3,485	1,557	45%	Lower debt balance
DEPRECIATION, AMORTISATION & IMPAIRMENT	29,273	27,481	(1,792)	(7%)	Revaluation Impact and extra developer contributed assets
Total Expense	**113,263**	**108,995**	**(4,268)**	(4%)	
Net Surplus/(Deficit)	**8,436**	**5,410**	**3,026**		
Non-Structural Items [1]	7,910	4,368	3,542		
Net Structural Surplus/(Deficit)	**526**	**1,042**	**(516)**		

Notes:

1. Developer contributions, operating grants used for capital projects, reserves & one off investment decisions not part of recurrent base budget or for future use on infrastructure projects

Full Year Forecast Result as at March 2026

The table below shows the full year forecasted result for income and expense with a net Deficit of $5.8M (excluding non-structural items) which is unfavourable to Budget by $7.6M.

	Full Year Forecast $'000	Full Year Budget $'000	Variance Fav/(Unfav) $'000	%	Explanation of variance where considered material
Income					
RATES REVENUES	124,133	123,772	361	0%	
STATUTORY CHARGES	4,374	3,443	931	27%	Planning application fees, Section 7 searches, dog registrations, dog, parking, bushfire prevention and building and compliance fines
USER CHARGES	4,360	4,517	(157)	(3%)	Reduced Food Co-op, Home & Aged care and Civic Centre user charges
INVESTMENT INCOME	63	89	(26)	(29%)	Lower forecast to reflect actuals
REIMBURSEMENTS	1,673	663	1,010	152%	Reimbursements for Aquadome electricity, tree services, planning Services legal fees, TAFE SA external work and SA Water reimbursement
OTHER INCOME	714	258	456	177%	NAWMA additional bin income, NAIDOC in the North, Career Expo sponsorship and insurance reimbursements
GRANTS, SUBSIDIES, CONTRIBUTIONS	24,643	33,667	(9,024)	(27%)	Prepayment of Financial Assistance grant offset by additional grants
NET GAIN - JOINT VENTURES & ASSOCIATES	461	635	(174)	(27%)	
Total Income	**160,421**	**167,044**	**(6,623)**	(4%)	
Expense					
EMPLOYEE COSTS	56,431	55,998	(433)	(1%)	Short term Grant funded positions are not budgeted
MATERIALS CONTRACTS OTHER EXPENSES	59,357	56,234	(3,123)	(6%)	Uni Study Hub, Aquadome subsidy and Youth Hub trial, Condition Monitoring, Strategic Projects, Regulatory Services and City Operations SA Water costs
FINANCE COSTS	3,262	6,237	2,975	48%	Lower debt balance
DEPRECIATION, AMORTISATION & IMPAIRMENT	38,436	37,266	(1,170)	(3%)	Reflection of the latest revaluation results and extra developer contributed assets
NET LOSS- JOINT VENTURES & ASSOCIATES	196	196	-	0%	
Total Expense	**157,682**	**155,931**	**(1,751)**	(1%)	
Net Surplus/(Deficit)	**2,739**	**11,113**	**(8,374)**		
Non-Structural Items [1]	8,553	9,362	(809)		
Net Structural Surplus/(Deficit)	**(5,814)**	**1,751**	**(7,565)**		
For comparative purposes only					
Adjustment for advance payment of FA Grants	*9,181*		*9,181*		
Adjusted Net Structural Surplus/(Deficit)	**3,367**	**1,751**	**1,616**		

Notes:

1. Developer contributions, operating grants used for capital projects, reserves & one off investment decisions not part of recurrent base budget or for future use on infrastructure projects

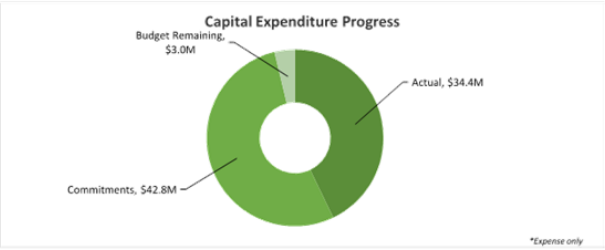
Capital Full Year Movement (2025-2026)

The table below shows the full year forecasted net capital expenditure of $48.1M which is less than Budget by $22.2M.

	Full Year Forecast	Full Year Budget	Variance Less/ (Greater)	Explanation of variance where considered material
Revenue	(5,887)	(9,953)	4,066	Multiyear projects: Park Road Drainage System, Playford Water Business Expansion and Munno Para Sportsground to continue in 2026/27
Expenses	54,012	80,278	26,266	Multiyear projects: Dwight Clubrooms and Changerooms gated to detail design and construction will continue into 2026/27, Renewal vehicles to be ordered, Renewal roads on hold, Broster Road Shared Use Path Connection and Sheedy Rd forecasted saving, Curtis Road/Andrews Road Intersection (Road) upgrade, Kalara clubroom renewal, Civic Ctre renewal works and Aquadome refurbishment all to continue in 2026/27.
Total Net Capital Expenditure	**48,125**	**70,325**	**22,200**	

	Full Year Forecast $'000	Full Year Budget $'000	Variance Less/ (Greater) $'000	Explanation of variance where considered material
Buildings	4,048	5,699	1,651	Multiyear projects: Dwight Clubrooms and Changerooms gated to detail design and construction will continue into 2026/27, Kalara clubroom renewal, Civic Ctre renewal works and Aquadome refurbishment to continue in 2026/27, PSP - Softball Changerooms and Clubrooms detailed design to continue in 2026/27
Fleet	2,152	3,489	1,337	Vehicles to be ordered
IT	1,038	1,369	331	Laptop, desktop and monitor renewals deferred to 2026/27
Northern CBD	254	118	(136)	
Other	1,634	1,943	309	
Playford Alive	2,508	2,955	447	Savings
Parks	3,843	5,064	1,221	Virginia Oval Playground renewal construction in 2026/27
Stormwater	3,192	2,941	(251)	Multiyear projects: Park Rd Drainage to continue in 2026/27
Streetscapes	8,536	10,070	1,534	Broster Road Shared Use Path Connection forecasted saving, State Bicycle Fund grant received for new footpaths
Transport	19,539	36,246	16,707	Multiyear projects: Curtis Road/Andrews Road Intersection (Road), Sheedy Rd forecasted savings and renewal roads on hold
Wetlands	1,381	431	(950)	Multiyear projects: Playford Water Business Expansion to continue in 26/27
Total Net Capital Expenditure	**48,125**	**70,325**	**22,200**	

Capital Expenditure Progress as at March



Borrowings/Investment Summary (2025/2026)

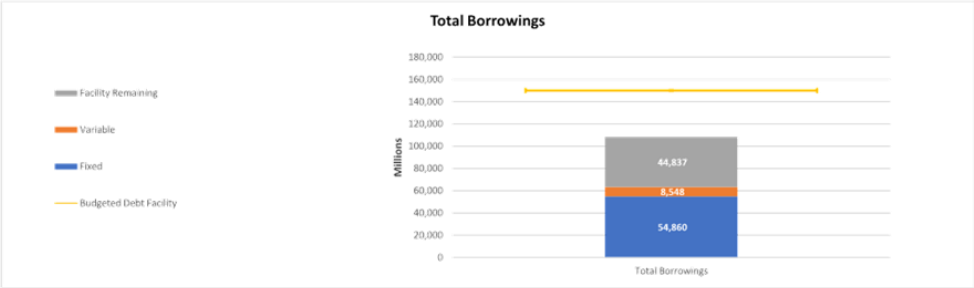
Debt Mix:

As at March 2026 the balance of Council's short-term investments is $0.2M.

Council's total borrowings as at the end of March 2026 are $63.4M, comprising $54.9M in fixed rate borrowings and $8.5M of variable rate borrowings, total facilities accumulate to $108.2M.

Total borrowings, net of repayments, have decreased by $1M from $64.4M in the prior month. This is consistent with Council's capital spend timing and receipts.

The LTFP has a budgeted debt facility of $150.0M based on the assumption of full delivery of capital programs and an allowance for Treasury cash flow management. These borrowings fall within the approved budget, Council's adopted financial indicators and the LTFP. Forecasted Debt as at 30 June 2026 is $77.3M.



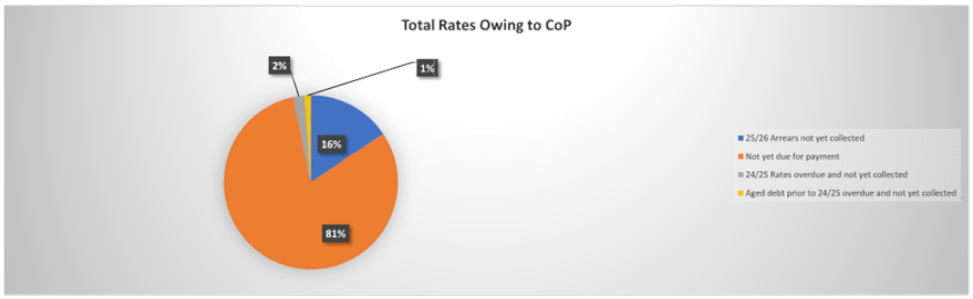
Rates Recovery:

Rates recovery has a direct impact on positive cash flow which then correlates to borrowings. By maximising cashflows, less borrowings are required to fund operational expenditure.

Total rates owing of $29.4M (22.9%) as at March 2026 reflects an decrease of 0.8% compared to March 2026.

10.1% of ratepayers are proactively utilising Councils bill smoothing options including direct debit and centrepay.

1% of councils ratepayers have arrangements in place under councils hardship policy.



Reserves

The reserves are a collation of developer contributions received over a number of periods and are managed as a cash offset against Council's debt. Under legislation, Council is required to apply interest income to the balance in reserves using the RBA average cash rate.

The forecasted balance of reserves as at 30 June 2026 is $22.0M.

Below is a summary of the forecasted contributions, expenditure and estimated interest as at March 2026

Reserve	Opening Balance	Forecasted Developer Contributions & State Govt Grants	Forecasted Expenditure	Transfer	Estimated Interest	Forecasted Closing balance
	$'000	$'000	$'000	$'000	$'000	$'000
Open Space Reserve	6,269	1,985	(655)		282	7,881
Stormwater Infrastructure Deed - Virginia	(171)				(6)	(177)
Stormwater Infrastructure Deed - Angle Vale	3,044	1,027	(6)		150	4,215
Stormwater Infrastructure Deed - Playford North Extension	(662)				(25)	(687)
Social Infrastructure Deed - Virginia	238	64			11	313
Social Infrastructure Deed - Angle Vale	2,288	401			100	2,789
Social Infrastructure Deed - PNE	1,545	888			90	2,523
Supplementary Local Roads	2,437	716	(606)		95	2,642
Playford Alive Initiative Fund	671	368	(66)		36	1,009
Urban fund tree	94	55			6	155
Gawler Rail Vegetation Offset	223		(22)		7	208
Other one-off Reserves	1,230		(95)		42	1,177
	17,206	**5,504**	**(1,450)**	-	**788**	**22,048**

Financial Indicators

Financial sustainability is achieved when Council can deliver the services it provides to the community at an agreed and consistent standard across a long period, without the need for significant rate increases or significant service reductions, whilst maintaining inter-generational equity.

Financial sustainability enables Council to:
- Deliver and maintain intergenerational equity
- Maintain a solid and healthy financial position
- Maintain a degree of stability and predictability for future rate increases
- Manage its debt levels

Council has six financial indicators used to measure its financial sustainability.

Financial Indicator	Explanation	Target	Forecast	Adjusted Forecast	Budget	Points to note on indicators outside of target range
Operating Surplus Ratio	Gives an indication of Councils ability to service its operations from expected income, while maintaining long term financial sustainability.	Between 1% and 10%	✓ 1.7%	✓ 7.0%	✓ 6.7%	
Structural Surplus Ratio	Operating Surplus Ratio excluding one off grants, contributions, reserves and investments	Between 1% and 4%	✗ -3.8%	✓ 2.0%	✓ 1.1%	Adjusted $9.2M Financial Assistance grant prepaid in June 2025
Cash Flow from Operations Ratio*	Measures whether Council is generating enough cash from its operations to cover the replacement of assets over time.	Between 90% and 110%	✓ 96.9%	✗ 77.9%	✗ 115.8%	Adjusted $9.2M Financial Assistance grant prepaid in June 2025 and capital grants/contributions recognised as income
Asset Renewal Funding Ratio	Shows whether or not Council is replacing assets at the rate as required in the Asset Management Plan.	Between 90% and 110%	✗ 82.2%	✗ 82.2%	✗ 111.4%	Renewal projects continuing in 2026/27
Net Financial Liabilities Ratio**	Shows the extent to which Council is managing its debt.	Between 50% and 160%	✓ 76.8%	✓ 72.6%	✓ 69.4%	
Interest Expense Ratio	Shows how much discretionary income is used to pay interest on borrowings	Between 0% and 8%	✓ 2.6%	✓ 2.6%	✓ 5.0%	

Adjusted Forecast corrects the distortion created due to accounting treatment of the advance payment of FA Grants allocation, and creates a more accurate basis for comparison.

COMMITTEE REPORTS

CORPORATE GOVERNANCE COMMITTEE

Confidential Matters which cannot be delegated to a Committee or Staff

17.1 2026/27 DRAFT ANNUAL BUSINESS PLAN AND LONG TERM FINANCIAL PLAN

Contact Person: Luke Culhane

Why is this matter before the Council or Committee?

Matters which cannot be delegated to a Committee or Staff

Purpose

For Council to make a determination on whether to deal with this matter in confidence.

A. COMMITTEE TO MOVE MOTION TO GO INTO CONFIDENCE

STAFF RECOMMENDATION

Pursuant to Section 90(2) of the *Local Government Act 1999* an order is made that the public be excluded from attendance at the meeting, with the exception of:

- Executive Officer;
- Chief Executive Officer;
- General Manager City Assets;
- General Manager City Assets;
- General Manager Corporate Services;
- Manager Governance;
- Senior Manager Financial Services;
- Senior Manager – Assets & Delivery;
- Corporate Planner Specialist;
- Strategic Finance Analyst;
- ICT Support;
- Minute Taker;

in order to consider in confidence agenda item 17.1 under Section 90(3)(b) of the *Local Government Act 1999* on the basis that:

(b) information the disclosure of which -

i) could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and

ii) would, on balance, be contrary to the public interest.

This matter is confidential because the report is informing Council on decisions relating to the 2026/27 Draft Annual Business Plan which has not yet been finalised.

On the basis of this information, the principle that meetings should be conducted in a place open to the public has been outweighed and in this instance; Council consider it necessary to consider this matter in confidence.

Section B below to be discussed in the confidential section of the agenda once the meeting moves into confidence for each item.

B. The Matters as per item 17.1

C. COMMITTEE TO DECIDE HOW LONG ITEM 8.1 IS TO BE KEPT IN CONFIDENCE

Purpose

To resolve how long agenda item 17.1 is to be kept confidential.

STAFF RECOMMENDATION

Pursuant to Section 91(7) of the *Local Government Act 1999*, the Council orders that the following aspects of Item 17.1 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999*:

- Attachment(s) for Item 17.1

This order shall operate until the 2026/27 Annual Business Plan and Draft Long Term Financial Plan are endorsed by Council, or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999*, whichever comes first.

Pursuant to Section 91(9)(c) of the *Local Government Act 1999*, the Council delegates to the Chief Executive Officer the power to revoke this order in whole or in part at any time, and the Chief Executive Officer must advise the Council of the revocation of this order as soon as possible after such revocation has occurred.

STAFF REPORTS

Confidential Matters which cannot be delegated to a Committee or Staff

17.2 4 PLAYFORD BOULEVARD - LEGAL PROCEEDINGS

Contact Person: Sam Green

Why is this matter before the Council or Committee?

Matters which cannot be delegated to a Committee or Staff

Purpose

For Council to make a determination on whether to deal with this matter in confidence.

A. COUNCIL TO MOVE MOTION TO GO INTO CONFIDENCE

STAFF RECOMMENDATION

Pursuant to Section 90(2) of the *Local Government Act 1999* an order is made that the public be excluded from attendance at the meeting, with the exception of:

- Chief Executive Officer;
- General Manager City Assets;
- General Manager City Services;
- General Manager Corporate Services;
- Manager Governance;
- Senior Manager City Property
- Property Specialist
- Vas Marinos (Norman Waterhouse)
- Peter Quinn (Barrister)
- Governance Support;
- ICT Support;
- Minute Taker;

in order to consider in confidence agenda item 17.2 under Section 90(3)(i) of the *Local Government Act 1999* on the basis that:

(i) information relating to actual litigation, or litigation that the Council or Council committee believes on reasonable grounds will take place, involving the council or an employee of the Council.

This matter is confidential because the report contains details in relation to ongoing legal proceedings.
On the basis of this information, the principle that meetings should be conducted in a place open to the public has been outweighed in this instance; Council consider it necessary to consider this matter in confidence.

Section B below to be discussed in the confidential section of the agenda once the meeting moves into confidence for each item.

B. The Matters as per item 17.2

C. COUNCIL TO DECIDE HOW LONG ITEM 17.2 IS TO BE KEPT IN CONFIDENCE

Purpose

To resolve how long agenda item 17.2 is to be kept confidential.

STAFF RECOMMENDATION

Pursuant to Section 91(7) of the *Local Government Act 1999*, the Council orders that the following aspects of Item 17.2 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(i) of the *Local Government Act 1999*:

- Report for Item 17.2
- Attachment(s) for Item 17.2
- Minutes for Item 17.2

This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999*.

Pursuant to Section 91(9)(c) of the *Local Government Act 1999*, the Council delegates to the Chief Executive Officer the power to revoke in whole or in part this order at any time and the Chief Executive Officer must advise the Council of the revocation of this order as soon as possible after such revocation has occurred.