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, 16 JUNE 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, 11 June 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, 16 JUNE 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 26 May 2026 be confirmed as a true and accurate record of proceedings.

3 DECLARATIONS OF INTEREST

4 MAYOR'S REPORT

5 REPORTS OF REPRESENTATIVES OF COUNCIL ON OTHER ORGANISATIONS

6 REPORTS BY COUNCILLORS

6.1 Information Session Record of Attendance 6

7 REPORTS OF REPRESENTATIVES (CONFERENCES & TRAINING PROGRAMS)

8 QUESTIONS ON NOTICE

Nil

9 QUESTIONS WITHOUT NOTICE

10 PETITIONS

Nil

11 DEPUTATION / REPRESENTATIONS

Nil

12 MOTIONS ON NOTICE

Nil

13 MOTIONS WITHOUT NOTICE

14 COMMITTEE REPORTS

Policy Review Committee - 1 June 2026

Matters which cannot be delegated to a Committee or Staff

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14.3 Community Engagement Policy Review (Attachments).....113

Strategy and Services Committee - 9 June 2026

Matters which cannot be delegated to a Committee or Staff

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15 STAFF REPORTS

Nil

16 INFORMAL DISCUSSION

Nil

17 CONFIDENTIAL MATTERS

Nil

18 CLOSURE

Reports by Councillors

6.1 INFORMATION SESSION RECORD OF ATTENDANCE

Contact Person: Sarah Schutz

Information Session Record of Attendance

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

	26 May 2026 (CEO Update) Start: 8:42pm		9 June 2026 Start: 8:54pm	
	Attendance	Attendance Comment	Attendance	Attendance Comment
Mayor Glenn Docherty	✓		✓	
Cr Akram Arifi	✓		*Apology*	
Cr Andrew Craig	✓		✓	
Cr Chantelle Karlsen	✓		✓	
Cr Clint Marsh	✓		✓	
Cr David Kerrison	✓		✓	
Cr Gay Smallwood-Smith	✓		✓	
Cr Jane Onuzans	✓		✓	
Cr Marilyn Baker	✓		✓	
Cr Misty Norris	*Apology*		✓	
Cr Peter Rentoulis	✓		✓	
Cr Rebecca Vandepeear	✓		✓	
Cr Shirley Halls	✓		✓	
Cr Tanya Smiljanic	✓		✓	
Cr Zahra Bayani	✓		*Apology*	

COMMITTEE REPORTS

POLICY REVIEW COMMITTEE

Matters which cannot be delegated to a Committee or Staff

14.1 CARETAKER POLICY

Responsible Executive Manager : Sam Green

Report Author : Sarah Schutz

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

Attachments :
1⇩. Proposed Caretaker Policy
2⇩. Caretaker Policy - Tracked Changes

PURPOSE

The purpose of this report is for Council to endorse the proposed Caretaker Policy (Attachment 1) and determine whether to conduct a public meeting of candidates for the 2026 periodic election.

STAFF RECOMMENDATION

The Council:

1. Endorse the proposed Caretaker Policy (Attachment 1).
2. Authorise the Chief Executive Officer to make further minor amendments to the proposed Caretaker Policy (Attachment 1) that do not alter the intent of the document.
3. Note the requirements of Section 91B of the *Local Government (Elections) Act 1999* in relation to the holding of at least one (1) public meeting during the election period for the 2026 periodic election.
4. Determines to hold at least one public meeting during the election period for the 2026 periodic election.
5. Authorise the Chief Executive Officer to determine and implement all necessary administrative arrangements for the public meeting, including a format that ensures equitable participation for all candidates having regard to the anticipated candidate numbers for the 2026 periodic election.

COMMITTEE RECOMMENDATION 6611

The Council:

1. **Has determined that a public meeting of candidates will not be held in respect of the upcoming 2026 periodic election for the following reason:**
   - **It is more appropriate for Council to remain at arms-length in the election process which allows individual candidates to inform the community of relevant issues, and to present their respective policies and positions in a format that best suits each candidate.**
2. **Endorse the proposed Caretaker Policy (Attachment 1), including the addition of the statement outlining the Council's reasons for not holding a public meeting of candidates.**
3. **The statement in the Caretaker Policy will be certified and signed by the Mayor as the Principal Member.**

4. Council authorise the CEO to make further minor amendments to the proposed Caretaker Policy (Attachment 1) that do not alter the intent of the document.

EXECUTIVE SUMMARY

The proposed Caretaker Policy (Attachment 1) is presented to Council for endorsement ahead of the 2026 periodic election, in accordance with the four-year review cycle established to maintain compliance with the *Local Government (Elections) Act 1999*.

The Caretaker Policy was last reviewed in August 2022 (Resolution 5106) following legislative amendments and in preparation for the 2022 periodic election. The proposed amendments include grammatical, formatting and articulation changes to improve readability, clarity and consistency with Council's broader policy suite.

Legislative amendments have also resulted in changes as part of this review. Amendments to the *Local Government (Elections) Act 1999* (the Act) has resulted in the removal of references to the Caretaker Policy forming part of the code of conduct for employees and Council Members, and the introduction of Section 91B of the Act, which establishes a requirement for Councils to hold a public meeting of candidates in connection with each periodic election.

Section 91B of the Act provides that a public meeting of candidates must occur after the close of nominations and before polling day and must provide an opportunity for candidates to engage with members of the public on issues relevant to the community and to inform electors of their policies and views.

The Act provides that Councils may determine not to hold a public meeting if the Caretaker Policy expressly states this position and includes a statement of reasons certified by the Principal Member (the Mayor).

Should Council determine to hold a public meeting, no certified statement is required within the proposed Caretaker Policy (Attachment 1).

1. BACKGROUND

The Act requires Councils to adopt and maintain a Caretaker Policy governing conduct during an election period.

Council first adopted the Caretaker Policy in 2010 following amendments to the Act mandating the introduction of such a policy. The Policy operates on a four-year review cycle aligned with the periodic local government election cycle to ensure ongoing legislative compliance and to provide an opportunity to review the legislative environment prior to each election period.

The Caretaker Policy was most recently reviewed in August 2022 (Resolution 5106) in preparation for the 2022 periodic election.

The proposed Caretaker Policy (Attachment 1) includes grammatical, formatting and articulation amendments to improve readability, clarity and consistency with Council's broader policy suite. Amendments have also been made to reflect legislative changes, including the removal of references to the Policy forming part of the Worker Code of Conduct, following the removal of the relevant legislative provision.

Section 91B of the Act, introduced by the *Statutes Amendment (Local Government Review) Act 2021*, requires Councils to hold at least one (1) public meeting of candidates in connection with each periodic election.

The purpose of the meeting is to provide an opportunity for candidates to engage with members of the public on issues relevant to the community and to inform electors of their policies and views.

The Act requires that the meeting:

- occur after the close of nominations and before polling day
- involve candidates who wish to participate
- include members of the public; and
- relate to community issues relevant to the periodic election and the policies and views of candidates.

The meeting may be conducted in person, remotely using audio visual technology, or by any other means of communication determined by Council to be appropriate.

The Act does not prescribe minimum requirements regarding the format, structure or agenda of the meeting. Councils are therefore responsible for determining appropriate arrangements, having regard to equity, fairness and convenience.

Section 91B(4) of the Act further provides that the requirement to hold a public meeting does not apply if Council's Caretaker Policy states that a meeting will not be held and includes a statement of reasons certified by the Principal Member (the Mayor).

2. RELEVANCE TO STRATEGIC PLAN

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

Pursuant to Section 91A of the Act, Council is required to have a policy governing conduct during an election period which must, at a minimum, prohibit the making of a designated decision and the use of Council resources for the advantage of a candidate, or a group of candidates.

Section 91B of the Act further requires Council to determine whether a public meeting of candidates will be conducted in connection with the 2026 periodic election. Where Council determines not to hold a public meeting, the Caretaker Policy must include a statement of reasons certified by the Principal Member in accordance with the Act.

Endorsing the proposed Caretaker Policy (Attachment 1) and determining Council's position regarding a public meeting of candidates ensures Council continues to meet its legislative obligations under the Act.

3. PUBLIC CONSULTATION

There is no requirement to undertake public consultation on the Caretaker Policy.

4. DISCUSSION

4.1 The Caretaker Policy was first introduced in 2010 when amendments were introduced to the Act, mandating the introduction of a policy governing Council's conduct during an election period.

4.2 The Caretaker Policy operates on a 4-year review cycle, aligning scheduled reviews with the periodic election cycle. This ensures the Policy is reconsidered before each election period, supporting ongoing legislative compliance and providing an opportunity to review the current legislative environment.

4.3 Proposed amendments to the Caretaker Policy include grammatical, formatting and articulation changes to improve readability, clarity and consistency with Council's broader policy suite.

4.4 In accordance with amendments to the Act, references to the Caretaker Policy forming part of the Worker Code of Conduct have been removed following the removal of the relevant provision from the Act.

4.5 Section 91B of the Act requires Council to hold at least one (1) public meeting of candidates in connection with each periodic election. The purpose of the meeting is to provide an opportunity for candidates to engage with members of the public on issues relevant to the community and to inform electors of candidates' policies and views.

The meeting must:

- occur after the close of nominations and before polling day
- involve candidates who wish to participate
- include members of the public; and
- relate to issues in the community relevant to the periodic election and informing members of the public of the policies and views of candidates.

4.6 The Act provides that a public meeting may be conducted in person, remotely using audio visual technology, or by any other communication method determined by Council to be appropriate. Candidates and members of the public are not required to be physically present at the meeting.

The Act does not prescribe minimum requirements relating to format, agenda or structure. Council is therefore responsible for determining arrangements having regard to equity, fairness and convenience, ensuring all members of the public are able to access the meeting.

4.7 The default position under the Act is that a public meeting of candidates is to be held for each periodic election. Where Council intends to hold a public meeting, there is no requirement for this to be specifically referenced within the Caretaker Policy.

If Council determines that a public meeting will not be held, Section 91B(4) of the Act requires the Caretaker Policy to include a statement, certified by the Principal Member, setting out Council's reasons for not holding the meeting.

The Act does not prescribe specific grounds for such a decision, it is a matter for Council determination.

4.8 The Local Government Association Caretaker Guidelines note that, whilst the Act does not prescribe specific grounds for determining not to hold a public meeting of candidates, possible reasons may include, but are not limited to:

- where an equivalent candidate forum is arranged by another person or organisation within the Council area
- where the cost of arranging and holding a public meeting outweighs the benefits
- where other statutory mechanisms are considered sufficient to inform electors of candidate policies and community issues relevant to the periodic election; and/or
- where communication of candidate views is considered best undertaken directly by candidates.

4.9 Council is required to determine whether to hold a public meeting of candidates for the 2026 periodic election. The meeting must occur after the close of nominations and before polling day. Sufficient time will need to be allocated for planning, notification and candidate participation. If authorised by Council, the Chief Executive Officer will determine the operational arrangements for the meeting, including format, timing and logistics.

4.10 All candidates in the periodic election must be provided an opportunity to participate in any public meeting conducted by Council. Attendance by candidates is not mandatory. A public meeting must be presided over by the Chief Executive Officer or a person appointed by the Chief Executive Officer who is not a candidate in the periodic election. The presiding person is responsible for ensuring the orderly conduct of the meeting and may exercise powers under Section 18A of the *Summary of Offences Act 1953* in relation to disorderly conduct.

4.11 At the 2022 periodic election, 52 candidates nominated across the Mayoral contest and Wards 1 to 5. Following the recent representation review, the ward structure will reduce from five wards to four wards for the 2026 periodic election. Whilst this reduces the number of wards, it is not anticipated to materially reduce the overall number of candidates. A comparable field should therefore be expected for planning purposes.

4.12 The anticipated scale of the candidate field has implications for the structure and management of any public meeting. A single meeting involving all candidates may reduce individual speaking opportunities and limit the effectiveness of the meeting for electors.

A ward-based format, comprising concurrent ward sessions (with a separate Mayoral session held before or after the ward sessions), would provide a more equitable and manageable structure and allow candidates equal speaking opportunity within their respective contests.

4.13 Should Council determine to proceed with a public meeting of candidates, a certified statement within the Caretaker Policy is not required.

5. OPTIONS

Recommendation

The Council:

1. Endorse the proposed Caretaker Policy (Attachment 1).

2. Authorise the Chief Executive Officer to make further minor amendments to the proposed Caretaker Policy (Attachment 1) that do not alter the intent of the document.

3. Note the requirements of Section 91B of the *Local Government (Elections) Act 1999* in relation to the holding of at least one (1) public meeting during the election period for the 2026 periodic election.

4. Determines to hold at least one public meeting during the election period for the 2026 periodic election.

5. Authorise the Chief Executive Officer to determine and implement all necessary administrative arrangements for the public meeting, including a format that ensures equitable participation for all candidates having regard to the anticipated candidate numbers for the 2026 periodic election.

Option 2

The Council:

1. Has determined that a public meeting of candidates will not be held in respect of the upcoming 2026 periodic election for the following reason/s.

   - _____
   - _____
   - _____

2. Endorse the proposed Caretaker Policy (Attachment 1), including the addition of the statement outlining the Council's reasons for not holding a public meeting of candidates.

3. The statement in the Caretaker Policy will be certified and signed by the Mayor as the Principal Member.

4. Council authorise the CEO to make further minor amendments to the proposed Caretaker Policy (Attachment 1) that do not alter the intent of the document.

Option 3

The Council:

1. Endorse the proposed Caretaker Policy (Attachment 1) with the following amendments:

   - _____
   - _____
   - _____

2. Authorise the CEO to make further minor amendments to the proposed Caretaker Policy (Attachment 1) that do not alter the intent of the document.

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

Endorsing the proposed Caretaker Policy (Attachment 1) ensures Council adopts a compliant and up-to-date policy in preparation for the upcoming caretaker period associated with the 2026 periodic election. This maintains legislative compliance, promotes clarity for Council operations during the election period, and ensures consistency with Council's broader policy suite.

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 ensures that Council remains compliant with Sections 91A and 91B of the *Local Government (Elections) Act 1999*, which require Council to maintain a policy governing conduct during a periodic election period, prohibit the making of designated decisions during the caretaker period, and determine whether to hold a public meeting of candidates.

6.1.2 Financial Implications

There are no financial or resource implications associated with this recommendation.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

Council may determine that a public meeting of candidates will not be held in respect of the upcoming periodic election. This decision will result in the proposed Caretaker Policy being updated to include a statement outlining the Council's reasons for not holding a meeting, which will be certified and signed by the Mayor as the Principal Member. This approach ensures compliance with Section 91B of the Act.

6.2.2 Financial Implications

There are no significant additional costs associated with this decision. Existing resources will be required to insert the reasons statement and obtain the required certification.

6.3 Option 3 Analysis

6.3.1 Analysis & Implications of Option 3

Council may, when reviewing the proposed Caretaker Policy, choose to make amendments. Any proposed changes will be assessed to ensure compliance with relevant legislation. This ensures the Policy remains current, clear, and consistent with Council's broader policy suite.

6.3.2 Financial Implications

Existing resources will be required to incorporate any amendments into the proposed Caretaker Policy and verify legislative compliance. Additional financial implications arising from the endorsement of the amended Policy will depend on the nature and scope of the amendments made.

Caretaker Policy

Policy Author	General Manager Corporate Services
Date of next review	TBC

1. Statement of Intent

Council is committed to acting in the best interest of the community and to upholding the principles of honesty, integrity, and transparency. The intent of this Policy is to:

- implement the statutory caretaker period requirements under Section 91A of the *Local Government (Elections) Act 1999* (the Act)
- build and maintain community trust in decision making
- remove bias in decision making
- ensure that no candidate or group of candidates are provided with an advantage over other candidates.

1.1 Prohibition on designated decisions

The Council is prohibited from making a designated decision during an election period.

A designated decision is defined by the Act as a decision:

(a) relating to the employment or remuneration of the Chief Executive Officer, other than a decision to appoint an acting Chief Executive Officer or to suspend the Chief Executive Officer for serious and wilful misconduct;

(b) to terminate the appointment of the Chief Executive Officer;

(c) to enter into a contract, arrangement or understanding (other than a contract for road construction, road maintenance or drainage works) the total value of which exceeds whichever is the greater of $100,000 or 1% of the Council's revenue from rates in the preceding financial year, except if the decision:

i. relates to the carrying out of works in response to an emergency or disaster within the meaning of the *Emergency Management Act 2004*, or under Section 298 of the *Local Government Act 1999*;

ii. is an expenditure or other decision required to be taken under an agreement by which funding is provided to the Council by the Commonwealth or State Government or otherwise for the Council to be eligible for funding from the Commonwealth or State Government;

iii. relates to the employment of a particular Council employee (other than the Chief Executive Officer);

iv. is made in the conduct of negotiations relating to the employment of Council employees generally, or a class of Council employees, if provision has been made for funds relating to such negotiations in the budget of the Council for the relevant financial year and the negotiations commenced prior to the election period; or

v. relates to a Community Wastewater Management Systems scheme that has, prior to the election period, been approved by the Council;

A decision of the Council includes a decision of a committee of Council or a delegate of Council (including Council staff and contractors working on behalf of Council).

A designated decision made by Council during an election period is invalid, except where an exemption has been granted by the Minister.

Any person who suffers any loss or damage as a result of acting in good faith on a designated decision made by Council in contravention of this Policy is entitled to compensation from the Council for that loss or damage.

1.2 Prohibition on the use of council resources

Council Members and workers are prohibited from using Council resources for the advantage of a particular candidate or group of candidates during the election period. During the election period, Council resources will be used for normal Council business only and will not be used in connection with any electioneering or campaign activity.

Council resources include but are not limited to: funds, employees, facilities, hospitality services, equipment, communications channels, events, media services, stationery, logos, letterhead and photographs.

For clarity, neither the *Local Government (Elections) Act 1999* nor this Caretaker Policy prohibits the Council from allowing the equal use of Council resources by all candidates for election.

2. Scope

This Policy applies to the Council, and Council employees throughout the election period for a general election.

3. Legislation and References

This Caretaker Policy should be read in conjunction with:

- *Emergency Management Act 2004*
- *Local Government Act 1999*
- *Local Government (Elections) Act 1999*
- *Local Government (Elections) Regulations 2025*
- City of Playford Global Glossary

This Policy should not be considered as the only document that may relate to conduct during an election period, other tiers of government, agencies or organisations may have legislation or policies that also apply.

4. Application

Chief Executive Officer	Ensure, as far as practicable, that all Council members and employees are informed of the application of this Policy prior to the commencement of the election period.
Manager Governance	Responsible for providing support to Council members and employees in the application of this policy during an election period.

Document Set ID: 1422019
Version: 15, Version Date: 13/05/2026

5. Relevance to Risk Appetite Statement

Reputation

The City of Playford has a **LOW** appetite for negative perceptions that compromise its credibility and reputation.

This Policy ensures that decisions are made and resources are used in line with the legislated requirements during an election period and do not cause reputational damage.

Regulatory Compliance

The City of Playford has **ZERO TOLERANCE** for non-compliance with applicable legislation.

This Policy is a requirement of the *Local Government (Elections) Act 1999* and has been developed to meet the requirements of this Act.

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.	4247143
Version no.	5
Procedure link	N/A
Policy author	General Manager Corporate Services
Endorsed by	Council
Resolution no.	TBC
Legal requirement	*Local Government (Elections) Act 1999*
Review schedule	4 years
Date of current version	TBC
Date of next review	TBC

Document Set ID: 1422019
Version: 15, Version Date: 13/05/2026

Version history

Version no.	Approval date	Approval by	Change
1	9 March 2010	Ordinary Council – Resolution No. 1530	New Policy
2	31 January 2012	Ordinary Council – Resolution No. 623	
3	26 November 2019	Ordinary Council – Resolution No. 3838	Transferred to corporate policy template. Discretionary sections including major policy decisions, caretaker decisions, community engagement and information request requirements removed.
4	23 August 2022	Ordinary Council – Resolution No. 5106	Transferred to new policy template. Separated use of resources from designated decisions as it is now its own section under the legislation.
5	TBC	Ordinary Council Resolution No. TBC	Scheduled review.

Document Set ID: 1422019
Version: 15, Version Date: 13/05/2026

Caretaker Policy

Policy Author	General Manager ~~Strategy & Corporate~~Corporate Services
Date of next review	~~July 2026~~TBC

~~1.~~ Statement of Intent

1.

Council is committed to acting in the best interest of the community and to upholding the principles of honesty, integrity, and transparency. The intent of this ~~p~~Policy is to:

- implement the statutory caretaker period requirements under S~~s~~ection 91A of the *Local Government (Elections) Act 1999* (the Act)~~.~~
- build and maintain community trust in decision making
- remove bias in decision making
- ensure that no candidate or group of candidates are provided with an advantage over other candidates.
-

~~1.1~~ Prohibition on D~~d~~esignated d~~D~~ecisions

~~1.2~~1.1

The Council is prohibited from making a designated decision during an election period.

~~For the purposes of this Policy a~~A designated decision ~~means a decision~~is defined by the Act as a decision:

(a) relating to the employment or remuneration of the Chief Executive Officer, other than a decision to appoint an acting Chief Executive Officer or to suspend the Chief Executive Officer for serious and wilful misconduct;

(b) to terminate the appointment of the Chief Executive Officer;

(c) to enter into a contract, arrangement or understanding (other than a contract for road construction, road maintenance or drainage works) the total value of which exceeds whichever is the greater of $100,000 or 1% of the Council's revenue from rates in the preceding financial year, except if the decision:

i. relates to the carrying out of works in response to an emergency or disaster within the meaning of the *Emergency Management Act 2004* ~~(SA)~~, or under ~~s~~Section 298 of the *Local Government Act 1999* ~~(SA)~~;

ii. is an expenditure or other decision required to be taken under an agreement by which funding is provided to the Council by the Commonwealth or State

Government or otherwise for the Council to be eligible for funding from the Commonwealth or State Government;

iii. relates to the employment of a particular Council employee (other than the Chief Executive Officer);

iv. is made in the conduct of negotiations relating to the employment of Council employees generally, or a class of Council employees, if provision has been made for funds relating to such negotiations in the budget of the Council for the relevant financial year and the negotiations commenced prior to the election period; or

v. relates to a Community Wastewater Management Systems scheme that has, prior to the election period, been approved by the Council;

~~i.~~

A decision of the Council includes a decision of a committee of Council or a delegate of Council (including Council staff and contractors working on behalf of Council).

A designated decision made by Council during an election period is invalid, except where an exemption has been granted by the Minister.

Any person who suffers any loss or damage as a result of acting in good faith on a designated decision made by ~~the~~ Council in contravention of this ~~p~~Policy is entitled to compensation from the Council for that loss or damage.

~~1.3~~1.2 Prohibition on the ~~U~~use of c~~C~~ouncil R~~r~~esources

~~The Council is~~ Council Members and workers are prohibited from using Council resources for the advantage of a particular candidate or group of candidates during the election period. During the election period, Council resources will be used for normal Council business only and will not be used in connection with any electioneering or campaign activity.

Council resources~~,~~ include~~s~~ but ~~is~~ are not limited to: funds, employees, facilities, hospitality services, equipment, communications channels, events, media services, stationery, logos, letterhead and photographs.

For clarity, neither the *Local Government (Elections) Act 1999* nor this Caretaker Policy prohibits the Council from allowing the equal use of Council resources by all candidates for election.

2. Scope

~~3.~~2.

This ~~p~~Policy applies to the Council, and Council employees throughout the election period for a general election. ~~The Caretaker Policy will be taken to form part of each code of conduct in relation to Council Members and employees.~~

4.3. Legislation and References

This Caretaker Policy should be read in conjunction with the:

- ~~City of Playford Global Glossary; and~~
- *Emergency Management Act 2004*
- *Local Government Act 1999*
- *Local Government (Elections) Act 1999* ~~s91A~~
-
- *Local Government (Elections) Regulations 2025*
- City of Playford Global Glossary; and

This Policy should not be considered as the only document that may relate to conduct during an election period, other tiers of government, agencies or organisations may have legislation or policies that also apply.

5.4. Application

Chief Executive Officer	Will eEnsure, as far as possiblepracticable, that all Council Mmembers and employees are informed of the application of this pPolicy prior to the commencement of the election period.
Manager Governance	The Governance Team is Rresponsible for providing support to Council mMembers and Council employees in the application of this policy during an election period.

6.5. Relevance to Risk Appetite Statement

Reputation

The City of Playford has a **LOW** appetite for negative perceptions that compromise its credibility and reputation.

This pPolicy ensures that decisions are made, and resources are used in line with the legislated requirements during an election period and do not cause reputational damage.

Regulatory Compliance

The City of Playford has **ZERO TOLERANCE** for non-compliance with applicable legislation. ~~.....~~

This Ppolicy is a requirement of the *Local Government (Elections) Act 1999* and has been developed to meet the requirements of th~~at~~is Act.

~~7.~~6. Feedback

Your feedback on this Ppolicy 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.	4247143
Version no.	5~~4~~
Procedure link	N/A
Policy author	General Manager Corporate Services~~Strategy & Corporate~~
Endorsed by	Council
Resolution no.	~~5106~~TBC
Legal requirement	*Local Government (Elections) Act 1999*
Review schedule	4 years
Date of current version	~~23 August 2022~~TBC
Date of next review	~~July 2026~~TBC

Version history

Version no.	Approval date	Approval by	Change
1	9 March 2010	Ordinary Council – Resolution No. 1530	New Policy
2	31 January 2012	Ordinary Council – Resolution No. 623	
3	26 November 2019	Ordinary Council – Resolution No. 3838	Transferred to corporate policy template. Discretionary sections including major policy decisions, caretaker decisions, community engagement and information request requirements removed.
4	23 August 2022	Ordinary Council – Resolution No. 5106	Transferred to new policy template. Separated use of resources from designated decisions as it is now its own section under the legislation.
5	TBC	Ordinary Council Resolution No. TBC	Scheduled review.

14.2 CODE OF PRACTICE FOR COUNCIL AND COMMITTEE MEETINGS

Responsible Executive Manager : Sam Green

Report Author : Sarah Schutz

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

Attachments :
1⇩. Proposed Code of Practice for Council and Commitee Meetings
2⇩. Code of Practice for Council and Committee Meetings - Tracked Changes

PURPOSE

The purpose of this report is for Council to endorse the proposed Code of Practice for Council and Committee Meetings (Attachment 1).

STAFF RECOMMENDATION

1. Council endorse the proposed Code of Practice for Council and Committee Meetings (Attachment 1).

2. Council authorise the Chief Executive Officer to make further minor amendments to the Code of Practice for Council and Committee Meetings (Attachment 1) that do not alter the intent of the document.

COMMITTEE RECOMMENDATION 6612

1. **Council endorse the proposed Code of Practice for Council and Committee Meetings (Attachment 1) subject to the following amendments:**
   - **Page 19 of the Code of Practice for Council and Committee Meetings – Remove the first paragraph under Motions without Notice that reads:**

     ***To support open, transparent and informed decision making in accordance with Regulation 4 and the Guiding Principles, Motions without Notice should be limited to matters closely related to items on the agenda, housekeeping matters or matters of urgency*.**
2. **Council authorise the Chief Executive Officer to make further minor amendments to the Code of Practice for Council and Committee Meetings (Attachment 1) that do not alter the intent of the document.**

EXECUTIVE SUMMARY

The *Local Government (Procedures at Meetings) Regulations 2013* (the Regulations) recommend that a Code of Practice for Council and Committee Meetings (the Code) be reviewed at least once every financial year.

The Code (Attachment 1) has undergone a scheduled review and is now presented to Council for endorsement.

The Code was reviewed by Council in June 2025; however, the resolution was lost, with the most recent Council endorsement being May 2024 (Resolution 5869).

The Code received grammatical and formatting amendments to improve readability and clarity of content, minor amendments to align content to the Regulations that were not identified during previous reviews and changes to discretionary meeting procedures to better reflect current practices.

1. BACKGROUND

The Code was last endorsed by Council in May 2024 (Resolution 5869) and was reviewed in June 2025 as part of the recommended annual review cycle; however, no new resolution was passed.

2. RELEVANCE TO STRATEGIC PLAN

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

Reviewing the Code ensures we are meeting the requirements of the Regulations which recommend that the Code be reviewed at least once every financial year.

Community Theme 3: Fostering collaboration and connection to each other.

The Code outlines how Council and Committee meetings are conducted and guides community members using available avenues, such as deputations and petitions, to engage with Council. It therefore promotes public transparency and actively encourages community participation in Council activities.

3. PUBLIC CONSULTATION

There is no requirement to undertake public consultation on the Code of Practice for Council and Committee Meetings.

4. DISCUSSION

4.1 The Code was endorsed by Council on 28 May 2024 (Resolution 5869) and has since been reviewed and updated for Council's consideration.

4.2 The *Local Government Act 1999* and the Regulations provide the legislative framework for conducting Council and Committee meetings. The Code outlines these prescribed procedures while also allowing Council to establish its own meeting procedures where legislation does not provide specific direction.

4.3 During the review, the Code (Attachment 1) received grammatical and formatting updates. Provisions introduced under Section 302B of the *Local Government Act 1999* during the declared public health emergency (which allowed for variations or suspensions of certain legislative requirements) have been removed. These provisions became obsolete following the revocation of the public health emergency declaration in 2022 and were not previously identified. Their removal ensures the Code aligns with current legislative requirements. Proposed amendments are provided in the Code of Practice for Council and Committee Meetings – Tracked Changes (Attachment 2).

4.4 Following the removal of Regulation 6(5), a discretionary procedure has been added to advise that a copy of the Code is available for viewing (free of charge) at the Playford Civic Centre, ensuring continued community access.

4.5 Taking into consideration feedback received from the Policy Review Committee in June 2025 (Recommendation 6293), amendments were made to the wording of discretionary procedures relating to Questions without Notice as well as consideration of the placement of 5.18, 5.19 and 5.20.

4.6 In accordance with Section 6(2) of the Regulations, endorsement of the Code requires a resolution supported by at least two-thirds of Council Members.

5. OPTIONS

Recommendation

1. Council endorse the proposed Code of Practice for Council and Committee Meetings (Attachment 1).

2. Council authorise the Chief Executive Officer to make further minor amendments to the Code of Practice for Council and Committee Meetings (Attachment 1) that do not alter the intent of the document.

Option 2

That Council:

1. Retains the current Code of Practice for Council and Committee Meetings, as endorsed on 28 May 2024 (Resolution 5869); and

2. Approves minor amendments to the Code to remove obsolete provisions and update legislative references, including the insertion of any necessary text to ensure alignment with the current requirements of the *Local Government Act 1999* and the *Local Government (Procedures at Meetings) Regulations 2013*); and

3. Notes that no other substantive changes (including formatting, grammatical or procedural amendments) will be made to the current Code of Practice for Council and Committee Meetings as part of this update.

Option 3

1. Council endorse the proposed Code of Practice for Council and Committee Meetings (Attachment 1) subject to the following amendments:

   - _____
   - _____
   - _____

2. Council authorise the Chief Executive Officer to make further minor amendments to the Code of Practice for Council and Committee Meetings (Attachment 1) that do not alter the intent of the document.

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

The recommendation will result in Council adopting the proposed Code of Practice for Council and Committee Meetings (Attachment 1), ensuring Council and Committee meetings are conducted in accordance with the relevant legislative requirements.

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 its requirements under the *Local Government (Procedures at Meetings) Regulations 2013* which recommends that a Code established under this legislation is reviewed once every financial year.

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 option will result in Council retaining its current Code of Practice for Council and Committee Meetings, with minor amendments to remove obsolete provisions and update legislative references, ensuring continued alignment with relevant legislative requirements.

6.2.2 Financial Implications

There are no financial or resource implications associated with this decision.

6.3 Option 3 Analysis

6.3.1 Analysis & Implications of Option 3

Council may choose to make amendments to the proposed Code of Practice for Council and Committee Meetings. Any amendments will be assessed to ensure compliance with relevant legislation and guidelines.

6.3.2 Financial Implications

There are no financial or resource implications associated with this decision.

Code of Practice for Council and Committee Meetings

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Procedure Author	General Manager Corporate Services
Date of next review	TBA 2027

1. Purpose

This Code of Practice seeks to provide a consistent framework for the meeting processes and meeting structure of Council and Council Committees in accordance with Regulation 6 of the *Local Government (Procedure at Meetings) Regulations 2013* (the Regulations).

The Code of Practice does not apply to the Council Assessment Panel (CAP) which has its own CAP Operating Procedure.

2. Scope

The rules and procedures for all meetings of Council and its Committees are outlined in the *Local Government Act 1999* (the Act) and *Local Government (Procedures at Meetings) Regulations 2013* (the Regulations). This Code of Practice has been developed in accordance with the relevant legislation.

This Code of Practice outlines the meeting procedures set out in the Regulations with annotations. In addition, where the Council has varied a procedure set out in the Regulations (being a procedure that is capable of variation) or has adopted a procedure in circumstances where the Act or Regulations do not prescribe a procedure, this Code of Practice sets out those varied or additional procedures (as the case may be) in highlighted text boxes.

3. References and Supporting Documentation

The Code of Practice for Council and Committee Meetings should be read in conjunction with the Code of Practice for Public Access to Meetings and Meeting Documents.

Related documents include:

- *Local Government Act 1999*
- *Local Government (Procedures at Meetings) Regulations 2013*
- Declaration of Interest Forms
- Deputation Request Form
- Petition Template
- Ordinary Council Meeting Agenda Format – Appendix A
- Committee Meeting Agenda Format – Appendix B

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- Ordinary Council Meeting Minute Format – Appendix C
- Committee Meeting Minute Format – Appendix D
- City of Playford Global Glossary

This Code should not be considered as the only document that may relate to Council and Committee meetings, other tiers of government, agencies or organisations may have legislation or policies that also apply.

4. Application

Elected Members	Maintain a thorough and complete understanding of the Code and act in accordance with the prescribed instructions.
Chief Executive Officer	Ensure that the Code is implemented appropriately and subject to periodic evaluation and review.
Manager Governance	Ensure Council and Committee meetings are conducted in accordance with the relevant legislative requirements.

5. Procedure

Part 1 – Preliminary

5.1 Short Title

These regulations may be cited as the *Local Government (Procedures at Meetings) Regulations 2013*.

5.2 Commencement

These regulations will come into operation on 1 January 2014.

5.3 Interpretation

1. In these regulations, unless the contrary intention appears—

Act means the *Local Government Act 1999*;

clear days—see subregulations (2) and (3);

deputation means a person or group of persons who wish to appear personally before a council or council committee in order to address the council or committee (as the case may be) on a particular matter;

formal motion means a motion—

(a) that the meeting proceed to the next business; or

(b) that the question be put; or

(c) that the question lie on the table; or

(d) that the question be adjourned; or

(e) that the meeting be adjourned[1];

Guiding Principles—see regulation 4;

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member means a member of the council or council committee (as the case may be);

point of order means a point raised to draw attention to an alleged breach of the Act or these regulations in relation to the proceedings of a meeting;

presiding member means the person who is the presiding member of a council or council committee (as the case may be) and includes any person who is presiding at a particular meeting;

written notice includes a notice given in a manner or form determined by the council.

2. In the calculation of ***clear days*** in relation to the giving of notice before a meeting—
   (a) the day on which the notice is given, and the day on which the meeting occurs, will not be taken into account; and
   (b) Saturdays, Sundays and public holidays will be taken into account.
3. For the purposes of the calculation of ***clear days*** under subregulation (2), if a notice is given after 5 p.m. on a day, the notice will be taken to have been given on the next day.
4. For the purposes of these regulations, a vote on whether ***leave of the meeting*** is granted may be conducted by a show of hands (but nothing in this subregulation prevents a division from being called in relation to the vote).

Note —

[1]See regulation 12 for specific provisions about formal motions

5.4 Guiding Principles

The following principles (the ***Guiding Principles***) should be applied with respect to the procedures to be observed at a meeting of a council or a council committee:

(a) procedures should be fair and contribute to open, transparent and informed decision-making;

(b) procedures should encourage appropriate community participation in the affairs of the council;

(c) procedures should reflect levels of formality appropriate to the nature and scope of responsibilities exercised at the meeting;

(d) procedures should be sufficiently certain to give the community and decision-makers confidence in the deliberations undertaken at the meeting.

Part 2 – Meetings of Councils and Key Committees

5.5 Application of Part

The provisions of this Part apply to or in relation to—

(a) the meetings of a council; and

(b) the meetings of a council committee performing regulatory activities; and

(c) the meetings of any other council committee if the council has, by resolution, determined that this Part should apply to that committee.

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5.6 Discretionary Procedures

1. Subject to the requirements of the Act, if a provision of this Part is expressed to be capable of being varied at the discretion of the council pursuant to this regulation, then a council may, by a resolution supported by at least two-thirds of the members of the council entitled to vote on the resolution, determine that a code of practice prepared or adopted by the council that establishes its own procedures for the relevant matter or matters will apply in substitution for the relevant provision (and such a determination will have effect according to its terms).
2. A council should, at least once in every financial year, review the operation of a code of practice under this regulation.
3. A council may at any time, by resolution supported by at least two-thirds of the members of the council entitled to vote on the resolution, alter a code of practice, or substitute or revoke a code of practice.
4. A council must, in considering the exercise of a power under this regulation, take into account the Guiding Principles.
7. Regulation 12(4) does not apply to a motion under subregulation (3).
8. This regulation does not limit or derogate from the operation of regulation 20[1].

Note—

[1]Furthermore, if a matter is not dealt with by the Act or these regulations (including under a code of practice under this regulation), then the relevant procedure will be—

(a) as determined by the council; or

(b) in the case of a council committee where a determination has not been made by the council—as determined by the committee.

(See Sections 86(8) and 89(1) of the Act.)

Access to the Code

A copy of the Code of Practice for Council and Committee Meetings is available for inspection (without charge) at the Playford Civic Centre during ordinary office hours.

5.7 Commencement of Meetings and Quorums (Regulation 7)

1. A meeting will commence as soon after the time specified in the notice of meeting as a quorum is present.
2. If the number of apologies received by the chief executive officer indicates that a quorum will not be present at a meeting, the chief executive officer may adjourn the meeting to a specified day and time.
3. If at the expiration of 30 minutes from the time specified in the notice of meeting as the time of commencement a quorum is not present, the presiding member or, in the absence of a presiding member, the chief executive officer, will adjourn the meeting to a specified day and time.

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4. If a meeting is adjourned for want of a quorum, the chief executive officer will record in the minute book the reason for the adjournment, the names of any members present, and the date and time to which the meeting is adjourned.

5. If a meeting is adjourned to another day, the chief executive officer must—

   (a) give notice of the adjourned meeting to each member setting out the date, time and place of the meeting; and

   (b) give notice of the adjourned meeting to the public by causing a notice setting out the date, time and place of the meeting to be placed on display at the principal office of the council.

Special Council

Special Council meetings may be called in accordance with Section 82 of the *Local Government Act 1999*.

At a special Council meeting, only the items listed on the agenda provided to the Chief Executive Officer in the request for the meeting may be considered.

Agenda Structure

The agenda structure for Ordinary Council Meetings will be as per Appendix A. The agenda structure for Committee meetings will be as per Appendix B.

Streaming and Recording

Council is committed to connecting with our community and providing greater accessibility to Council and Committee meetings through delayed streaming.

Recordings will be made of all Council and Strategy and Services Committee meetings (excluding confidential items) and will be published to Council's YouTube Channel after the meeting.

Streaming will take effect 15 minutes after the beginning of a meeting.

While every effort will be made to ensure the stream is available, City of Playford takes no responsibility or liability for the stream if YouTube is temporarily unavailable, or as a result of any other technical issues beyond its control.

Quorums

A quorum of the Council is calculated by dividing the total number of Council members for the time being in office by two, ignoring any fraction and adding one.

Pursuant to Section 41(6) of the Act, the Council appoints the Mayor as an 'ex-officio' member of all Committees except where the Mayor is a member of the Committee.

Where the Mayor is an ex-officio member of a Committee, the Mayor will only be included in the membership of the Committee if present at the meeting.

Speaking

Clarification: A member may ask a question in relation to the item at any time during the debate. A member who has already spoken to the motion can speak to an amendment.

A member moving or seconding a motion will speak to the motion at the time of moving or seconding the motion.

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Confidential Items

This Code should be read in conjunction with the Code of Practice for Public Access to Meetings and Meeting Documents.

Confidential items will be listed as a separate item and will, as far as practicable, be the final item on the agenda for the meeting. This will ensure that members of the public in the gallery can observe as much of the open meeting as possible.

Before the Council or Committee is to debate an item that the Chief Executive Officer has recommended or indicated may be discussed in confidence, the Presiding Member will announce and verbally state Regulation 20(3)(a), specifying the reasons for moving into confidence and advise the public that they may remain in the gallery until the meeting has made a decision as to whether the matter will be dealt with in confidence.

After the Council or Committee have resolved to exclude the public, the Presiding Member will announce that the public must leave the meeting. The names of all staff members or other person(s) who are required to assist the Council or Committee in its decision making and are permitted to remain in the meeting during the confidential matter will be recorded in the minutes.

The Report will be divided into three (3) parts:

A) **Procedural Decision** – Council/Committee moves a motion to go into confidence.

B) **Business Decision** – The matter.

C) **Procedural Decision** – Council is to decide what is to remain confidential after the meeting and for how long the item is to be kept confidential.

Mayor

For Ordinary Council meetings, all present in the meeting will stand as the Chief Executive Officer announces the Mayor and the Mayor takes their position in the chamber. This represents a sign of respect for the position of the Mayor and applies to Ordinary Council meetings only.

Clarification: The Mayoral robes are to be worn at ceremonial occasions only.

Speaking During a Meeting

The Chief Executive Officer and other staff will respond to questions from the floor at the invitation of the Presiding Member and, in doing so, will acknowledge the Presiding Member in their response.

At a Council meeting, the Presiding Member will be addressed as 'Mayor'.

At a Committee meeting, the Presiding Member will be addressed as 'Presiding Member'.

The Chief Executive Officer may request other staff to speak at a meeting on a matter.

Members shall await acknowledgement from the Presiding Member before speaking.

Where possible, members speaking during a Council meeting are to stand when speaking as a sign of respect and utilise their microphone to ensure amplification within the chamber.

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Except to move a Point of Order, members should only speak with the acknowledgement of the Presiding Member.

Mobile Devices

Any mobile devices brought into Council or Committee meetings are to be switched to silent or off.

Recording and Photography at Meetings

Audio, video or photographic recording devices are not permitted to be used during any Information Sessions, Ordinary Council, Special Council or Committee meetings unless express permission has been granted by the Council.

5.8 Minutes (Regulation 8)

1. The minutes of the proceedings at a meeting must be submitted for confirmation at the next meeting or, if that is omitted, at a subsequent meeting.
2. No discussion on the minutes may occur before confirmation, except as to the accuracy of the minutes as a record of proceedings.
3. On the confirmation of the minutes, the presiding member will—
   (a) initial each page of the minutes, which pages are to be consecutively numbered; and
   (b) place their signature and the date of confirmation at the foot of the last page of the minutes.
4. The minutes of the proceedings of a meeting must include—
   (a) the names of the members present at the meeting; and
   (ab) the name of any member who is not present because the member is suspended or taken to have been granted leave of absence from the office of member of the council; and
   (b) in relation to each member present—
      (i) the time at which the person entered or left the meeting; and
      (ii) unless the person is present for the whole meeting, the point in the proceedings at which the person entered or left the meeting; and
      (iii) if, during the meeting, the member is excluded under Section 86(6b) of the Act, a statement that the member was excluded and the period for which the member was excluded; and
   (c) each motion or amendment, and the names of the mover and seconder; and
   (d) any variation, alteration or withdrawal of a motion or amendment; and
   (e) whether a motion or amendment is carried or lost; and
   (f) any disclosure of interest made by a member; and
   (g) an account of any personal explanation given by a member; and

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(h) details of the making of an order under subsection (2) of Section 90 of the Act (see subsection (7) of that Section); and

(i) a note of the making of an order under subsection (7) of Section 91 of the Act in accordance with the requirements of subsection (9) of that Section; and

(j) details of any adjournment of business; and

(k) a record of any request for documents to be tabled at the meeting; and

(l) a record of any documents tabled at the meeting; and

(m) a description of any oral briefing given to the meeting on a matter of council business; and

(n) any other matter required to be included in the minutes by or under the Act or any regulation.

Minutes

The minute structure for Ordinary Council meetings will be as per Appendix C.

The minute structure for Committee meetings will be as per Appendix D.

The minutes of a meeting will include points of order including the name of the member drawing the Presiding Member's attention to the alleged point of order and the ruling of the Presiding Member on the point of order.

All staff in attendance at a Council or Committee meeting in an official capacity (staff required to address the meeting or have a report on the agenda) will be recorded in the minutes.

The minutes will not include staff leaving and entering the meeting except where a staff member identifies at the meeting a conflict of interest in a matter, or the meeting has moved into confidence.

Declarations of Interest

Council Members who intend to declare a conflict of interest in a matter to be considered at a meeting must complete the applicable Declaration of Interest Form to assist them in disclosing the conflict of interest at the meeting.

Mayor's Report

At an Ordinary Council meeting, the Mayor may provide a report on any activities of the Mayor for the previous month. A summary of the Mayor's Report will be included in the minutes.

Clarification: The Mayor may also draw to the attention of the members any matter or issue they believe is necessary for the members to be aware of.

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Leave of Absence

A Council Member may request leave of the Council to be absent from one or more meetings of the Council.

The request for leave must be made in writing and provided to the Mayor and Chief Executive Officer who will arrange for the request of leave to be considered by the Council as soon as possible.

A Council Member must advise of the specific dates of the Council meetings that they will be absent.

Apologies

If a Council Member becomes aware of a situation or circumstance that will prevent that member's attendance at a Council or Committee meeting, they should provide an apology either in person, by phone or by email to one of the following:

- Chief Executive Officer; or
- Governance

Apologies will be noted in the minutes provided the meeting is made aware of the apology.

If an apology is not recorded and notified to the meeting, the member's non-attendance will be recorded as 'Not Present'.

Clarification: If a Council Member is incapacitated due to serious illness or injury, an apology on their behalf can be made by a family member or close associate.

Change in Order of Discussing Agenda Items

The Presiding Member of the Council or a Committee, at their discretion, is able to change the order of discussion of agenda items during the meeting to bring agenda items forward to an earlier time or defer an agenda item to a later time in the meeting.

The following justifications (not limited to this list) may be utilised for re-ordering of agenda items:

- The attendance of an external presenter at a meeting.
- Community attendance at the meeting for a particular item.
- If external parties present a deputation on a specific agenda item, that item may be brought forward to immediately follow the deputation.

Reports of Representatives of Council on Other Organisations

Council Members who have been appointed or nominated by Council to an external organisation should provide a brief verbal report on matters affecting that organisation, which they believe, should be brought to the attention of Council as far as this is possible.

These reports by Council Members will be noted in the minutes and will include the name of the Council Member providing the report, the name of the external organisation and a summary of the matter that they are reporting on. Detailed accounts of the report from Council Members will not be included in the meeting minutes.

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Reports of representatives of Council on other organisations will only be made at Ordinary Council meetings.

Reports by Council Members

Council Members may, at or prior to, an Ordinary Council meeting, provide a written list of events attended by that Council Member relevant to their role since the last Ordinary Council meeting which will be included in the minutes of that meeting.

A Council Member may speak to the written list of events for a maximum of five (5) minutes.

Reports of Representatives – Conference and Training Programs

Council Member attendance at Information Sessions will be recorded and published within this item in accordance with Council Resolution 5663.

Where a Council Member has attended any training and development paid for by the Council, the Council Member shall provide a verbal report to Council preferably at the next Ordinary Council meeting following the training or conference and a written report to administration in accordance with the Council Member Training and Development Procedure.

5.9 Questions (Regulation 9)

1. A member may ask a question on notice by giving the chief executive officer written notice of the question at least 7 clear days before the date of the meeting at which the question is to be asked.
2. If notice of a question is given under subregulation (1)—
   (a) the chief executive officer must ensure that the question is placed on the agenda for the meeting at which the question is to be asked; and
   (b) the question and the reply must be entered in the minutes of the relevant meeting.
3. A member may ask a question without notice at a meeting.
4. The presiding member may allow the reply to a question without notice to be given at the next meeting.
5. A question without notice and the reply will not be entered in the minutes of the relevant meeting unless the members present at the meeting resolve that an entry should be made.
6. The presiding member may rule that a question with or without notice not be answered if the presiding member considers that the question is vague, irrelevant, insulting or improper.

Questions (without Notice or on Notice)

If responding to a question requires preparation, investigation, consultation or research by staff, a resolution of Council should be carried supporting the utilisation of Council resources for that purpose.

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Questions on Notice

No debate is permitted regarding Questions on Notice or their replies.

The Chief Executive Officer or their delegate shall include both the question and the reply in the agenda and minutes of the meeting.

Submission: Questions on Notice must be submitted in writing to the Chief Executive Officer at least seven (7) clear days before the meeting.

Questions without Notice

Questions without Notice should be provided in writing to the Presiding Member and Minute Taker prior to the commencement of the meeting.

If a question cannot be answered at the meeting, a reply will be provided at the next Ordinary Council meeting and recorded as a Question on Notice in the agenda and minutes.

Council Members are encouraged to use the Question on Notice process wherever possible.

Clarification: Where possible, Questions without Notice should first be posed to Council administration outside of the meeting. Questions without Notice should be closely related to agenda items or matters of urgency.

5.10 Petitions (Regulation 10)

1. A petition to the council must—
   (a) be legibly written or typed or printed; and
   (b) clearly set out the request or submission of the petitioners; and
   (c) include the name and address of each person who signed or endorsed the petition; and
   (d) be addressed to the council and delivered to the principal office of the council.
2. If a petition is received under subregulation (1), the chief executive officer must ensure that the petition or, if the council has so determined as a policy of the council, a statement as to the nature of the request or submission and the number of signatures or the number of persons endorsing the petition, is placed on the agenda for the next ordinary meeting of the council or, if so provided by a policy of the council, a committee of the council.
3. Subregulation (2) may be varied at the discretion of the council pursuant to Regulation 6.

Petitions

A petition will only be placed on the agenda for an Ordinary Council meeting if submitted in writing to the Chief Executive Officer at least seven (7) clear days prior to the meeting.

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Petitions received less than seven (7) clear days prior to the meeting will be scheduled for the next Ordinary Council meeting, to be held the following month. Petitions will not be placed on Committee agendas.

The Chief Executive Officer may refuse to place a petition on the agenda where the petition is deemed defamatory and will advise the Council of any such decision.

Petition submitters will be informed that their petition becomes a public document upon submission to Council.

When a petition is included in an agenda, Council will formally receive it and, if necessary, resolve any further action.

A petition template and guidelines are available on Council's website. This template is the preferred format for community submissions.

Petitions submitted using the City of Playford template will include all petitioners personal details in the report, as the template informs them that the petition is a public document.

Petitions not using the City of Playford template may have personal phone numbers of the petitioners redacted, but addresses will be included in the Council agenda.

Clarification: Petitions allow the public to raise matters they believe require Council action.

Petitions concerning Development Applications will be referred to the Council Assessment Panel via the representation process (if applicable).

The Chief Executive Officer will determine whether a submission constitutes a petition, general correspondence or a customer action request and will advise the submitter accordingly, including any actions Council will take.

5.11 Deputations (Regulation 11)

1. A person or persons wishing to appear as a deputation at a meeting must deliver (to the principal office of the council) a written request to the council.
2. The chief executive officer must transmit a request received under subregulation (1) to the presiding member.
3. The presiding member may refuse to allow the deputation to appear at a meeting.
4. The chief executive officer must take reasonable steps to ensure that the person or persons who requested a deputation are informed of the outcome of the request.
5. If the presiding member refuses to allow a deputation to appear at a meeting, the presiding member must report the decision to the next meeting of the council or council committee (as the case may be).
6. The council or council committee may resolve to allow a deputation to appear despite a contrary ruling by the presiding member.
7. A council may refer the hearing of a deputation to a council committee.

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Deputations/Representations

Guiding Principles:

Deputations provide an opportunity for the community or interested persons to bring matters to the attention of Council, typically relating to policy, strategic matters or items currently before the Council. Operational matters should be referred to Council's Customer Contact team.

The Presiding Member may allow or refuse a deputation on a case-by-case basis. When considering a deputation request, the Presiding Member will take the following into account:

a. the subject matter of the proposed deputation
b. whether the matter falls within the powers of Council
c. relevance to the Council agenda for that meeting
d. whether there is a more appropriate method for expressing the viewpoint or if the Council has consulted, or intends to consult, with the community
e. the history of deputations by the person or organisation, including prior behaviour, relevance of information, presentation style and repetitive nature of deputations on the same topic.

Guidelines for submitting a deputation request:

- Requests must be submitted to Council before 9:00 am on the Monday morning prior to the meeting using the application for deputation form available on the Council website.
- Any handouts or presentations must be included with the application for approval.
- Each deputation is limited to a total of five (5) minutes, regardless of the number of speakers, unless an extension is granted by the meeting.

Process for the deputation within the meeting:

- Minutes will only record the names of the deputation presenters and the topic or agenda item referenced; the content of the deputation will not be included.
- Council Members may ask questions of the deputation at the discretion of the Presiding Member. This questioning time does not count toward the five (5) minutes speaking limit. Questions associated with the deputation can only be answered by the persons appearing as a deputation..

All participants must maintain appropriate behaviour and be considerate of differing points of view. Sarcasm, criticism, defamatory comments, and other inappropriate behaviour or conduct are not permitted.

The Presiding Member has the authority to terminate any deputation or public forum without warning if these protocols are not observed or if a reasonable request is ignored.

Recordings of Council or Committee meetings may be edited to remove content that breaches these protocols .

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5.12 Motions (Regulation 12)

1. A member may bring forward any business in the form of a written notice of motion.
2. The notice of motion must be given to the chief executive officer at least seven (7) clear days before the date of the meeting at which the motion is to be moved.
3. A motion the effect of which, if carried, would be to revoke or amend a resolution passed since the last general election of the council must be brought by written notice of motion.
4. If a motion under subregulation (3) is lost, a motion to the same effect cannot be brought—
   (a) until after the expiration of 12 months; or
   (b) until after the next general election,
   whichever is the sooner.
5. Subject to the Act and these regulations, a member may also bring forward any business by way of a motion without notice.
6. The presiding member may refuse to accept a motion without notice if, after taking into account the Guiding Principles, they consider the motion should be dealt with by way of a written notice of motion.
7. The presiding member may refuse to accept a motion if the subject matter is, in their opinion, beyond the power of the council or council committee (as the case may be).
8. A motion will lapse if it is not seconded at the appropriate time.
9. A member moving or seconding a motion will speak to the motion at the time of moving or seconding the motion.
10. A member may only speak once to a motion except—
    (a) to provide an explanation in regard to a material part of their speech, but not so as to introduce any new matter; or
    (b) with leave of the meeting; or
    (c) as the mover in reply.
11. A member who has spoken to a motion may not at a later stage of the debate move or second an amendment to the motion.
12. A member who has not spoken in the debate on a question may move a formal motion.
13. A formal motion must be in the form of a motion set out in subregulation (14) (and no other formal motion to a different effect will be recognised).
14. If the formal motion is—
    (a) that ***the meeting proceed to the next business***, then the effect of the motion, if successful, is, in the case of an amendment, that the amendment lapses and the meeting proceeds with the consideration of the motion before the meeting without further reference to the amendment and, in the

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case of a motion, that the motion lapses and the meeting proceeds to the next item of business; or

(b) that ***the question be put***, then the effect of the motion, if successful, is that debate is terminated and the question put to the vote by the presiding member without further debate; or

(c) that ***the question lie on the table***, then the effect of the motion, if successful, is that the meeting immediately moves to the next item of business and the question can then only be retrieved at a later time by resolution (and, if so retrieved, debate is then resumed at the point of interruption); or

(d) that ***the question be adjourned***, then the effect of the motion, if successful, is that the question is disposed of for the time being but debate can be resumed at the later time (at the point of interruption); or

(e) that ***the meeting be adjourned***, then the effect of the motion, if successful, is that the meeting is brought to an end immediately without the consideration of further business.

15. If seconded, a formal motion takes precedence and will be put by the presiding member without discussion unless the motion is for an adjournment (in which case discussion may occur (but only occur) on the details for resumption).

16. A formal motion does not constitute an amendment to a substantive motion.

17. If a formal motion is lost—

(a) the meeting will be resumed at the point at which it was interrupted; and

(b) if the formal motion was put during debate (and not at the end of debate) on a question, then a similar formal motion (i.e. a motion to the same effect) cannot be put until at least 1 member has spoken on the question.

18. A formal motion for adjournment must include the reason for the adjournment and the details for resumption.

19. Any question that lies on the table as a result of a successful formal motion under subregulation (14)(c) lapses at the next general election.

20. The chief executive officer must report on each question that lapses under subregulation (19) to the council at the first ordinary meeting of the council after the general election.

21. Subregulations (9), (10) and (11) may be varied at the discretion of the council pursuant to regulation 6.

Motions on Notice

A motion on notice submitted to the Chief Executive Officer at least seven (7) clear days before the meeting will be included in the meeting agenda.

Clarification: Motions on Notice may be submitted for matters not otherwise included on the agenda or the revocation or amendment of a previous Council decision.

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Motions on Notice have the same status as other motions and must be moved and seconded. They may be amended during the debate in accordance with meeting procedures.

Motions without Notice

To support open, transparent and informed decision making in accordance with Regulation 4 and the Guiding Principles, Motions without Notice should be limited to matters closely related to items on the agenda, housekeeping matters or matters of urgency.

Where practicable, Motions without Notice should be discussed with Governance and provided in writing to the Presiding Member and the Minute Taker prior to the commencement of the meeting.

Clarification: Council Members are encouraged to use Motions on Notice for matters that are not closely related to agenda items or are not urgent, to support transparency and informed decision making.

5.13 Amendments to Motions (Regulation 13)

1. A member who has not spoken to a motion at an earlier stage of the debate may move or second an amendment to the motion.
2. An amendment will lapse if it is not seconded at the appropriate time.
3. A person who moves or seconds an amendment (and, if they choose to do so, speaks to the amendment) will, in so doing, be taken to have spoken to the motion to which the amendment relates.
4. If an amendment is lost, only 1 further amendment may be moved to the original motion.
5. If an amendment is carried, only 1 further amendment may be moved to the original motion.
6. Subregulations (1), (3), (4) and (5) may be varied at the discretion of the council pursuant to regulation 6.

Clarification Regarding Amendments

The purpose of an amendment is to alter or modify the wording of a motion before the meeting, without substantially changing its intent.

Amendments may be used to insert, delete or substitute words, or to add to or remove from the substantive purpose of the motion.

Clarification: *An amendment must not introduce a new motion or contradict or negate the intent of the original motion before the meeting.*

5.14 Variations, etc. (Regulation 14)

1. The mover of a motion or amendment may, with the consent of the seconder, request leave of the meeting to vary, alter or withdraw the motion or amendment.
2. The presiding member must immediately put the question for leave to be granted and no debate will be allowed on that question.

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5.15 Addresses by Members, etc. (Regulation 15)

1. A member must not speak for longer than 5 minutes at any one time without leave of the meeting.
2. A member may, with leave of the meeting, raise a matter of urgency.
3. A member may, with leave of the meeting, make a personal explanation.
4. The subject matter of a personal explanation may not be debated.
5. The contribution of a member must be relevant to the subject matter of the debate.
6. Subregulations (1) and (2) may be varied at the discretion of the council pursuant to regulation 6.

Variation to Regulation 15(1)

Each member shall speak for no more than five (5) minutes unless the Presiding Member rules otherwise or leave of the meeting is obtained.

5.16 Voting (Regulation 16)

1. The presiding member, or any other member, may ask the chief executive officer to read out a motion before a vote is taken.
2. The presiding member will, in taking a vote, ask for the votes of those members in favour of the question and then for the votes of those members against the question (and may do so as often as is necessary to enable them to determine the result of the voting), and will then declare the outcome.
3. A person who is not in their seat is not permitted to vote.
4. Subregulation (3)—
   (a) may be varied at the discretion of the council pursuant to regulation 6; and
   (b) does not apply in relation to a member participating in a council committee meeting by telephone or electronic means approved in accordance with procedures determined by the council or council committee for the purposes of Section 89 of the Act.

Tied Vote

The Presiding Member of the Council does not have a deliberative vote but has a casting vote in the event of a tied vote.

The Presiding Member of a Committee does not have a casting vote at a Committee meeting. In the event of a tied vote , the matter will be referred to Council for decision.

Election of Office Bearers and Representatives

This section applies to the election of positions including:

- the Deputy Mayor,
- a Presiding Member of a Committee,
- Council representatives on external bodies or organisations

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- Council representatives to LGA, ALGA meetings or conferences.

Preliminary requirements

1. The Council or Committee must, by resolution, determine the term of office for the relevant position(s) prior to calling for nominations.
2. The Council or Committee must, by resolution, set out the method of election (e.g. private ballot) and confirm that the outcome of that process will determine the appointment.

The resolution will include the following wording:

The method of appointing [insert details] will be as follows:

If the number of nominations is equal to or less than the number of positions available, the Presiding Member is authorised to declare those members elected to the position(s).

If the number of nominations exceeds the number of positions available, the election will be conducted in accordance with the private ballot process outlined in Section 5.16 of the Code of Practice for Council and Committee Meetings, with the results of the ballot determining the appointment of the Council Member(s) to [insert details].

3. The election will be conducted in public unless the matter is considered in confidence in accordance with Section 90(2) of the *Local Government Act 1999*.

Nominations

The Presiding Member will call for expressions of interest from members wishing to be considered for the position(s).

- Members may nominate themselves or be nominated by another member.
- Members not in attendance may be nominated if they have provided written notice to the Presiding Member or Chief Executive Officer confirming their willingness to accept or decline the position.
- Each nominee is given the opportunity to accept or decline the nomination.
- Nominations may be withdrawn at any time prior to the commencement of voting.

There is no requirement to have a seconder for each nomination.

Names of the candidates are then called out by the Presiding Member.

Conflict of Interest

Appointments of Office Bearers and Representatives made by a motion and resolution, or the confirmation of the outcome of an election process (e.g. private ballot), attract the conflict of interest provisions in accordance with the *Local Government Act 1999.*

Determining voting method

If the number of nominations is equal to or less than the number of positions available, the Presiding Member is authorised to declare those members elected to the position(s).

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If the number of nominations exceeds the number of positions available, then a private ballot may be conducted with the person(s) gaining the majority of votes elected to the position(s).

Private ballot process

1. The Chief Executive Officer, or the next most senior staff member present, will act as Returning Officer for the private ballot. The Returning Officer is responsible for the conduct, counting and integrity of the ballot. Governance staff may assist as required.
2. Each member present, including the Mayor and Presiding Member is entitled to one (1) vote.

   Please note: No absentee votes are permitted, only members participating in the meeting may vote.
3. Voting will be conducted by private ballot, with the person(s) receiving the highest number of votes elected to the position(s).

   Please note: Only votes cast for nominated candidates will be counted, invalid votes will be excluded.

Tied result in a private ballot

1. If the first private ballot results in a tie between two (2) or more candidates, a second and final ballot will be conducted included only those candidates who received equal votes.

   Clarification: Any candidate who received the highest number of votes in the first ballot is elected immediately and does not participate in the second ballot. Only two ballots will be held for each position, with the second ballot used solely to resolve ties.
2. If after the second private ballot the tie remains, the outcome will be determined by drawing lots, with the first candidate drawn being excluded.
3. The Returning Officer will announce the results of the private ballot, including the number of votes for each candidate, and the outcome will be recorded in the minutes.

5.17 Divisions (Regulation 17)

1. A division will be taken at the request of a member.
2. If a division is called for, it must be taken immediately and the previous decision of the presiding member as to whether the motion was carried or lost is set aside.
3. The division will be taken as follows:
   (a) the members voting in the affirmative will, until the vote is recorded, stand in their places;
   (b) the members voting in the negative will, until the vote is recorded, sit in their seats;
   (c) the presiding member will count the number of votes and then declare the outcome.

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4. The chief executive officer will record in the minutes the names of members who voted in the affirmative and the names of the members who voted in the negative (in addition to the result of the vote).

5. Subregulation (3) may be varied at the discretion of the council pursuant to regulation 6.

Divisions

Clarification: *A Council Member may call for a division for the purpose of recording how individual members vote on a motion.*

When a division is called, the decision is set aside by the Presiding Member and another vote is taken on the motion.

All members must show whether they are voting 'For' or 'Against' the motion.

Those members voting 'For' the motion will stand until the Presiding Member and Minute Taker have noted their names, whilst those voting 'Against' the motion remain seated.

The Presiding Member will then declare the result of the vote, which will be recorded in the minutes.

5.18 Tabling of Information (Regulation 18)

1. A member may require the chief executive officer to table any documents of the council relating to a motion that is before a meeting (and the chief executive officer must then table the documents within a reasonable time, or at a time determined by the presiding member after taking into account the wishes of the meeting, and if the member who has required the tabling indicates that that they are unwilling to vote on the motion until the documents are tabled, then the matter must not be put to the vote until the documents are tabled).

2. The chief executive officer may, in tabling a document, indicate that in their opinion, consideration should be given to dealing with the document on a confidential basis under Section 90 or 91 of the Act.

5.19 Adjourned Business (Regulation 19)

1. If a formal motion for a substantive motion to be adjourned is carried—

   (a) the adjournment may either be to a later hour of the same day, to another day, or to another place; and

   (b) the debate will, on resumption, continue from the point at which it was adjourned.

2. If debate is interrupted for want of a quorum and the meeting is then adjourned, the debate will, on resumption, continue from the point at which it was interrupted.

3. Business adjourned from a previous meeting must be dealt with before any new business at a subsequent meeting.

4. The provisions of this regulation may be varied at the discretion of the council pursuant to regulation 6.

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5.20 Short Term Suspension of Proceedings (Regulation 20)

1. If the presiding member considers that the conduct of a meeting would benefit from suspending the operation of all or some of the provisions of this Division for a period of time in order to allow or facilitate informal discussions, the presiding member may, with the approval of at least two-thirds of the members present at the meeting, suspend the operation of this Division (or any part of this Division) for a period determined by the presiding member.
2. The Guiding Principles must be taken into account when considering whether to act under subregulation (1).
3. If a suspension occurs under subregulation (1)—
   (a) a note of the suspension, including the reasons for and period of suspension, must be entered in the minutes; and
   (b) the meeting may proceed provided that a quorum is maintained but, during the period of suspension—
      (i) the provisions of the Act must continue to be observed[1]; and
      (ii) no act or discussion will have any status or significance under the provisions which have been suspended; and
      (iii) no motion may be moved, seconded, amended or voted on, other than a motion that the period of suspension should be brought to an end; and
   (c) the period of suspension should be limited to achieving the purpose for which it was declared; and
   (d) the period of suspension will come to an end if—
      (i) the presiding member determines that the period should be brought to an end; or
      (ii) at least two-thirds of the members present at the meeting resolve that the period should be brought to an end.

Note—

[1]See particularly Part 4 of Chapter 5, and Chapter 6, of the Act.

5.21 Chief Executive Officer May Submit Report Recommending Revocation or Amendment of Council Decision (Regulation 21)

1. The chief executive officer may submit a report to the council recommending the revocation or amendment of a resolution passed since the last general election of the council.
2. The chief executive officer must ensure that the report is placed on the agenda for the meeting at which the report is to be considered.
3. The provisions of this regulation may be varied at the discretion of the council pursuant to regulation 6.

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Part 3 – Meetings of Other Committees

5.22 Application of Part

The provisions of this Part apply to or in relation to the meetings of any council committee that is not subject to the operation of Part 2.

5.23 Notice of Meetings for Members (Regulation 23)

Pursuant to Section 87(15) of the Act, Section 87 is modified in its application in relation to the meetings of a committee to which this Part applies as if subsections (4) and (7) to (10) of that Section provided as follows:

(a) that notice of a meeting of the committee may be given in a form determined by the committee after taking into account the nature and purpose of the committee;

(b) that notice need not be given for each meeting separately;

(c) that if ordinary meetings of the committee have a set agenda then notice of such a meeting need not contain, or be accompanied by, the agenda for the meeting;

(d) that it is not necessary for the chief executive officer to ensure that each member of the committee at the time that notice of a meeting is given is supplied with a copy of any documents or reports that are to be considered at the meeting.

5.24 Public Notice of Committee Meetings (Regulation 24)

Pursuant to Section 88(7) of the Act, Section 88 is modified in its application in relation to the meetings of a committee to which this Part applies as if subsections (2) and (3) provided as follows:

(a) that public notice need not be given for each meeting separately; and

(b) that public notice may be given by displaying a notice and agenda in a place or places determined by the chief executive officer after taking into account the nature and purpose of the committee.

5.25 Minutes (Regulation 25)

1. The minutes of the proceedings of a meeting must include—
   (a) the names of the members present at the meeting; and
   (b) each motion carried at the meeting; and
   (c) any disclosure of interest made by a member; and
   (d) details of the making of an order under subsection (2) of Section 90 of the Act (see subsection (7) of that Section); and
   (e) a note of the making of an order under subsection (7) of Section 91 of the Act in accordance with the requirements of subsection (9) of that Section.
2. The minutes of the proceedings at a meeting must be submitted for confirmation at the next meeting or, if that is omitted, at a subsequent meeting.

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Part 4 – Miscellaneous

5.26 Quorum for Committees (Regulation 26)

1. The prescribed number of members of a council committee constitutes a quorum of the committee and no business can be transacted at a meeting unless a quorum is present.
2. For the purposes of this regulation, the ***prescribed number*** of members of a council committee is—
   (a) unless paragraph (b) applies—a number ascertained by dividing the total number of members of the committee by 2, ignoring any fraction resulting from the division, and adding 1; or
   (b) a number determined by the council.

Note—

See also Section 41(6) of the Act.

5.27 Voting at Committee Meetings (Regulation 27)

1. Subject to the Act and these regulations, a question arising for decision at a meeting of a council committee will be decided by a majority of the votes cast by the members present at the meeting and entitled to vote on the question.
2. Each member of a council who is a member of a council committee and who is present at a meeting of the committee must, subject to a provision of the Act to the contrary, vote on a question arising for decision at that meeting.
3. The presiding member of a council committee has a deliberative vote on a question arising for decision at the meeting but does not, in the event of an equality of votes, have a casting vote.

5.28 Points of Order (Regulation 28)

1. The presiding member may call to order a member who is in breach of the Act or these regulations.
2. A member may draw to the attention of the presiding member a breach of the Act, or these regulations, and must state briefly the nature of the alleged breach.
3. A point of order takes precedence over all other business until determined.
4. The presiding member will rule on a point of order.
5. If an objection is taken to the ruling of the presiding member, a motion that the ruling not be agreed with must be moved immediately.
6. The presiding member is entitled to make a statement in support of the ruling before a motion under subregulation (5) is put.
7. A resolution under subregulation (5) binds the meeting and, if a ruling is not agreed with—
   (a) the ruling has no effect; and
   (b) the point of order is annulled.

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5.28A Exclusion of Member from Meeting by Presiding Member (Regulation 28A)

1. For the purposes of Section 86(6b) of the Act, before giving a direction under that subsection, the presiding member must allow the member to make a personal explanation.
2. If a member is excluded from a meeting for a contravention of Section 86(6a) of the Act, action cannot be taken under Regulation 20 in respect of the contravention.
3. A member will not be taken to contravene Section 86(6a) of the Act merely because the member is—
   (a) objecting to words used by a member who is speaking; or
   (b) calling attention to a point of order; or
   (c) calling attention to want of a quorum.
4. For the purposes of Section 86(6e) of the Act if a member the subject of a direction excluding them from a meeting under Section 86(6b) of the Act refuses to comply with the direction or enters the meeting in contravention of the direction, the remaining members at the meeting may, by resolution—
   (a) censure the member; or
   (b) suspend the member for a part, or for the remainder, of the meeting.

5.29 Interruption of Meetings by Members (Regulation 29)

1. A member of a council or council committee must not, while at a meeting—
   (a) behave in an improper or disorderly manner; or
   (b) cause an interruption or interrupt another member who is speaking.
2. Subregulation (1)(b) does not apply to a member who is—
   (a) objecting to words used by a member who is speaking; or
   (b) calling attention to a point of order; or
   (c) calling attention to want of a quorum.
3. If the presiding member considers that a member may have acted in contravention of subregulation (1), the member must be allowed to make a personal explanation.
4. Subject to complying with subregulation (3), the relevant member must leave the meeting while the matter is considered by the meeting.
5. If the remaining members resolve that a contravention of subregulation (1) has occurred, those members may, by resolution—
   (a) censure the member; or
   (b) suspend the member for a part, or for the remainder, of the meeting.
6. A member who—
   (a) refuses to leave a meeting in contravention of subregulation (4); or
   (b) enters a meeting in contravention of a suspension under subregulation (5),

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is guilty of an offence.

Maximum penalty: $1 250.

5.30 Interruption of Meetings by Others (Regulation 30)

1. A member of the public who is present at a meeting of a council or council committee must not—

   (a) behave in a disorderly manner; or

   (b) cause an interruption.

Maximum penalty: $500.

6. Feedback

Your feedback on this Code 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.	3541424
Version no.	*8*
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Policy author	General Manager – Corporate Services
Endorsed by	Council
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Review schedule	Annual
Date of current version	TBA
Date of next review	TBA

Version history

Version no.	Approval date	Approval by	Change
1	23 August 2013	Council Resolution Number.1248	Scheduled review.

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2	25 Feb 2014	Council Resolution Number. 1678	Scheduled review and legislated change to the Regulations.
3	16 December 2014	Council Resolution No. 2010	Alignment to Council Elections 2014, change to common format and other minor amendments to align with practices/
4	23 August 2016	Council Resolution Number. 2659	Scheduled review.
5	27 November 2018	Council Resolution Number. 3651	Scheduled review for new Council.
5.1	7 April 2020	Council Resolution Number. 3983	Addition of Appendix F *Electronic.* *Participation in Council Meetings Notice (No.1) 2020.* Amendments as per *Electronic Participation in Council Meetings Notice (No.1) 2020.*
6	29 November 2022	Council Resolution Number. 5203	Scheduled review for new Council. Removal of Electronic Participation in Council Meetings Notice (No.1) 2020. Removal of Declarations of Interest Forms.
7	28 May 2024	Council Resolution Number. 5869	Scheduled review. New corporate template, addition of Regulation 28A, amendments to Regulation 8 and change to deputation submissions.
8	TBA	Council Resolution Number.	Scheduled review. Removal of repealed legislative provisions.

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Appendix A – Ordinary Council Meeting Agenda Format

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

DAY, DATE MONTH YEAR AT TIME

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

CHIEF EXECUTIVE OFFICER
Issue Date: Day, Date

MEMBERSHIP

PRESIDING MEMBER – MAYOR

Cr

Cr

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City of Playford

Ordinary Council Meeting

AGENDA

DAY, DATE MONTH YEAR AT TIME

1 ATTENDANCE RECORD

1.1 Present

1.2 Apologies

1.3 Not Present

2 CONFIRMATION OF MINUTES

3 DECLARATIONS OF INTEREST

4 MAYOR'S REPORT

5 REPORTS OF REPRESENTATIVES OF COUNCIL ON OTHER ORGANISATIONS

6 REPORTS BY COUNCILLORS

6.1 Information Session Record of Attendance

7 REPORTS OF REPRESENTATIVES (CONFERENCES & TRAINING PROGRAMS)

8 QUESTIONS ON NOTICE

9 QUESTIONS WITHOUT NOTICE

10 PETITIONS

11 DEPUTATION/REPRESENTATIONS

12 MOTIONS ON NOTICE

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13 MOTIONS WITHOUT NOTICE

14 COMMITTEE REPORTS

Chief Executive Officer Review Committee {Date of meeting}

Corporate Governance Committee {Date of meeting}

Policy Review Committee {Date of meeting}

Strategy and Services Committee {Date of meeting}

15 STAFF REPORTS

16 INFORMAL DISCUSSION

17 CONFIDENTIAL MATTERS

18 CLOSURE

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Appendix B – Committee Meeting Agenda Format

NOTICE

Of

COMMITTEE MEETING

Pursuant to the provisions of Section 88(1) of the Local Government Act 1999

TO BE HELD IN

COUNCIL CHAMBERS
PLAYFORD CIVIC CENTRE
10 PLAYFORD BOULEVARD, ELIZABETH

ON

DAY, DATE MONTH YEAR AT TIME

CHIEF EXECUTIVE OFFICER
Issue Date: Day, Date

MEMBERSHIP

PRESIDING MEMBER – CR

Mayor

Cr

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City of Playford

Committee Meeting

AGENDA

DAY, DATE MONTH YEAR AT TIME

1 ATTENDANCE RECORD

1.1 Present

1.2 Apologies

1.3 Not Present

2 CONFIRMATION OF MINUTES

3 DECLARATIONS OF INTEREST

4 DEPUTATION / REPRESENTATIONS

5 STAFF REPORTS

6 INFORMAL DISCUSSION

7 CONFIDENTIAL MATTERS

8 CLOSURE

Document Set ID: 3541424
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Appendix C – Ordinary Council Meeting Minute Format

MINUTES

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

DAY, DATE MONTH YEAR AT TIME

The meeting commenced at .

1 ATTENDANCE RECORD

1.1 Present

1.2 Apologies

1.3 Not Present

2 CONFIRMATION OF MINUTES

3 DECLARATIONS OF INTEREST

4 MAYOR'S REPORT

5 REPORTS OF REPRESENTATIVES OF COUNCIL ON OTHER ORGANISATIONS

6 REPORTS BY COUNCILLORS

Document Set ID: 3541424
Version: 18, Version Date: 12/05/2026

7 REPORTS OF REPRESENTATIVES (CONFERENCES & TRAINING PROGRAMS)

8 QUESTIONS ON NOTICE

9 QUESTIONS WITHOUT NOTICE

10 PETITIONS

11 DEPUTATION/REPRESENTATIONS

12 MOTIONS ON NOTICE

13 MOTIONS WITHOUT NOTICE

14 COMMITTEE REPORTS

Chief Executive Officer Review Committee

Corporate Governance Committee

Policy Review Committee

Strategy and Services Committee

15 STAFF REPORTS

16 INFORMAL DISCUSSION

17 CONFIDENTIAL MATTERS

18 CLOSURE

Document Set ID: 3541424
Version: 18, Version Date: 12/05/2026

Appendix D – Committee Meeting Minute Format

MINUTES

of

COMMITTEE MEETING

Pursuant to the provisions of Section 88(1) of the Local Government Act 1999

TO BE HELD IN

COUNCIL CHAMBERS
PLAYFORD CIVIC CENTRE
10 PLAYFORD BOULEVARD, ELIZABETH

ON

DAY, DATE MONTH YEAR AT TIME

The meeting commenced at .

1 ATTENDANCE RECORD

1.1 Present

1.2 Apologies

1.3 Not Present

2 CONFIRMATION OF MINUTES

3 DECLARATIONS OF INTEREST

4 DEPUTATION / REPRESENTATIONS

5 STAFF REPORTS

6 INFORMAL DISCUSSION

7 CONFIDENTIAL MATTERS

8 CLOSURE

Document Set ID: 3541424
Version: 18, Version Date: 12/05/2026

Code of Practice for Council and Committee Meetings

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Procedure Author	General Manager Corporate Services
Date of next review	~~May 2025~~TBA 2027

1. Purpose

This Code of Practice seeks to provide a consistent framework for the meeting processes and meeting structure of ~~all~~ Council and Council Committees in accordance with Regulation 6 of the *Local Government (Procedure at Meetings) Regulations 2013* (the Regulations).

The Code of Practice does not apply to the Council Assessment Panel (CAP) which has its own CAP Operating Procedure.

2. Scope

The rules and procedures for all meetings of Council and its Committees are outlined in the *Local Government Act 1999* (the Act) and *Local Government (Procedures at Meetings) Regulations 2013* (the Regulations). This Code of Practice has been developed in accordance with the relevant legislation.

This Code of Practice outlines the meeting procedures set out in the Regulations with annotations. In addition, where the Council has varied a procedure set out in the Regulations (being a procedure that is capable of variation) or has adopted a procedure in circumstances where the Act or Regulations do not prescribe a procedure, this Code of Practice sets out those varied or additional procedures (as the case may be) in highlighted text boxes.

3. References and Supporting Documentation

The Code of Practice for Council and Committee Meetings should be read in conjunction with the Code of Practice for Public Access to Meetings and Meeting Documents.

Related documents include:

- *Local Government Act 1999*
- *Local Government (Procedures at Meetings) Regulations 2013*
- Declaration of Interest Forms
- Deputation Request Form
- Petition Template
- ~~Motion on Notice Form~~
- Ordinary Council Meeting Agenda Format – Appendix A

- Committee Meeting Agenda Format – Appendix B
- Ordinary Council Meeting Minute Format – Appendix C
- Committee Meeting Minute Format – Appendix D
- City of Playford Global Glossary

This Code should not be considered as the only document that may relate to Council and Committee meetings, other tiers of government, agencies or organisations may have legislation or policies that also apply.

4. Application

Elected Members	Maintain a thorough and complete understanding of the Code and act in accordance with the prescribed instructions.
Chief Executive Officer	Ensure that the Code is implemented appropriately and subject to periodic evaluation and review.
Manager Governance	Ensure Council and Committee meetings are conducted in accordance with the relevant legislative requirements.

5. Procedure

Part 1 – Preliminary

5.1 Short Title

These regulations may be cited as the *Local Government (Procedures at Meetings) Regulations 2013*.

5.2 Commencement

These regulations will come into operation on 1 January 2014.

5.3 Interpretation

1. In these regulations, unless the contrary intention appears—

Act means the *Local Government Act 1999*;

clear days—see subregulations (2) and (3);

deputation means a person or group of persons who wish to appear personally before a council or council committee in order to address the council or committee (as the case may be) on a particular matter;

formal motion means a motion—

(a) that the meeting proceed to the next business; or

(b) that the question be put; or

(c) that the question lie on the table; or

(d) that the question be adjourned; or

(e) that the meeting be adjourned[1];

Guiding Principles—see regulation 4;

member means a member of the council or council committee (as the case may be);

point of order means a point raised to draw attention to an alleged breach of the Act or these regulations in relation to the proceedings of a meeting;

presiding member means the person who is the presiding member of a council or council committee (as the case may be) and includes any person who is presiding at a particular meeting;

written notice includes a notice given in a manner or form determined by the council.

2. In the calculation of ***clear days*** in relation to the giving of notice before a meeting—
   (a) the day on which the notice is given, and the day on which the meeting occurs, will not be taken into account; and
   (b) Saturdays, Sundays and public holidays will be taken into account.
3. For the purposes of the calculation of ***clear days*** under subregulation (2), if a notice is given after 5 p.m. on a day, the notice will be taken to have been given on the next day.
4. For the purposes of these regulations, a vote on whether ***leave of the meeting*** is granted may be conducted by a show of hands (but nothing in this subregulation prevents a division from being called in relation to the vote).

Note —

[1]See regulation 12 for specific provisions about formal motions

5.4 Guiding Principles

The following principles (the ***Guiding Principles***) should be applied with respect to the procedures to be observed at a meeting of a council or a council committee:

(a) procedures should be fair and contribute to open, transparent and informed decision-making;

(b) procedures should encourage appropriate community participation in the affairs of the council;

(c) procedures should reflect levels of formality appropriate to the nature and scope of responsibilities exercised at the meeting;

(d) procedures should be sufficiently certain to give the community and decision-makers confidence in the deliberations undertaken at the meeting.

Part 2 – Meetings of Councils and Key Committees

5.5 Application of Part

The provisions of this Part apply to or in relation to—

(a) the meetings of a council; and

(b) the meetings of a council committee performing regulatory activities; and

(c) the meetings of any other council committee if the council has, by resolution, determined that this Part should apply to that committee.

5.6 Discretionary Procedures

1. Subject to the requirements of the Act, if a provision of this Part is expressed to be capable of being varied at the discretion of the council pursuant to this regulation, then a council may, by a resolution supported by at least two-thirds of the members of the council entitled to vote on the resolution, determine that a code of practice prepared or adopted by the council that establishes its own procedures for the relevant matter or matters will apply in substitution for the relevant provision (and such a determination will have effect according to its terms).

2. A council should, at least once in every financial year, review the operation of a code of practice under this regulation.

3. A council may at any time, by resolution supported by at least two-thirds of the members of the council entitled to vote on the resolution, alter a code of practice, or substitute or revoke a code of practice.

~~3a. Without limiting subregulation (3), a council may at any time, by resolution supported by the prescribed number of members of the council entitled to vote on the resolution, alter a code of practice to facilitate participation by council members in council meetings by electronic means.~~

~~3b. For the purposes of subregulation (3a), the prescribed number of members of a council is a number ascertained by dividing the total number of members of the council for the time being in office by 2, ignoring any fraction resulting from the division, and adding one.~~

4. A council must, in considering the exercise of a power under this regulation, take into account the Guiding Principles.

~~5. A person is entitled to inspect (without charge) the code of practice of a council under this regulation at the principal office of the council during ordinary office hours.~~

~~6. A person is entitled, on payment of a fee fixed by the council, to a copy of the code of practice.~~

7. Regulation 12(4) does not apply to a motion under subregulation (3) ~~or subregulation (3a)~~.

8. This regulation does not limit or derogate from the operation of regulation 20[1].

Note—

[1]Furthermore, if a matter is not dealt with by the Act or these regulations (including under a code of practice under this regulation), then the relevant procedure will be—

(a) as determined by the council; or

(b) in the case of a council committee where a determination has not been made by the council—as determined by the committee.

(See Sections 86(8) and 89(1) of the Act.)

Access to the Code

A copy of the Code of Practice for Council and Committee Meetings is available for inspection (without charge) at the Playford Civic Centre during ordinary office hours.

5.7 Commencement of Meetings and Quorums (Regulation 7)

1. A meeting will commence as soon after the time specified in the notice of meeting as a quorum is present.
2. If the number of apologies received by the chief executive officer indicates that a quorum will not be present at a meeting, the chief executive officer may adjourn the meeting to a specified day and time.
3. If at the expiration of 30 minutes from the time specified in the notice of meeting as the time of commencement a quorum is not present, the presiding member or, in the absence of a presiding member, the chief executive officer, will adjourn the meeting to a specified day and time.
4. If a meeting is adjourned for want of a quorum, the chief executive officer will record in the minute book the reason for the adjournment, the names of any members present, and the date and time to which the meeting is adjourned.
5. If a meeting is adjourned to another day, the chief executive officer must—
   (a) give notice of the adjourned meeting to each member setting out the date, time and place of the meeting; and
   (b) give notice of the adjourned meeting to the public by causing a notice setting out the date, time and place of the meeting to be ~~published~~ placed on ~~a website~~display at the principal office of the council ~~determined by the chief executive officer~~.

Special Council

Special Council meetings may be called in accordance with ~~the requirements detailed under~~

Section 82 of the *Local Government Act 1999*.

~~The Council may only consider a~~At a special Council meeting, only the ~~those~~ items ~~as appearing~~listed on the agenda provided to the Chief Executive Officer in the request for the meeting may be considered. ~~requesting a Special Meeting.~~

Agenda Structure

The agenda structure for Ordinary Council Meetings will be as per Appendix A. The agenda structure for Committee meetings will be as per Appendix B.

Streaming and Recording

Council is committed to connecting with our community and providing greater accessibility to Council and Committee meetings through delayed streaming.

Recordings will be made of all Council and Strategy and Services Committee meetings (excluding confidential items) and will be published to Council's YouTube Channel after the meeting.

Streaming will take effect 15 minutes after the beginning of a meeting.

While every effort will be made to ensure the stream is available, City of Playford takes no responsibility or liability for the stream if YouTube is temporarily unavailable, or as a result of any other technical issues beyond its control.

Quorums

A quorum of the Council is calculated by dividing the total number of Council members for the time being in office by two, ignoring any fraction and adding one.

Pursuant to Section 41(6) of the Act, the Council appoints the Mayor as an 'ex-officio' member of all Committees except where the Mayor is a member of the Committee.

Where the Mayor is an ex-officio member of a Committee, the Mayor will only be included in the membership of the Committee if present at the meeting.

Speaking

Clarification: A member may ask a question in relation to the item at any time during the debate. A member who has already spoken to the motion can speak to an amendment.

A member moving or seconding a motion will speak to the motion at the time of moving or seconding the motion.

Confidential Items

This Code should be read in conjunction with the Code of Practice for Public Access to Meetings and Meeting Documents.

Confidential items will be listed as a separate item and will, as far as practicable, be the final item on the agenda for the meeting. This will ensure that members of the public in the gallery can observe as much of the open meeting as possible.

Before the Council or Committee is to debate an item that the Chief Executive Officer has recommended or indicated may be discussed in confidence, the Presiding Member will announce and verbally state Regulation 20(3)(a), specifying the reasons for moving into confidence and advise the public that they may remain in the gallery until the meeting has made a decision as to whether the matter will be dealt with in confidence.

After the Council or Committee have resolved to exclude the public, the Presiding Member will announce that the public must leave the meeting. The names of all staff members or other person(s) who are required to assist the Council or Committee in its decision making and are permitted to remain in the meeting during the confidential matter will be recorded in the minutes.

The Report will be divided into three (3) parts:

A) **Procedural Decision** – Council/Committee moves a motion to go into confidence.

B) **Business Decision** – The matter.

C) **Procedural Decision** – Council is to decide what is to remain confidential after the meeting and for how long the item is to be kept confidential.

Mayor

For Ordinary Council meetings, all present in the meeting will stand as the Chief Executive Officer announces the Mayor and the Mayor takes their position in the chamber. This

represents a sign of respect for the position of the Mayor and applies to Ordinary Council meetings only.

Clarification: The Mayoral robes are to be worn at ceremonial occasions only.

Speaking During a Meeting

The Chief Executive Officer and other staff will respond to questions from the floor at the invitation of the Presiding Member and, in doing so, will acknowledge the Presiding Member in their response.

At a Council meeting, the Presiding Member will be addressed as 'Mayor'.

At a Committee meeting, the Presiding Member will be addressed as 'Presiding Member'.

The Chief Executive Officer may request other staff to speak at a meeting on a matter.

Members shall await acknowledgement from the Presiding Member before speaking.

Where possible, members speaking during a Council meeting are to stand when speaking as a sign of respect and utilise their microphone to ensure amplification within the chamber.

Except to move a Point of Order, members should only speak with the acknowledgement of the Presiding Member.

Mobile Devices

Any mobile devices brought into Council or Committee meetings are to be switched to silent or off.

Recording and Photography at Meetings

Audio, video or photographic recording devices are not permitted to be used during any Information Sessions, Ordinary Council, Special Council or Committee meetings unless express permission has been granted by the Council.

5.8 Minutes (Regulation 8)

1. The minutes of the proceedings at a meeting must be submitted for confirmation at the next meeting or, if that is omitted, at a subsequent meeting.
2. No discussion on the minutes may occur before confirmation, except as to the accuracy of the minutes as a record of proceedings.
3. On the confirmation of the minutes, the presiding member will—
   (a) initial each page of the minutes, which pages are to be consecutively numbered; and
   (b) place their signature and the date of confirmation at the foot of the last page of the minutes.
4. The minutes of the proceedings of a meeting must include—
   (a) the names of the members present at the meeting; and

(ab) the name ~~if~~ of any member who is not present because the member is suspended or taken to have been granted leave of absence from the office of member of the council; and

(b) in relation to each member present—

(i) the time at which the person entered or left the meeting; and

(ii) unless the person is present for the whole meeting, the point in the proceedings at which the person entered or left the meeting; and

(iii) if, during the meeting, the member is excluded under Section 86(6b) of the Act, a statement that the member was excluded and the period for which the member was excluded; and

(c) each motion or amendment, and the names of the mover and seconder; and

(d) any variation, alteration or withdrawal of a motion or amendment; and

(e) whether a motion or amendment is carried or lost; and

(f) any disclosure of interest made by a member; and

(g) an account of any personal explanation given by a member; and

(h) details of the making of an order under subsection (2) of Section 90 of the Act (see subsection (7) of that Section); and

(i) a note of the making of an order under subsection (7) of Section 91 of the Act in accordance with the requirements of subsection (9) of that Section; and

(j) details of any adjournment of business; and

(k) a record of any request for documents to be tabled at the meeting; and

(l) a record of any documents tabled at the meeting; and

(m) a description of any oral briefing given to the meeting on a matter of council business; and

(n) any other matter required to be included in the minutes by or under the Act or any regulation.

Minutes

The minute structure for Ordinary Council meetings will be as per Appendix C.

The minute structure for Committee meetings will be as per Appendix D.

The minutes of a meeting will include points of order including the name of the member drawing the Presiding Member's attention to the alleged point of order and the ruling of the Presiding Member on the point of order.

All staff in attendance at a Council or Committee meeting in an official capacity (staff required to address the meeting or have a report on the agenda) will be recorded in the minutes.

The minutes will not include staff leaving and entering the meeting except where a staff member identifies at the meeting a conflict of interest in a matter, or the meeting has moved into confidence.

Declarations of Interest

Council Members who intend to declare a conflict of interest in a matter to be considered at a meeting must complete the applicable Declaration of Interest Form to assist them in disclosing the conflict of interest at the meeting.

Mayor's Report

At an Ordinary Council meeting, the Mayor may provide a report on any activities of the Mayor for the previous month. A summary of the Mayor's Report will be included in the minutes.

Clarification: The Mayor may also draw to the attention of the members any matter or issue they believe is necessary for the members to be aware of.

Leave of Absence

A Council Member may request leave of the Council to be absent from one or more meetings of the Council.

The request for leave must be made in writing and provided to the Mayor and Chief Executive Officer who will arrange for the request of leave to be considered by the Council as soon as possible.

A Council Member must advise of the specific dates of the Council meetings that they will be absent.

Apologies

If a Council Member becomes aware of a situation or circumstance that will prevent that member's attendance at a Council or Committee meeting, they should provide an apology either in person, by phone or by email to one of the following:

- Chief Executive Officer; or
- Governance

Apologies will be noted in the minutes provided the meeting is made aware of the apology.

If an apology is not recorded and notified to the meeting, the member's non-attendance will be recorded as 'Not Present'.

Clarification: If a Council Member is incapacitated due to serious illness or injury, an apology on their behalf can be made by a family member or close associate.

Change in Order of Discussing Agenda Items

The Presiding Member of the Council or a Committee, at their discretion, is able to change the order of discussion of agenda items during the meeting to bring agenda items forward to an earlier time or defer an agenda item to a later time in the meeting.

The following justifications (not limited to this list) may be utilised for re-ordering of agenda items:

- The attendance of an external presenter at a meeting.
- Community attendance at the meeting for a particular item.
- If external parties present a deputation on a specific agenda item, that item may be brought forward to immediately follow the deputation.

Reports of Representatives of Council on Other Organisations

Council Members who have been appointed or nominated by Council to an external organisation should provide a brief verbal report on matters affecting that organisation, which they believe, should be brought to the attention of Council as far as this is possible.

These reports by Council Members will be noted in the minutes and will include the name of the Council Member providing the report, the name of the external organisation and a summary of the matter that they are reporting on. Detailed accounts of the report from Council Members will not be included in the meeting minutes.

Reports of representatives of Council on other organisations will only be made at Ordinary Council meetings.

Reports by Council Members

Council Members may, at or prior to, an Ordinary Council meeting, provide a written list of events attended by that Council Member relevant to their role since the last Ordinary Council meeting which will be included in the minutes of that meeting.

A Council Member may speak to the written list of events for a maximum of five (5) minutes.

Reports of Representatives – Conference and Training Programs

Council Member attendance at Information Sessions will be recorded and published within this item in accordance with Council Resolution 5663.

Where a Council Member has attended any training and development paid for by the Council, the Council Member shall provide a verbal report to Council preferably at the next Ordinary Council meeting following the training or conference and a written report to administration ~~as soon as possible~~in accordance with the Council Member Training and Development Procedure.

5.9 Questions (Regulation 9)

1. A member may ask a question on notice by giving the chief executive officer written notice of the question at least 7 clear days before the date of the meeting at which the question is to be asked.
2. If notice of a question is given under subregulation (1)—

(a) the chief executive officer must ensure that the question is placed on the agenda for the meeting at which the question is to be asked; and

(b) the question and the reply must be entered in the minutes of the relevant meeting.

3. A member may ask a question without notice at a meeting.

4. The presiding member may allow the reply to a question without notice to be given at the next meeting.

5. A question without notice and the reply will not be entered in the minutes of the relevant meeting unless the members present at the meeting resolve that an entry should be made.

6. The presiding member may rule that a question with or without notice not be answered if the presiding member considers that the question is vague, irrelevant, insulting or improper.

Questions (without Notice or on Notice)

~~*Clarification: A question has an answer that can be provided immediately and does not require research, investigation or lengthy preparation of a response.*~~ *If* ~~*a*~~ *respon*~~*se*~~*ding to a question requires preparation, investigation, consultation* ~~*and/*~~*or research by staff, a resolution of Council should be carried supporting the utilisation of Council resources for that purpose.*

Questions on Notice

No debate is permitted ~~in relation to~~regarding Questions on Notice ~~and~~or their replies ~~to Questions on Notice~~.

The Chief Executive Officer or their delegate shall include both the question and the reply ~~to the question on notice~~ in the Aagenda and ~~the M~~minutes of the meeting.

~~Clarification~~Submission: ~~A~~ Questions on Notice must be submitted in writing to the Chief Executive Officer at least seven (7) clear days before the ~~date of the~~ meeting.

Questions ~~Without~~ without Notice

Questions ~~Without~~ without Notice should be ~~put~~ provided in writing ~~and provided~~ to the Presiding Member and Minute Taker prior to the commencement of the meeting. ~~at which the question is to be asked.~~

If ~~the~~ a question ~~could not~~cannot be answered at the meeting ~~at which it was asked~~, a reply will be provided at the next Ordinary Council ~~Meeting~~ meeting and ~~will be treated~~recorded as a Question on Notice ~~for the purpose of inclusion~~ in the agenda and minutes.

Council Members are encouraged to~~, where possible, utilise~~ use the Question on Notice process wherever possible.

Clarification: Where possible, ~~*a question*~~ *Questions without* ~~*notice*~~ *Notice should* ~~*be*~~ *first be posed to Council administration outside of the meeting. Questions without Notice* ~~*can*~~ *should be* ~~*asked*~~ *closely related to* ~~*on any matter whether on the meeting's*~~ *agenda items or matters of urgency*~~*or a separate unrelated topic*~~*.* ~~*Questions on Notice*~~

~~No debate is permitted in relation to Questions on Notice and replies to Questions on Notice.~~

~~The CEO or their delegate shall include the question and reply to the question on notice in the Agenda and the Minutes of the meeting.~~

~~*Clarification: A Question on Notice must be submitted in writing to the CEO at least seven (7) clear days before the date of the meeting.*~~

5.10 Petitions (Regulation 10)

1. A petition to the council must—
   (a) be legibly written or typed or printed; and
   (b) clearly set out the request or submission of the petitioners; and
   (c) include the name and address of each person who signed or endorsed the petition; and
   (d) be addressed to the council and delivered to the ~~council by means determined by the chief executive officer~~principal office of the council.
2. If a petition is received under subregulation (1), the chief executive officer must ensure that the petition or, if the council has so determined as a policy of the council, a statement as to the nature of the request or submission and the number of signatures or the number of persons endorsing the petition, is placed on the agenda for the next ordinary meeting of the council or, if so provided by a policy of the council, a committee of the council.
3. Subregulation (2) may be varied at the discretion of the council pursuant to Regulation 6.

Petitions

A petition will only be placed on the agenda for an Ordinary Council ~~Meeting~~meeting~~,~~ ~~only~~ if ~~the petition is~~ submitted in writing to the Chief Executive Officer at least seven (7) clear days prior to the meeting.

~~to the Chief Executive Officer. If the p~~Petitions ~~is~~ received less than seven (7) clear days prior to the meeting~~, it~~ will be ~~placed on the agenda for the next~~ scheduled for the next Ordinary Council meeting, to be held the following month. Petitions will not be placed on Committee agendas.

The Chief Executive Officer ~~A petition will not be placed~~may refuse to place a petition on the agenda where the petition ~~for a Council meeting if, in the opinion of the Chief Executive Officer, it~~ is deemed defamatory and will advise the Council of any such decision.

Petition submitters ~~When the petition is submitted to Council, the person submitting the petition~~ will be informed that their petition ~~will~~ becomes a public document upon submission to Council.

When ~~Council considers~~ a petition ~~submitted and~~is included in an agenda, Council will formally receive ~~the petition~~it and, if necessary, resolve any further action ~~regarding the petition~~.

~~It should be noted that a~~A ~~template~~ petition template and guidelines~~document has been designed and uploaded to the~~ are available on Council's website ~~along with the relevant guidelines~~. Thi~~s~~e ~~petition~~ template is the preferred format for ~~the Council to receive petitions from the~~ community submissions.

~~If a p~~Petition~~s has been~~ submitted ~~via~~ using the City of Playford ~~petition~~ template~~,~~ will include all petitioners personal details ~~of the petitioners will be included~~ in the report, as the template informs ~~petitioners~~ them that the petition ~~will be~~is a public document.

Petitions not ~~utilising~~ using the City of Playford template ~~do not generally inform petitioners that the petition will become a public document. As such,~~may have personal phone numbers of the petitioners ~~will be~~ redacted ~~from these petitions~~, ~~however~~ but addresses will be included ~~when the petition is included~~ in the Council agenda.

Clarification: Petitions ~~enable~~ allow the public to ~~bring to the attention of~~raise matters they believe require Council ~~any matters they believe require~~ action.

~~If a~~ Petition~~s is received regarding a~~concerning Development Application~~s, it shall~~ will be referred to the Council Assessment Panel via the representation process (if applicable).

The Chief Executive Officer will determine ~~what is considered a petition and what is~~whether a submission constitutes a petition, ~~considered~~ general correspondence or a customer action request and will advise the ~~applicant/head petitioner~~submitter accordingly, including ~~the~~ any action~~s~~ Council will ~~undertake on the matter~~take.

5.11 Deputations (Regulation 11)

1. A person or persons wishing to appear as a deputation at a meeting must deliver (to the principal office of the council ~~by means determined by the chief executive officer~~) a written request to the council.
2. The chief executive officer must transmit a request received under subregulation (1) to the presiding member.
3. The presiding member may refuse to allow the deputation to appear at a meeting.
4. The chief executive officer must take reasonable steps to ensure that the person or persons who requested a deputation are informed of the outcome of the request.
5. If the presiding member refuses to allow a deputation to appear at a meeting, the presiding member must report the decision to the next meeting of the council or council committee (as the case may be).
6. The council or council committee may resolve to allow a deputation to appear despite a contrary ruling by the presiding member.
7. A council may refer the hearing of a deputation to a council committee.

Deputations/Representations

Guiding Principles:

Deputations provide an opportunity for the community or interested persons to bring ~~a~~ matters to the attention of ~~the~~ Council, ~~which should~~typically ~~relate~~ relating to policy, strategic ~~type~~ matters or items ~~that are~~ currently before the Council. Operational matters should be referred to Council's Customer Contact team ~~in the first instance~~.

The Presiding Member may allow or refuse ~~Whether or not~~ a deputation ~~may be allowed or refused will be determined~~ on a case-by-case basis. ~~The Presiding Member, w~~When considering a deputation request, the Presiding Member will take the following into account:

a. the subject matter of the proposed deputation
b. whether the ~~subject~~ matter ~~is~~ falls within the powers of Council
c. relevance to the Council agenda for that meeting
d. whether there is ~~another~~ a ~~method of expressing a viewpoint that is~~ more appropriate method for expressing the viewpoint or if the Council has consulted, or intends to consult, with ~~its~~ the community
e. the history of deputations ~~for~~ by the person~~, i.e., the way the person~~ or organisation, including prior ~~has approached deputations previously, the~~ behaviour ~~displayed~~, ~~the~~ relevance of information ~~presented~~, presentation style and ~~the way information has been presented or the~~ repetitive nature of deputations on the same topic.

Guidelines for submitting a deputation request:

- Requests ~~Persons requesting to appear as a deputation at a meeting~~ must be submitted ~~submit a request~~ to ~~the~~ Council before 9:00 am on the Monday morning prior to the meeting using the ~~.~~ ~~The~~ application for deputation form ~~is~~ available on the Council website.
- Any ~~H~~handouts or presentations ~~may be provided as part of the deputation but~~ must be included ~~in~~ with the application for approval.
- ~~Persons appearing as a~~Each deputation ~~can~~ is limited ~~speak for no more than~~to a total of five (5) minutes, regardless of the number of speakers, unless an extension is granted by the meeting.

Process for the deputation within the meeting:

- ~~The content of deputations will not be included in the m~~Minutes will ~~. O~~only record the names of ~~those persons appearing as a~~the deputation presenters ~~at the meeting will be recorded along with~~ and the topic or agenda item referenced; ~~the content of the deputation will not be included. to the relevant agenda item.~~
- Council Members may ask questions of the deputation at the discretion of the Presiding Member. This ~~time does will not be part of~~questioning time does not count toward the ~~allocated~~ five (5) ~~minute~~minutes ~~per deputation~~ speaking limit. Questions associated with the deputation can only be answered by the persons

appearing as a deputation. Questions seeking clarification in relation to the deputation can be answered by staff members.

At aAll participants must times,maintain appropriate behaviour shall be maintained by the deputation and the Council Members, with all persons beingand be considerate of other people'sdiffering points of view. Sarcasm, criticism, potential defamatory information comments, and other inappropriate behaviour or conduct are not appropriate and will not be toleratedpermitted.

The Presiding Member has the authority to terminate any deputation or public forum , without warning, any public forum or deputation at any time where it fails to conform to if these protocols are not observed or if a reasonable request of the Presiding Memberis ignored.

In addition to the power to terminate any public forum or deputation where these protocols are not conformed to, the rRecordings of any Council or Committee meetings stream may be edited to remove such content that breaches these protocols .

5.12 Motions (Regulation 12)

1. A member may bring forward any business in the form of a written notice of motion.
2. The notice of motion must be given to the chief executive officer at least seven (7) clear days before the date of the meeting at which the motion is to be moved.
3. A motion the effect of which, if carried, would be to revoke or amend a resolution passed since the last general election of the council must be brought by written notice of motion.
4. If a motion under subregulation (3) is lost, a motion to the same effect cannot be brought—
   (a) until after the expiration of 12 months; or
   (b) until after the next general election,

   whichever is the sooner.
5. Subject to the Act and these regulations, a member may also bring forward any business by way of a motion without notice.
6. The presiding member may refuse to accept a motion without notice if, after taking into account the Guiding Principles, they consider the motion should be dealt with by way of a written notice of motion.
7. The presiding member may refuse to accept a motion if the subject matter is, in their opinion, beyond the power of the council or council committee (as the case may be).
8. A motion will lapse if it is not seconded at the appropriate time.
9. A member moving or seconding a motion will speak to the motion at the time of moving or seconding the motion.
10. A member may only speak once to a motion except—
    (a) to provide an explanation in regard to a material part of their speech, but not so as to introduce any new matter; or
    (b) with leave of the meeting; or
    (c) as the mover in reply.
11. A member who has spoken to a motion may not at a later stage of the debate move or second an amendment to the motion.
12. A member who has not spoken in the debate on a question may move a formal motion.
13. A formal motion must be in the form of a motion set out in subregulation (14) (and no other formal motion to a different effect will be recognised).
14. If the formal motion is—
    (a) that ***the meeting proceed to the next business***, then the effect of the motion, if successful, is, in the case of an amendment, that the amendment lapses and the meeting proceeds with the consideration of the motion before the meeting without further reference to the amendment and, in the

case of a motion, that the motion lapses and the meeting proceeds to the next item of business; or

(b) that ***the question be put***, then the effect of the motion, if successful, is that debate is terminated and the question put to the vote by the presiding member without further debate; or

(c) that ***the question lie on the table***, then the effect of the motion, if successful, is that the meeting immediately moves to the next item of business and the question can then only be retrieved at a later time by resolution (and, if so retrieved, debate is then resumed at the point of interruption); or

(d) that ***the question be adjourned***, then the effect of the motion, if successful, is that the question is disposed of for the time being but debate can be resumed at the later time (at the point of interruption); or

(e) that ***the meeting be adjourned***, then the effect of the motion, if successful, is that the meeting is brought to an end immediately without the consideration of further business.

15. If seconded, a formal motion takes precedence and will be put by the presiding member without discussion unless the motion is for an adjournment (in which case discussion may occur (but only occur) on the details for resumption).

16. A formal motion does not constitute an amendment to a substantive motion.

17. If a formal motion is lost—

(a) the meeting will be resumed at the point at which it was interrupted; and

(b) if the formal motion was put during debate (and not at the end of debate) on a question, then a similar formal motion (i.e. a motion to the same effect) cannot be put until at least 1 member has spoken on the question.

18. A formal motion for adjournment must include the reason for the adjournment and the details for resumption.

19. Any question that lies on the table as a result of a successful formal motion under subregulation (14)(c) lapses at the next general election.

20. The chief executive officer must report on each question that lapses under subregulation (19) to the council at the first ordinary meeting of the council after the general election.

21. Subregulations (9), (10) and (11) may be varied at the discretion of the council pursuant to regulation 6.

Motions on Notice

A motion on notice submitted to the ~~CEO~~Chief Executive Officer at least seven (7) clear days before the meeting ~~at which it is to be moved~~ will be included in the meeting agenda.

Clarification: Motions on Notice ~~Council Members~~ may be submitted ~~motions on notice for consideration of any~~ matters not otherwise included on the agenda or ~~alternatively, to~~the revoke~~cation~~ or amendment of a previous Council decision.

Motions on Notice have the same status as ~~any~~ other motions and ~~will~~must be moved and seconded. They ~~by any Member and can~~may be amended during the debate in accordance with meeting procedures.

Motions ~~Without~~ without Notice

~~In order to assist Council in maintaining~~To support open, transparent and informed decision making in accordance with Regulation 4~~,~~ and the Guiding Principles, ~~motions~~ Motions without ~~notice~~ Notice should be ~~restricted~~ limited to matters closely related to ~~Agenda~~ items on the agenda, house~~-~~keeping ~~issues~~ matters or matters of ~~extreme~~ urgency.

Where ~~possible~~practicable, ~~motions~~ Motions without ~~notice~~ Notice should be discussed with Governance and ~~shall be~~ provided in writing to the Presiding Member and the Minute Taker prior to the commencement of the meeting.

Clarification: Council Members are encouraged to use Motions on Notice~~, where the~~ for matters ~~is~~ that are not closely related to ~~Agenda~~ agenda items or are not ~~extreme~~ urgen~~cy~~t, ~~in order~~ to support transparency and informed decision making. ~~**Motions on Notice**~~

~~A motion on notice submitted to the CEO at least seven (7) clear days before the meeting at which it is to be moved will be included in the meeting agenda.~~

~~*Clarification: Council Members may submit motions on notice for consideration of any matter not included on the agenda or alternatively, to revoke or amend a previous Council decision.*~~

~~*Motions on Notice have the same status as any other motion and will be moved and seconded by any Member and can be amended during the debate.*~~

5.13 Amendments to Motions (Regulation 13)

1. A member who has not spoken to a motion at an earlier stage of the debate may move or second an amendment to the motion.
2. An amendment will lapse if it is not seconded at the appropriate time.
3. A person who moves or seconds an amendment (and, if they choose to do so, speaks to the amendment) will, in so doing, be taken to have spoken to the motion to which the amendment relates.
4. If an amendment is lost, only 1 further amendment may be moved to the original motion.
5. If an amendment is carried, only 1 further amendment may be moved to the original motion.
6. Subregulations (1), (3), (4) and (5) may be varied at the discretion of the council pursuant to regulation 6.

Clarification Regarding Amendments

The purpose of an amendment is to alter or modify the wording of a motion before the meeting, without substantially changing its intent.

Amendments may be used to insert, delete or substitute words, or to add to or remove from the substantive purpose of the motion.

Clarification: An amendment must not introduce a new motion or contradict or negate the intent of the original motion before the meeting.

5.14 Variations, etc. (Regulation 14)

1. The mover of a motion or amendment may, with the consent of the seconder, request leave of the meeting to vary, alter or withdraw the motion or amendment.
2. The presiding member must immediately put the question for leave to be granted and no debate will be allowed on that question.

~~**Clarification Regarding Amendments**~~

~~The purpose of an amendment is to alter or modify the wording of a motion before the meeting, not to substantially change the intention of the motion.~~

~~Amendments may be used to insert, delete or substitute words in the motion or to add to or detract from the substantive purpose of the motion.~~

~~Clarification: *Amendments are not to be used to put up a completely new motion which contradicts the motion before the meeting.*~~

5.15 Addresses by Members, etc. (Regulation 15)

1. A member must not speak for longer than 5 minutes at any one time without leave of the meeting.
2. A member may, with leave of the meeting, raise a matter of urgency.
3. A member may, with leave of the meeting, make a personal explanation.
4. The subject matter of a personal explanation may not be debated.
5. The contribution of a member must be relevant to the subject matter of the debate.
6. Subregulations (1) and (2) may be varied at the discretion of the council pursuant to regulation 6.

Variation to Regulation 15(1)

Each member shall speak for no more than five (5) minutes unless the Presiding Member rules otherwise or leave of the meeting is obtained.

5.16 Voting (Regulation 16)

1. The presiding member, or any other member, may ask the chief executive officer to read out a motion before a vote is taken.

2. The presiding member will, in taking a vote, ask for the votes of those members in favour of the question and then for the votes of those members against the question (and may do so as often as is necessary to enable ~~him or her~~them to determine the result of the voting), and will then declare the outcome.
3. A person who is not in their seat is not permitted to vote.
4. Subregulation (3)—
   (a) may be varied at the discretion of the council pursuant to regulation 6; and
   (b) does not apply in relation to a member participating in a council committee meeting by telephone or electronic means approved in accordance with procedures determined by the council or council committee for the purposes of Section 89 of the Act.

Tied Vote

*~~Clarification: In the event that a tied vote on a matter at a Council meeting occurs,~~ t*The Presiding Member of the Council does not have a deliberative vote but has a casting vote in the event of a tied vote. *~~must advise the meeting that they are exercising their right to use a casting vote.~~*

The Presiding Member of a Committee does not have a casting vote ~~In the event that a tied vote on a matter~~ at a Committee meeting. In the event of a tied vote ~~occurs, the Presiding Member does not have a casting vote and therefore~~ the matter will be referred to Council for decision.

Election of Office Bearers and, Representatives ~~to Committee/External Bodies or Industry Meetings/Conferences.~~

This section applies to the election of positions including~~When electing office bearers or representatives, such as~~:

- the Deputy Mayor,
- a Presiding Member of a Committee,
- Council representatives ~~Members to represent Council~~ on external bodies or organisations~~, or~~
- Council representatives ~~attendees~~ to LGA, ALGA meetings or conferences.

Preliminary requirements

1. The Council or Committee must, by resolution, determine the term of office for the relevant position(s) prior to calling for nominations.
2. The Council or Committee must, by resolution, set out the method of election (e.g. private ballot) and confirm that the outcome of that process will determine the appointment.

The resolution will include the following wording:

The method of appointing [insert details] will be as follows:

If the number of nominations is equal to or less than the number of positions available, the Presiding Member is authorised to declare those members elected to the position(s).

If the number of nominations exceeds the number of positions available, the election will be conducted in accordance with the private ballot process outlined in Section 5.16 of the Code of Practice for Council and Committee Meetings, with the results of the ballot determining the appointment of the Council Member(s) to [insert details].

3. The election will be conducted in public unless the matter is considered in confidence in accordance with Section 90(2) of the *Local Government Act 1999.*

Nominations

The Presiding Member will call for expressions of interest from members wishing to be considered for the position(s).

- Members may nominate themselves or be nominated by another member.
- Members not in attendance may be nominated if they have provided written notice to the Presiding Member or Chief Executive Officer confirming their willingness to accept or decline the position.
- Each nominee is given the opportunity to accept or decline the nomination.
- Nominations may be withdrawn at any time prior to the commencement of voting.

There is no requirement to have a seconder for each nomination.

Names of the candidates are then called out by the Presiding Member.

Conflict of Interest

Appointments of Office Bearers and Representatives made by a motion and resolution, or the confirmation of the outcome of an election process (e.g. private ballot), attract the conflict of interest provisions in accordance with the *Local Government Act 1999.*

Determining voting method

If the number of nominations is equal to or less than the number of positions available, the Presiding Member is authorised to declare those members elected to the position(s).

If the number of nominations exceeds the number of positions available, then a private ballot may be conducted with the person(s) gaining the majority of votes elected to the position(s).~~the election process determined by Council will be by a private ballot.~~

~~It should be noted that before any voting process is undertaken, the term of office for the relevant position(s) must be determined.~~

~~If the election process determined by Council (e.g. private ballot) is to be used, a motion must be moved setting out the procedure for the election process. The election will be conducted in public unless the matter is being dealt with in confidence under Section 90(2) of the Act.~~

~~*Clarification: A private ballot involves each member (including the Presiding Member) to vote on the matter through a confidential voting process via a written vote at the meeting location. This method maintains the privacy of the way each member voted and the need for members who have been nominated the need to declare an interest.*~~

~~**Process to Undertake a** **Private** **Ballot**~~**ballot process**

1. The Chief Executive Officer, or the next most senior staff member present, will act as Returning Officer for the private ballot. The Returning Officer is responsible for the conduct, counting and integrity of the ballot. Governance staff may assist as required.

~~1. If this process is undertaken to appoint a person(s) to a position, prior to undertaking the nomination process, it is important for the Council or Committee to resolve the term of office for the position and that the result of the private ballot process will be the election of the person to the position.~~

2. Each member present, including the Mayor and Presiding Member is entitled to one (1) vote.

   Please note: No absentee votes are permitted, only members participating in the meeting may vote.

3. ~~The resolution for a private ballot will include the following wording:~~Voting will be conducted by private ballot, with the person(s) receiving the highest number of votes elected to the position(s).

   Please note: Only votes cast for nominated candidates will be counted, invalid votes will be excluded.

Tied result in a private ballot

1. If the first private ballot results in a tie between two (2) or more candidates, a second and final ballot will be conducted included only those candidates who received equal votes.

   Clarification: Any candidate who received the highest number of votes in the first ballot is elected immediately and does not participate in the second ballot. Only two ballots will be held for each position, with the second ballot used solely to resolve ties.

2. If after the second private ballot the tie remains, the outcome will be determined by drawing lots, with the first candidate drawn being excluded.

~~1.~~3. The Returning Officer will announce the results of the private ballot, including the number of votes for each candidate, and the outcome will be recorded in the minutes.~~*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(s) to the [insert details], with the results of the ballot determining the outco*~~

5.17 Divisions (Regulation 17)

1. A division will be taken at the request of a member.
2. If a division is called for, it must be taken immediately and the previous decision of the presiding member as to whether the motion was carried or lost is set aside.
3. The division will be taken as follows:
   (a) ~~(a) subject to subregulation (3a),~~ the members voting in the affirmative will, until the vote is recorded, stand in their places;
   (b) ~~(b) subject to subregulation (3a),~~ the members voting in the negative will, until the vote is recorded, sit in their seats;

(c) the presiding member will count the number of votes and then declare the outcome.

4. The chief executive officer will record in the minutes the names of members who voted in the affirmative and the names of the members who voted in the negative (in addition to the result of the vote).

5. Subregulation (3) may be varied at the discretion of the council pursuant to regulation 6.

Divisions

Clarification: *A Council Member may call for a division for the purpose of recording how ~~the~~ individual members vote on ~~the~~ a motion.*

When a division is called, the decision is set aside by the Presiding Member and another vote is taken on the motion.

All members must show whether they are voting 'For' or 'Against' the motion.

Those members voting 'For' the motion will stand until the Presiding Member and Minute Taker have noted their names, whilst ~~the~~ those voting 'Against' the motion remain seated.

The Presiding Member will then declare the result of the vote, which will be recorded in the minutes.

5.18 Tabling of Information (Regulation 18)

1. A member may require the chief executive officer to table any documents of the council relating to a motion that is before a meeting (and the chief executive officer must then table the documents within a reasonable time, or at a time determined by the presiding member after taking into account the wishes of the meeting, and if the member who has required the tabling indicates that that they are unwilling to vote on the motion until the documents are tabled, then the matter must not be put to the vote until the documents are tabled).

2. The chief executive officer may, in tabling a document, indicate that in their opinion, consideration should be given to dealing with the document on a confidential basis under Section 90 or 91 of the Act.

5.19 Adjourned Business (Regulation 19)

1. If a formal motion for a substantive motion to be adjourned is carried—

   (a) the adjournment may either be to a later hour of the same day, to another day, or to another place; and

   (b) the debate will, on resumption, continue from the point at which it was adjourned.

2. If debate is interrupted for want of a quorum and the meeting is then adjourned, the debate will, on resumption, continue from the point at which it was interrupted.

3. Business adjourned from a previous meeting must be dealt with before any new business at a subsequent meeting.

4. The provisions of this regulation may be varied at the discretion of the council pursuant to regulation 6.

5.20 Short Term Suspension of Proceedings (Regulation 20)

1. If the presiding member considers that the conduct of a meeting would benefit from suspending the operation of all or some of the provisions of this Division for a period of time in order to allow or facilitate informal discussions, the presiding member may, with the approval of at least two-thirds of the members present at the meeting, suspend the operation of this Division (or any part of this Division) for a period determined by the presiding member.
2. The Guiding Principles must be taken into account when considering whether to act under subregulation (1).
3. If a suspension occurs under subregulation (1)—
   (a) a note of the suspension, including the reasons for and period of suspension, must be entered in the minutes; and
   (b) the meeting may proceed provided that a quorum is maintained but, during the period of suspension—
      (i) the provisions of the Act must continue to be observed[1]; and
      (ii) no act or discussion will have any status or significance under the provisions which have been suspended; and
      (iii) no motion may be moved, seconded, amended or voted on, other than a motion that the period of suspension should be brought to an end; and
   (c) the period of suspension should be limited to achieving the purpose for which it was declared; and
   (d) the period of suspension will come to an end if—
      (i) the presiding member determines that the period should be brought to an end; or
      (ii) at least two-thirds of the members present at the meeting resolve that the period should be brought to an end.

Note—

[1]See particularly Part 4 of Chapter 5, and Chapter 6, of the Act.

5.21 Chief Executive Officer May Submit Report Recommending Revocation or Amendment of Council Decision (Regulation 21)

1. The chief executive officer may submit a report to the council recommending the revocation or amendment of a resolution passed since the last general election of the council.
2. The chief executive officer must ensure that the report is placed on the agenda for the meeting at which the report is to be considered.
3. The provisions of this regulation may be varied at the discretion of the council pursuant to regulation 6.

Part 3 – Meetings of Other Committees

5.22 Application of Part

The provisions of this Part apply to or in relation to the meetings of any council committee that is not subject to the operation of Part 2.

5.23 Notice of Meetings for Members (Regulation 23)

Pursuant to Section 87(15) of the Act, Section 87 is modified in its application in relation to the meetings of a committee to which this Part applies as if subsections (4) and (7) to (10) of that Section provided as follows:

(a) that notice of a meeting of the committee may be given in a form determined by the committee after taking into account the nature and purpose of the committee;

(b) that notice need not be given for each meeting separately;

(c) that if ordinary meetings of the committee have a set agenda then notice of such a meeting need not contain, or be accompanied by, the agenda for the meeting;

(d) that it is not necessary for the chief executive officer to ensure that each member of the committee at the time that notice of a meeting is given is supplied with a copy of any documents or reports that are to be considered at the meeting.

5.24 Public Notice of Committee Meetings (Regulation 24)

Pursuant to Section 88(7) of the Act, Section 88 is modified in its application in relation to the meetings of a committee to which this Part applies as if subsections (2) and~~,~~ (3) ~~and (4)~~ provided as follows:

(a) that public notice need not be given for each meeting separately; and

(b) that public notice may be given by displaying a notice and agenda in a place or places determined by the chief executive officer after taking into account the nature and purpose of the committee.

5.25 Minutes (Regulation 25)

1. The minutes of the proceedings of a meeting must include—
   (a) the names of the members present at the meeting; and
   (b) each motion carried at the meeting; and
   (c) any disclosure of interest made by a member; and
   (d) details of the making of an order under subsection (2) of Section 90 of the Act (see subsection (7) of that Section); and
   (e) a note of the making of an order under subsection (7) of Section 91 of the Act in accordance with the requirements of subsection (9) of that Section.
2. The minutes of the proceedings at a meeting must be submitted for confirmation at the next meeting or, if that is omitted, at a subsequent meeting.

Part 4 – Miscellaneous

5.26 Quorum for Committees (Regulation 26)

1. The prescribed number of members of a council committee constitutes a quorum of the committee and no business can be transacted at a meeting unless a quorum is present.
2. For the purposes of this regulation, the ***prescribed number*** of members of a council committee is—
   (a) unless paragraph (b) applies—a number ascertained by dividing the total number of members of the committee by 2, ignoring any fraction resulting from the division, and adding 1; or
   (b) a number determined by the council.

Note—

See also Section 41(6) of the Act.

5.27 Voting at Committee Meetings (Regulation 27)

1. Subject to the Act and these regulations, a question arising for decision at a meeting of a council committee will be decided by a majority of the votes cast by the members present at the meeting and entitled to vote on the question.
2. Each member of a council who is a member of a council committee and who is present at a meeting of the committee must, subject to a provision of the Act to the contrary, vote on a question arising for decision at that meeting.
3. The presiding member of a council committee has a deliberative vote on a question arising for decision at the meeting but does not, in the event of an equality of votes, have a casting vote.

5.28 Points of Order (Regulation 28)

1. The presiding member may call to order a member who is in breach of the Act or these regulations.
2. A member may draw to the attention of the presiding member a breach of the Act, or these regulations, and must state briefly the nature of the alleged breach.
3. A point of order takes precedence over all other business until determined.
4. The presiding member will rule on a point of order.
5. If an objection is taken to the ruling of the presiding member, a motion that the ruling not be agreed with must be moved immediately.
6. The presiding member is entitled to make a statement in support of the ruling before a motion under subregulation (5) is put.
7. A resolution under subregulation (5) binds the meeting and, if a ruling is not agreed with—
   (a) the ruling has no effect; and
   (b) the point of order is annulled.

5.28A Exclusion of Member from Meeting by Presiding Member (Regulation 28A)

1. For the purposes of Section 86(6b) of the Act, before giving a direction under that subsection, the presiding member must allow the member to make a personal explanation.
2. If a member is excluded from a meeting for a contravention of Section 86(~~6A~~6a) of the Act, action cannot be taken under Regulation 20 in respect of the contravention.
3. A member will not be taken to contravene Section 86(~~6e~~6a) of the Act merely because the member is—
   (a) objecting to words used by a member who is speaking; or
   (b) calling attention to a point of order; or
   (c) calling attention to want of a quorum.
4. For the purposes of Section 86(6e) of the Act if a member the subject of a direction excluding them~~,~~ from a meeting under Section 86(6b) of the Act refuses to comply with the direction or enters the meeting in contravention of the direction, the remaining members at the meeting may, by resolution—
   (a) censure the member; or
   (b) suspend the member for a part, or for the remainder, of the meeting.

5.29 Interruption of Meetings by Members (Regulation 29)

1. A member of a council or council committee must not, while at a meeting—
   (a) behave in an improper or disorderly manner; or
   (b) cause an interruption or interrupt another member who is speaking.
2. Subregulation (1)(b) does not apply to a member who is—
   (a) objecting to words used by a member who is speaking; or
   (b) calling attention to a point of order; or
   (c) calling attention to want of a quorum.
3. If the presiding member considers that a member may have acted in contravention of subregulation (1), the member must be allowed to make a personal explanation.
4. Subject to complying with subregulation (3), the relevant member must leave the meeting while the matter is considered by the meeting.
5. If the remaining members resolve that a contravention of subregulation (1) has occurred, those members may, by resolution—
   (a) censure the member; or
   (b) suspend the member for a part, or for the remainder, of the meeting.
6. A member who—
   (a) refuses to leave a meeting in contravention of subregulation (4); or
   (b) enters a meeting in contravention of a suspension under subregulation (5),

is guilty of an offence.

Maximum penalty: $1 250.

5.30 Interruption of Meetings by Others (Regulation 30)

1. A member of the public who is present at a meeting of a council or council committee must not—

   (a) behave in a disorderly manner; or

   (b) cause an interruption.

Maximum penalty: $500.

6. Feedback

Your feedback on this ~~policy~~ Code 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.	3541424
Version no.	~~*7*~~*8*
Procedure link	*N/A*
Policy author	General Manager – Corporate Services
Endorsed by	Council
Resolution no.	~~*5869*~~*TBA*
Legal requirement	*N/A*
Review schedule	Annual
Date of current version	~~May 2024~~TBA
Date of next review	~~May 2025~~TBA

Version history

Version no.	Approval date	Approval by	Change
1	23 August 2013	Council Resolution Number.1248	Scheduled review.

2	25 Feb 2014	Council Resolution Number. 1678	Scheduled review and legislated change to the Regulations.
3	16 December 2014	Council Resolution No. 2010	Alignment to Council Elections 2014, change to common format and other minor amendments to align with practices/
4	23 August 2016	Council Resolution Number. 2659	Scheduled review.
5	27 November 2018	Council Resolution Number. 3651	Scheduled review for new Council.
5.1	7 April 2020	Council Resolution Number. 3983	Addition of Appendix F *Electronic.* *Participation in Council Meetings Notice (No.1) 2020.* Amendments as per *Electronic Participation in Council Meetings Notice (No.1) 2020.*
6	29 November 2022	Council Resolution Number. 5203	Scheduled review for new Council. Removal of Electronic Participation in Council Meetings Notice (No.1) 2020. Removal of Declarations of Interest Forms.
7	28 May 2024	Council Resolution Number. 5869	Scheduled review. New corporate template, addition of Regulation 28A, amendments to Regulation 8 and change to deputation submissions.
8	TBA	Council Resolution Number.	Scheduled review. Removal of repealed legislative provisions.

Appendix A – Ordinary Council Meeting Agenda Format

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

DAY, DATE MONTH YEAR AT TIME

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

CHIEF EXECUTIVE OFFICER
Issue Date: Day, Date

MEMBERSHIP

PRESIDING MEMBER – MAYOR

Cr

Cr

City of Playford

Ordinary Council Meeting

AGENDA

DAY, DATE MONTH YEAR AT TIME

1 ATTENDANCE RECORD

1.1 Present

1.2 Apologies

1.3 Not Present

2 CONFIRMATION OF MINUTES

3 DECLARATIONS OF INTEREST

4 MAYOR'S REPORT

5 REPORTS OF REPRESENTATIVES OF COUNCIL ON OTHER ORGANISATIONS

6 REPORTS BY COUNCILLORS

6.1 Information Session Record of Attendance

7 REPORTS OF REPRESENTATIVES (CONFERENCES & TRAINING PROGRAMS)

8 QUESTIONS ON NOTICE

9 QUESTIONS WITHOUT NOTICE

10 PETITIONS

11 DEPUTATION/REPRESENTATIONS

12 MOTIONS ON NOTICE

13 MOTIONS WITHOUT NOTICE

14 COMMITTEE REPORTS

Chief Executive Officer Review Committee {Date of meeting}

Corporate Governance Committee {Date of meeting}

Policy Review Committee {Date of meeting}

Strategy and Services Committee {Date of meeting}

15 STAFF REPORTS

16 INFORMAL DISCUSSION

17 CONFIDENTIAL MATTERS

18 CLOSURE

Appendix B – Committee Meeting Agenda Format

NOTICE

Of

COMMITTEE MEETING

Pursuant to the provisions of Section 88(1) of the Local Government Act 1999

TO BE HELD IN

COUNCIL CHAMBERS
PLAYFORD CIVIC CENTRE
10 PLAYFORD BOULEVARD, ELIZABETH

ON

DAY, DATE MONTH YEAR AT TIME

CHIEF EXECUTIVE OFFICER
Issue Date: Day, Date

MEMBERSHIP

PRESIDING MEMBER – CR

Mayor

Cr

City of Playford
Committee Meeting

AGENDA

DAY, DATE MONTH YEAR AT TIME

1 ATTENDANCE RECORD

1.1 Present

1.2 Apologies

1.3 Not Present

2 CONFIRMATION OF MINUTES

3 DECLARATIONS OF INTEREST

4 DEPUTATION / REPRESENTATIONS

5 STAFF REPORTS

6 INFORMAL DISCUSSION

7 CONFIDENTIAL MATTERS

8 CLOSURE

Appendix C – Ordinary Council Meeting Minute Format

MINUTES

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

DAY, DATE MONTH YEAR AT TIME

The meeting commenced at .

1 ATTENDANCE RECORD

1.1 Present

1.2 Apologies

1.3 Not Present

2 CONFIRMATION OF MINUTES

3 DECLARATIONS OF INTEREST

4 MAYOR'S REPORT

5 REPORTS OF REPRESENTATIVES OF COUNCIL ON OTHER ORGANISATIONS

6 REPORTS BY COUNCILLORS

7 REPORTS OF REPRESENTATIVES (CONFERENCES & TRAINING PROGRAMS)

8 QUESTIONS ON NOTICE

9 QUESTIONS WITHOUT NOTICE

10 PETITIONS

11 DEPUTATION/REPRESENTATIONS

12 MOTIONS ON NOTICE

13 MOTIONS WITHOUT NOTICE

14 COMMITTEE REPORTS

Chief Executive Officer Review Committee

Corporate Governance Committee

Policy Review Committee

Strategy and Services Committee

15 STAFF REPORTS

16 INFORMAL DISCUSSION

17 CONFIDENTIAL MATTERS

18 CLOSURE

Appendix D – Committee Meeting Minute Format

MINUTES

of

COMMITTEE MEETING

Pursuant to the provisions of Section 88(1) of the Local Government Act 1999

TO BE HELD IN

COUNCIL CHAMBERS
PLAYFORD CIVIC CENTRE
10 PLAYFORD BOULEVARD, ELIZABETH

ON

DAY, DATE MONTH YEAR AT TIME

The meeting commenced at .

1 ATTENDANCE RECORD

1.1 Present

1.2 Apologies

1.3 Not Present

2 CONFIRMATION OF MINUTES

3 DECLARATIONS OF INTEREST

4 DEPUTATION / REPRESENTATIONS

5 STAFF REPORTS

6 INFORMAL DISCUSSION

7 CONFIDENTIAL MATTERS

8 CLOSURE

14.3 COMMUNITY ENGAGEMENT POLICY REVIEW

Responsible Executive Manager : Luke Culhane

Report Author : Roxanne Withers

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

Attachments :

1⇩. Proposed Community Engagement Policy
2⇩. Proposed Community Engagement Procedure
3⇩. Proposed Community Engagement Policy - Tracked Changes
4⇩. Proposed Community Engagement Procedure - Tracked Changes
5⇩. Local Government Act 1999 - Section 50 Community Engagement Charter

PURPOSE

For Council to endorse the proposed Community Engagement Policy (Attachment 1) and Community Engagement Procedure (Attachment 2) to proceed to public consultation as per Council's legislative requirements under the *Local Government Act (1999*)

STAFF RECOMMENDATION

1. Council endorse the proposed Community Engagement Policy (Attachment 1) and Community Engagement Procedure (Attachment 2) to proceed to public consultation and to consider final adoption of the Community Engagement Policy and Procedure at the next available Ordinary Council meeting following the consultation.

2. Council authorise the CEO to make further minor amendments to the Community Engagement Policy (Attachment 1) and Community Engagement Procedure (Attachment 2) that do not alter the intent of the document.

COMMITTEE RECOMMENDATION **6614**

1. Council endorse the proposed Community Engagement Policy (Attachment 1) and Community Engagement Procedure (Attachment 2) to proceed to public consultation and to consider final adoption of the Community Engagement Policy and Procedure at the next available Ordinary Council meeting following the consultation.

2. Council authorise the CEO to make further minor amendments to the Community Engagement Policy (Attachment 1) and Community Engagement Procedure (Attachment 2) that do not alter the intent of the document.

EXECUTIVE SUMMARY

The Community Engagement Policy and Community Engagement Procedure are being reviewed to align with the new Community Engagement Charter (the Charter), established under Section 50 of the *Local Government Act 1999*, which came into effect on 11 December 2025 (Attachment 5). All councils are required to adopt a Community Engagement Policy aligned with the Charter by 11 September 2026.

The proposed updates are primarily administrative and focus on aligning terminology, governance requirements, and legislative references with the Charter. Key changes include replacing 'public consultation' with 'community engagement', clarifying the relationship between the Charter and the International Association of Public Participation (IAP2) Spectrum, strengthening accountability for meeting mandatory legislative requirements, and updating roles and responsibilities associated with legislative engagement.

Council's existing approach to community engagement is already broadly aligned with the principles of the Charter. As such, the review is not intended to alter the underlying intent of the Policy. The quality and purpose of Council's community engagement approach will remain unchanged, ensuring community members and Elected Members continue to experience well-structured, proportionate, and effective opportunities to participate in decision-making. The proposed Community Engagement Policy and Procedure will require public consultation prior to final adoption.

1. BACKGROUND

On 24 June 2025, the Community Engagement Policy and Community Engagement Procedure were endorsed by Council (Resolution 6309) following public consultation.

A new Charter, established under Section 50 of the *Local Government Act 1999*, came into effect on 11 December 2025 and establishes minimum requirements for community engagement under the Act through a category-based framework (Attachment 5). The Charter establishes five (5) categories based on the significance and impact of a decision:

- Significant - Annual Business Plan and Rating Policy:
  Decisions related to a Council's adoption of its Annual Business Plan or proposed changes to the basis of its Council rates.

- Significant:
  Decisions that a Council makes that have a significant impact on most or all ratepayers and residents, or the wider community area.

- Standard:
  Decisions that a Council makes that benefit from community input across the Council area.

- Local:
  Decisions that impact an identifiable smaller group of residents/ratepayers or a local area.

- Inform:
  Matters where Councils provide information to a community impacted by a decision.

The proposed introduction of the Charter had previously been identified through the Local Government Association and the Office for Local Government reform process in 2021. However, at the time Council's Community Engagement Policy and Community Engagement Procedure were adopted in 2024, no confirmed commencement timeframe had been provided for the Charter.

Changes introduced through the *Statutes Amendment (Local Government Review) Act 2021* included a replacement Section 50 (Community Engagement Charter), a new Section 50A (Community Engagement Policy), and amended public consultation provisions throughout the *Local Government Act 1999.* Because of this, all councils are required to adopt a Community Engagement Policy aligned with the Charter by 11 September 2026. Transitional provisions allow councils to continue operating under their existing policies until the earlier of three (3) months after adoption of a revised Policy, or 10 December 2026.

2. RELEVANCE TO STRATEGIC PLAN

The community have told us they want opportunities to connect with Council to share their views about matters that impact them, have them understood and considered in a transparent way. The Community Engagement Policy and Procedure outline what meaningful community engagement looks like for Council, to support staff when planning and making decisions relating to engagement.

3. PUBLIC CONSULTATION

Under the transitional provisions associated with the Charter in the *Local Government Act 1999* councils may continue to apply their existing community engagement policy during the transition period, as if the former provisions of the Act remained in operation.

Accordingly, there remains a legislative requirement to consult with the community when altering the Policy, pursuant to former Section 50(6) of the Act:

The council must:

(c) prepare a document that sets out its proposal in relation to the matter;

(d) publish in a newspaper circulating within the area of the council a notice of the proposal inviting interested persons to make submissions on the proposal within a period (which must be at least one month) stated in the notice; and

(e) consider any submissions made in response to an invitation under paragraph (d).

4. DISCUSSION

4.1 The current Community Engagement Policy and Procedure were endorsed by Council (Resolution 6309) on 24 June 2025.

4.2 A new Charter established under Section 50 of the *Local Government Act 1999* came into effect on 11 December 2025.

4.3 Councils were formally notified by the Local Government Association 12 January 2026.

4.4 Councils are required to adopt a Community Engagement Policy that aligns with the Charter by 11 September 2026**.**

4.5 The Charter introduces a category-based approach to legislatively-required community engagement, establishing five (5) categories based on community impact: Significant – Annual Business Plan and Rating Policy, Significant, Standard, Local and Inform, with minimum mandatory engagement tactics required for each category.

4.6 Council's existing approach to community engagement is already broadly aligned with the principles of the Charter, including ensuring the community has reasonable, timely, and meaningful opportunities to engage, and that engagement is communicated in plain language and is readily accessible. Council also recently undertook community engagement on its Community Engagement Policy and Procedure in 2025. As a result, the quality and purpose of Council's engagement approach remain unchanged, ensuring that community members and Elected Members continue to experience well-structured, proportionate, and effective opportunities to participate in decision-making.

4.7 Key proposed changes to the Policy include:

(1) The 'Statement of Intent' has been updated to align with legislative requirements, including:

(a) A new principle introduced under 'Community Engagement for the Council means we': 'Know our legislative requirements'. This principle outlines the Charter categories and reinforces that compliance with legislative obligations is a primary, non-negotiable component of engagement planning and delivery.

(b) A new principle, 'Undertake non-legislative community engagement where appropriate', has been introduced, with existing content repositioned under this principle to improve flow and clarity between legislative and non-legislative engagement activities.

(c) 'Determine the level of engagement' – minor wording amendments have been made to clarify how the IAP2 Spectrum is used to determine the level of engagement across legislative and non-legislative engagement activities.

(d) Close the loop – repositioned as the final principle for consistency with the Procedure.

(e) Wording updated throughout to improve clarity and align with Charter principles and terminology:

(i) Inclusion of 'Spectrum', when referring to the IAP2 Spectrum

(ii) Replacing 'feedback and discussion' with 'community participation'

(iii) Replacing 'easy to understand language' with 'plain language'

(iv) Replacing 'involvement' with 'community engagement'

(v) Replacing 'public consultation' with 'community engagement' to reflect the intent of the Charter.

(2) Scope updated to reference the Charter, its relationship under the Local Government Act 1999 and Council's obligations in community engagement.

(3) Legislation and References updated to remove the previous list of legislative matters presented in legislative order. The revised section includes the Charter as a key reference and outlines legislative matters requiring community engagement under each Charter category, allowing for clearer application. This approach has been adapted from the Local Government Association Model Policy for Councils.

(a) Removed reference to the Community Engagement Framework as it is an internal resource only.

(4) Application updated to clarify roles and functions associated with legislative requirements under the Charter, including:

(a) Council Member application wording updated to align with the Charter and relevant legislation, which prescribe engagement requirements for these matters.

(b) Added the word 'oversight' to General Manager application to reinforce the strategic governance role of General Managers throughout the community engagement process.

(c) Introducing a requirement for Senior Managers to reference the Charter, identify the relevant Charter category, and confirm that minimum requirements are met ahead of engagement implementation.

(d) Within the Application (workers), wording updated to replace 'what meaningful engagement looks like' with 'this Policy' for consistency and alignment.

4.8 Key proposed changes to the Procedure include:

(1) References and supporting documentation – addition of the Local Government Act 1999 – Community Engagement Charter.

(2) Proposed changes to the application section for the relevant roles and functions in the Policy have been updated in the Procedure for consistency.

(a) Amended Community Engagement & Experience application to include the wording 'relevant Charter category'.

(3) 4.1.1 Clarified the decision-making responsibilities between Senior Manager and General Manager. The Procedure now states 'The relevant General Manager will decide whether community engagement will proceed with regard to internal and external factors that may impact the engagement approach or outcomes.' An additional reference to legislative requirements has also been included as a consideration item in the list of dot points.

(4) 4.2.2 Added Charter definitions and clarified the role of Community Insights: 'Where a matter is listed in the Charter, the Community Insights team will provide advice and support on the applicable Charter category and the mandatory minimum requirements that apply.'

(5) 4.2.5 Added provision that, for matters categorised as 'Inform' in the Charter or identified as 'Inform' in the IAP2 Spectrum, an Issues and Stakeholder Analysis and Community Engagement Plan may not be required. This provides flexibility for low-impact matters, where there is limited opportunity for community influence, and a communications approach may be more appropriate.

(6) 4.3.4 Updated to align with the Charter, which sets minimum actions that vary by category, including public notice requirements, while also recognising applicable legislative obligations. The Procedure retains Council's endorsed 28-day minimum engagement period, noting the Charter specifies a 21-day minimum for Significant categories, while 14-day minimum periods for

Standard and Local categories are suggested in the Local Government Association's Model Community Engagement Policy.

(7) 4.4.3 Clarified that Council Members will be notified by memo of community engagement activities, as the previous Procedure did not specify how Council Members would be notified. References to 'public consultation' terminology have also been removed to align with the Charter.

4.9 Following the consultation process (28 days) the proposed Community Engagement Policy and Procedure will be put to the next available meeting of Ordinary Council for final adoption, which will replace the existing Community Engagement Policy and Procedure.

4.10 This Community Engagement Policy will meet the new legislative requirements following the public consultation required under Section 50A of the *Local Government Act 1999* and final adoption.

5. OPTIONS

Recommendation

1. Council endorse the proposed Community Engagement Policy (Attachment 1) and Community Engagement Procedure (Attachment 2) to proceed to public consultation and to consider final adoption of the Community Engagement Policy and Procedure at the next available Ordinary Council meeting following the consultation.

2. Council authorise the CEO to make further minor amendments to the Community Engagement Policy (Attachment 1) and Community Engagement Procedure (Attachment 2) that do not alter the intent of the document.

Option 2

1. Council endorse the proposed Community Engagement Policy (Attachment 1) and Procedure (Attachment 2) to proceed to public consultation and to consider final adoption of the Policy and Procedure at an Ordinary Council meeting following the consultation subject to the following amendment/s:

   - _____
   - _____
   - _____

2. Council authorise the CEO to make further minor amendments to the Community Engagement Policy (Attachment 1) and Community Engagement Procedure (Attachment 2) that do not alter the intent of the document.

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

Endorsing the proposed Community Engagement Policy and Community Engagement Procedure for public consultation will ensure alignment with the legislative requirements established under the *Local Government Act 1999*, while continuing Council's consistent and effective approach to community engagement

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 Council meets its legislative requirements to adopt a Community Engagement Policy under Section 50 of the *Local Government Act 1999*.

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

Should Council not endorse the proposed Community Engagement Policy and Community Engagement Procedure for public consultation, the existing policy and procedure would remain in place and would not align with the Charter established under the *Local Government Act 1999*. A further review would be required, significantly reducing the available timeframe prior to 11 September 2026 for Council to complete consultation, adoption, and implementation requirements under the Charter transitional provisions.

6.2.2 Financial Implications

There are no financial or resource implications associated with this decision.

Community Engagement Policy

Policy Author	General Manager – Corporate Services
Date of next review	TBC

1. Statement of Intent

Our community has clearly told us they want more opportunities to connect with the Council and each other, and have their ideas and experiences understood and listened to.

The Council recognises the role of community engagement in helping to shape and test ideas and support decision-making, leading to stronger outcomes (services, infrastructure, planning and programs) for the community. Its aim is to build effective relationships with the community and foster a sense of shared decision ownership in decision-making.

The Council values and encourages the involvement and contribution of the community in engagement processes, acknowledging that the quality of community engagement outcomes relies on mutual effort and meaningful participation of community and stakeholders.

Community engagement for the Council means we:

- **Know our legislative requirements.** This means we comply with relevant legislation and Section 50 of the *Local Government Act 1999* (the Act) Community Engagement Charter (the Charter). The Charter outlines five categories of community engagement for legislative matters which set the minimum requirements Council must meet:
    - Significant – Annual Business Plan and Rating Policy
    - Significant
    - Standard
    - Local; and
    - Inform.
- **Undertake non-legislative community engagement where appropriate.** While the Charter clearly identifies matters that Council must engage on and how we go about it, there will be other projects and decisions where engaging with the community may be appropriate. Council understands the need to seek input into projects and decisions that are likely to be of significant community interest, have economic, social, environmental, or cultural importance, involve significant expenditure on large scale projects, where there is influence available for the community, and decision-making is likely to be enhanced through community engagement.
- **Determine the level of engagement.** The International Association for Public Participation (IAP2) Spectrum guides how community engagement is undertaken across all engagement

activities, legislative or otherwise. While the Charter outlines the minimum engagement requirements for legislative matters, the IAP2 Spectrum assists Council in determining the appropriate level of engagement based on the level of influence the community can reasonably have. The IAP2 Spectrum identifies four levels of engagement.

Council may:

- Inform the community of a decision that has been made as this is also a part of a community engagement process
- Consult the community to seek feedback on specific options or ideas (this level is often referred to as public consultation and may relate to matters that are triggered by legislation)
- Involve the community so they can help balance views and help shape ideas; and/or
- Collaborate with the community to develop joint solutions to a problem, even though Council may still be the final decision-maker.

- **Communicate a clear engagement objective**. This means people are clear on why they're involved and what we're seeking to understand, what can and cannot be influenced, and how feedback and information will be used to assist in decision-making.
- **Understand who our stakeholders are**. This means we consider who is impacted or has a stake in the matter we are engaging on, and further consider their gender, age, diversity, ability, location, and interest.
- **Are flexible in our approach and use a range of engagement techniques** to reach people and encourage community participation. This means we consider the various stakeholders we need to engage and the techniques that may be most effective for the identified level of engagement, including but not limited to digital/online, face to face, on project site, direct mail, printed collateral, and existing community groups.
- **Strive to be accessible and inclusive**. This means we use plain language, try our best to make it easy for people to get involved, use accessible venues and formats, and consider other barriers to ensure people can meaningfully participate.
- **Consider the resources, capacity, and expertise we have** available to support any engagement activity. This means that before we commit, we understand and confirm we have the resources we need to be able to deliver a meaningful community engagement process.
- **Close the loop**. This means we inform the community of the outcome as soon as we can and, for longer projects, keep them informed of the progress. We explain how their feedback was used to inform decisions.

Council strives to ensure that the community engagement undertaken is meaningful. This will mean that at times, Council will not undertake community engagement or be restricted in the level of engagement it can take. This may be due to things like the limited ability to influence Council's direction, resourcing constraints, timing or that we have existing community insights to draw on already.

2. Scope

This Policy applies to all workers who undertake any community engagement activity for, or on behalf of, the Council.

The adoption of this Policy meets Council's obligations under Section 50A of the *Local Government Act 1999* (the Act), which states that councils must prepare and adopt a community engagement

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policy, and Section 50 – *Community Engagement Charter* (the Charter) that outlines the steps Council must follow when undertaking community engagement in accordance with the Act.

3. Legislation and References

This Policy is to be read in conjunction with the Community Engagement Procedure.

Related documents include:

- Community Engagement Charter (gazetted 11 December 2025, established under Section 50 of the *Local Government Act 1999*)

  The Charter establishes different categories for legislative matters, as follows:

  - Significant – Annual business plan and rating policy
    - Adopting an Annual Business Plan – section 123(3)(b)
    - Changes to basis of rating, declaring differential rates, imposing a separate rate, service rate or service charge, or changing the basis on which land is valued for the purpose of rating – section 151(5)(e)
  - Significant
    - Representation reviews – section 12(7)
    - Development and review of Strategic Management Plans – section 122(6)
    - Changes to use of differential rating – section 156(14a)(b)
    - Revocation of classification of land as community land – sections 194(2)(b)
    - Community Land Management Plans – adoption – section 197(1)
    - Community Land Management Plans – significant amendments – section 198(3)
    - Alienation of community land by lease or license – section 202(2)
  - Standard
    - Opening hours and place of principal office – substantial changes – section 45(3)
    - Community Engagement Policy – section 50A(6)(b)
    - Council behavioural support policies – section 75F(6)
    - Access to meetings and documents – section 92(5)
    - Power to make orders – section 259(2)(b)
  - Local
    - Proposed permit or authorisation for alteration or use of a road for business purposes when there are works and traffic impeded for more than 48 hours (with a detour in place) or where no detour will be available – section 223(1)

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- Proposed planting of vegetation on a road – significant impact – section 232(b)

- Inform
  - Opening hours and place of principal office – minor changes – section 45(3)
  - Proposed permit or authorisation for alteration or use of a road for business purposes when there are works and traffic impeded for less than 48 hours and the Council ensures that a detour is in place – section 223(1)
  - Election information – section 13A(2) of the *Local Government (Elections) Act 1999*

- *Planning, Development and Infrastructure Act 2016*
- International Association Public Participation (IAP2) – Spectrum of Participation
- City of Playford Global Glossary

This Policy should not be considered as the only document that may relate to community engagement. Other tiers of government, agencies or organisations may have legislation or policies that also apply.

4. Application

Chief Executive Officer	Champion and embed a foundation of best practice in community engagement within the organisation.
Council Members	May endorse community engagement for matters considered as high risk or high impact. Consider views, ideas and feedback received from the community and other relevant information to inform their decision-making process.
General Managers	Provide strategic direction and oversight to enable the relevant areas of the administration to carry out community engagement. Provide context and guidance on the internal and external factors that may impact community engagement.
Senior Managers	Determine the program, project or service need for community engagement in consultation with the Community Insights team and relevant General Manager. Where a matter is listed in the Community Engagement Charter, determine the applicable Charter category and confirm the mandatory minimum requirements that apply. Ensure that all outcomes align and meet legislative and policy requirements.
Workers	Workers with community engagement responsibilities are to adhere to the principles of this Policy and ensure any procedures, guidelines and processes are followed.

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Community Insights team	Ensure this Policy is made available for community engagement following correct community engagement procedures. Provide advice and support in relation to the application of this Policy and ensure guidelines and templates for community engagement are prepared.
Customer Contact team	Ensure this Policy is made available on request for viewing at Council's principal office.

5. Relevance to Risk Appetite Statement

Reputation

The City of Playford has a **LOW** appetite for negative perceptions that compromise its credibility and reputation. This Policy will be supported by procedures, guidelines, and a tool kit to support employees to deliver good community engagement that is well planned and accessible with clear objectives, flexible approaches, and appropriate resources.

Regulatory Compliance

Council has **ZERO TOLERANCE** for non-compliance with statutory requirements. This Policy sets out minimum standards for public consultation as required under the Act.

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.	3960954
Version no.	5
Procedure link	Community Engagement Procedure
Policy author	General Manager – Corporate Services
Endorsed by	Council
Resolution no.	TBC
Legal requirement	*Local Government Act 1999* – Section 50
Review schedule	2 Years
Date of current version	TBC
Date of next review	TBC

Document Set ID: 3960954
Version: 62, Version Date: 21/05/2026

Version history

Version no.	Approval date	Approval by	Change
1	October 2011	Ordinary Council Resolution No. 493	New Policy
2	December 2013	City Strategy and Enterprises Committee (no record of Ordinary Council resolution)	
3	25 May 2021	Ordinary Council Resolution No. 4628	Policy title change from Public Consultation Policy in line with Statutes Amendment (Local Government Review) Bill 2020 language. Clear identification of what good community engagement looks like for City of Playford. Removal of procedural matters and incorporated into the Community Engagement Procedure.
4	24 June 2025	Ordinary Council Resolution No. 6309	Clarity provided on difference between community engagement and public consultation. Additional information included to clarify IAP2 and the different outcomes of each level. Legislation and References updated. Application updated to reflect the role of Council General Managers and Senior Managers.
5	TBC	Ordinary Council Resolution No. TBC	Policy reviewed and amended to align with recent legislative changes.

Document Set ID: 3960954
Version: 62, Version Date: 21/05/2026

Community Engagement Procedure

Procedure Author	General Manager – Corporate Services
Date of next review	June 2027

1. Purpose

This Procedure outlines the processes to be followed when planning and delivering community engagement activities on behalf of Council.

2. References and Supporting Documentation

This Procedure should be read in conjunction with the Community Engagement Policy.

Related documents include:

- Community Engagement Charter (gazetted 11 December 2025, established under Section 50 of the *Local Government Act 1999*)
- Issues and Stakeholder Analysis Template
- Community Engagement Plan Template

3. Application

Council Members	May endorse community engagement for matters considered as high risk or high impact. Consider views, ideas and feedback received from the community and other relevant information to form their decision-making process.
General Managers	Provide strategic direction and oversight to enable the relevant areas of the administration to carry out community engagement. Provide context and guidance on the internal and external factors that may impact community engagement.
Senior Managers	Determine the program, project or service need for community engagement in consultation with the Community Insights team and relevant General Manager. Where a matter is listed in the Community Engagement Charter, determine the applicable Charter category and confirm the mandatory minimum requirements that apply. Ensure that all outcomes align and meet legislative and policy requirements.
Workers with community engagement responsibilities	Plan, prepare and deliver community engagement activities.

Community Engagement and Experience team	Review documentation, provide advice and support to determine the relevant Charter category, level of engagement, and prepare and plan for engagement activities. Coordinate community engagement information on Council's online engagement platform. Ensure the community is appropriately informed about community engagement opportunities.

4. Procedure

4.1 Determining the need for undertaking community engagement

4.1.1 Senior Managers will assess and determine, in consultation with the Community Insights team whether community engagement is recommended as part of a project or decision-making process.

The relevant General Manager will decide whether community engagement will proceed with regard to internal and external factors that may impact the engagement approach or outcomes.

Consideration will be given to:

- whether the engagement is legislatively required, including identification of the applicable Charter category and application of minimum legislative requirements
- the scale and impact of the project or decision
- whether there is likely to be significant community interest
- the economic, social, environmental, or cultural importance of the matter
- the scale of expenditure on a large-scale project; and
- whether input from the community may meaningfully shape or influence the matter.

4.2 Determining the Charter category and level of engagement required

4.2.1 Relevant workers will complete the Issues and Stakeholder Analysis Template with support from the Community Insights team to determine the relevant considerations required for both legislative and other proposed community engagement. The analysis considers the nature of the issue, degree of community impact, community expectations, competing values, scale of interest, degree of influence and availability of resources. This will provide an indication of the level of impact/risk.

4.2.2 Where a matter is listed in the Community Engagement Charter (the Charter), the Community Insights team will provide advice and support on the applicable Charter category and the mandatory minimum requirements that apply.

The Charter establishes five categories:

- **Significant – Annual Business Plan and Rating Policy**: decisions related to a Council's adoption of its Annual Business Plan or proposed changes to the basis of its Council rates.
- **Significant**: decisions that a Council makes that have a significant impact on most or all ratepayers and residents, or the wider community area.
- **Standard**: decisions that a Council makes that benefit from community input across the Council area.

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- **Local**: decisions that impact an identifiable smaller group of residents/ratepayers or a local area.
- **Inform**: matters where Council's provide information to a community impacted by a decision.

4.2.3 The Community Insights team will also advise if the community engagement required is most appropriately achieved through either the Inform, Consult, Involve or Collaborate levels of the IAP2 Spectrum as prescribed in the Community Engagement Policy.

4.2.4 The Senior Manager, in consultation with the relevant General Manager, will decide on the required community engagement level having regard to any analysis, Charter requirements, and Community Insights team advice. The Senior Manager will also ensure legislative requirements are met under the Charter.

4.2.5 For matters categorised as *Inform* in the Charter or identified as *Inform* in the IAP2 Spectrum, an Issues and Stakeholder Analysis and Community Engagement Plan may not be required.

4.3 Planning and preparing for community engagement

4.3.1 Relevant workers will develop a Community Engagement Plan that clearly identifies the objectives and level of engagement, Charter category and minimum requirements (where applicable), who the stakeholders are, proposed engagement techniques, access and inclusion checks, methods to close the loop, relevant timeframes, and any resources required.

4.3.2 For matters that are identified as high risk/impact or above, the Community Engagement Plan will go to the Community Insights team and relevant Senior Manager for input and review.

4.3.3 Any matter that is identified as being high risk/impact or more may require Council resolution of the engagement approach. This will require a Council decision report that includes an overview of the Community Engagement Plan.

4.3.4 For community engagement categorised in the Charter as Significant – Annual Business Plan and Rating Policy, Significant, Standard and Local the minimum engagement period will be 28 days. Public notice and other minimum requirements will be applied in accordance with the Charter and any applicable legislation.

4.3.5 Where community engagement is not legislatively required and is undertaken at the discretion of Council, the minimum period for Consult, Involve or Collaborate levels of engagement as defined by the IAP2 Spectrum will be 21 days from the date of notice.

4.3.6 Submissions received will be considered as part of the decision-making process and will also have regard to any relevant legislation.

4.4 Communication and coordination

4.4.1 The Community Engagement and Experience team will be advised in advance of any community engagement activity.

4.4.2 All current community engagement will be viewable on Council's online engagement platform and/or Council website.

4.4.3 Council Members will be advised via memo of any community engagement activities outlined in an Community Engagement Plan prior to those activities commencing.

4.5 Close the loop

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4.5.1 A What We Heard Report will be developed at the end of the community engagement to inform Council and the community of the outcome. The report will summarise feedback and explain how it will be used to inform Council decision-making.

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.	3961007
Version no.	3
Policy link	Community Engagement Policy
Procedure author	General Manager – Corporate Services
Endorsed by	Council
Resolution no.	TBC
Legal requirement	*Local Government Act 1999* – Section 50
Review schedule	2 Years
Date of current version	TBC
Date of next review	TBC

Version history

Version no.	Approval date	Approval by	Change
1	25 May 2021	Ordinary Council Resolution No. 4628	New Procedure
2	24 June 2025	Ordinary Council Resolution No. 6309	'Close the loop' added as an additional step and align to Community Engagement Policy. Application updated to provide role clarity of Council Members, General Managers, Senior Manager and Community Insights team Team title changed from 'Engagement and Insights' to

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			'Community Insights' and policy author department name changed from 'Strategy & Corporate' to 'Corporate Services'.
3	TBC	Ordinary Council Resolution No. TBC	Procedure reviewed and amended to align with recent legislative changes.

Document Set ID: 3961007
Version: 59, Version Date: 25/05/2026

Community Engagement Policy

Policy Author	General Manager – Corporate Services
Date of next review	~~June 2027~~TBC

1. Statement of Intent

Our community has clearly told us they want more opportunities to connect with the Council and each other, and have their ideas and experiences understood and listened to.

The Council recognises the role of community engagement in helping to shape and test ideas and support ~~decision making~~decision-making, leading to stronger outcomes (services, infrastructure, planning and programs) for the community. Its aim is to build effective relationships with the community and foster a sense of shared decision ownership in ~~decision making~~decision-making.

The Council values and encourages the involvement and contribution of the community in engagement ~~and consultation~~ processes, acknowledging that the quality of community engagement outcomes relies on mutual effort and meaningful participation of community and stakeholders.

Community engagement for the Council means we:

- **Know our ~~mandatory~~legislative requirements.**: This means we comply with relevant legislation and Section 50 of the *Local Government Act 1999* (the Act) Community Engagement Charter (the Charter). The Charter outlines five categories of community engagement for legislative matters which set the minimum requirements Council must meet:
  - Significant – Annual Business Plan and Rating Policy
  - Significant
  - Standard
  - Local; and
  - Inform.
- **Undertake non-legislative community engagement where appropriate.** While the Charter clearly identifies matters that Council must engage on and how we go about it, there will be other projects and decisions where engaging with the community may be appropriate. Council understands the need to seek input into projects and decisions that are likely to be of significant community interest, have economic, social, environmental, or cultural importance, involve significant expenditure on large scale projects, where there is influence available for the community, and decision-making is likely to be enhanced through community engagement.
- **Determine the level of engagement.** The International Association for Public Participation (IAP2) Spectrum guides how community engagement is undertaken across all engagement

Commented [JE1]: 'Public consultation' has been removed and replaced with 'community engagement' across both draft Policy and draft Procedure to reflect the intent of the Community Engagement Charter.

Commented [JE2]: New principle introduced to reinforce compliance with legislative obligations is a primary, non-negotiable component of engagement planning and delivery process. New Charter categories included for practicality and awareness.

Commented [JE3]: New principle title introduced, with existing wording from Policy repositioned here to improve flow and clarity between legislative and non-legislative engagement activities. Language updated to align to Charter terminology.

Commented [JE4]: Minor wording adjustments made to improve clarity regarding the application of the IAP2 Spectrum, with no change to intent.

activities, legislative or otherwise. While the Charter outlines the minimum engagement requirements for legislative matters, the IAP2 Spectrum assists Council in determining the appropriate level of engagement based on the level of influence the community can reasonably have. The IAP2 Spectrum identifies four levels of engagement.

Council may:

- Inform the community of a decision that has been made as this is also a part of a community engagement process
- Consult the community to seek feedback on specific options or ideas (this level is often referred to as public consultation and may relate to matters that are triggered by legislation)
- Involve the community so they can help balance views and help shape ideas; and/or
- Collaborate with the community to develop joint solutions to a problem, even though Council may still be the final decision-maker.

- **Communicate a clear engagement objective**. This means people are clear on why they're involved and what we're seeking to understand, what can and cannot be influenced, and how feedback and information will be used to assist in ~~decision~~ decision-making.
- **Understand who our stakeholders are**. This means we consider who is impacted or has a stake in the matter we are engaging on, and further consider their gender, age, diversity, ability, location, and interest.
- ~~**Determine the level of engagement**. Community engagement has several levels, which the International Association for Public Participation (IAP2) Spectrum defines as Inform, Consult, Involve, or Collaborate. The determination of this level is dependent upon the scope, complexity, impact and competing values or interests in the Council project or decision being made and timeframes may apply.~~
  - ~~Council may:~~
    - ~~Inform the community of a decision that has been made as this is also a part of a community engagement process.~~
    - ~~Consult the community to seek feedback on specific options or ideas (this level is often referred to as public consultation and may relate to matters that are triggered by legislation).~~
    - ~~Involve the community so they can help balance views and help shape ideas; and/or~~
    - ~~Collaborate with the community to develop joint solutions to a problem, even though Council may still be the final decision decision-maker.~~
- **Are flexible in our approach and use a range of engagement techniques** to reach people and encourage ~~feedback and discussion~~ community participation. This means we consider the various stakeholders we need to engage and the techniques that may be most effective for the identified level of engagement, including but not limited to digital/online, face to face, on project site, direct mail, printed collateral, and existing community groups.
- **Strive to be accessible and inclusive**. This means we use ~~easy to understand language~~ plain language, try our best to make it easy for people to get involved, use accessible venues and formats, and consider other barriers to ensure people can meaningfully participate.
- ~~**Close the loop**. This means we inform the community of the outcome as soon as we can and,~~

Commented [JE5]: Moved to third principle for better flow and wording adjusted.

Commented [RW6]: Removed 'feedback and discussion' and changed to 'community participation to align to Charter language.

Commented [RW7]: Changed wording from 'easy to understand language' to 'plain language to align to Charter wording.

~~for longer projects, keep them informed of the progress. We explain how their feedback was used to inform decisions.~~

- **Consider the resources, capacity, and expertise we have** available to support any engagement activity. This means that before we commit, we understand and confirm we have the resources we need to be able to deliver a meaningful community engagement process.
- **Close the loop**. This means we inform the community of the outcome as soon as we can and, for longer projects, keep them informed of the progress. We explain how their feedback was used to inform decisions.

~~While the *Local Government Act 1999* identifies matters that Council must consult on, there will be other projects and decisions where engaging with the community may be appropriate. Council understands the need to seek input into projects and decisions that are likely to be of significant community interest, have economic, social, environmental, or cultural importance, involve significant expenditure on large scale projects, where there is influence available for the community, and decision making is likely to be enhanced through the involvement of the community.~~

Council strives to ensure that the community engagement undertaken is meaningful. This will mean that at times, ~~that~~ Council will not undertake community engagement or be restricted in the level of engagement it can take. This may be due to things like the limited ability to influence Council's direction, resourcing constraints, timing or that we have existing community insights to draw on already.

2. Scope

This Policy applies to all workers who undertake any community engagement ~~and public consultation~~ activity for, or on behalf of, the Council.

The adoption of this Policy meets Council's obligations under Section 50A of the *Local Government Act 1999* (the Act), which states that councils must prepare and adopt a ~~public consultation~~community engagement policy, and Section 50 – *Community Engagement Charter* (the Charter) that ~~sets outlines out~~ the steps Council ~~will~~ must follow ~~in~~ when undertaking ~~public consultation~~community engagement in accordance with ~~as required by~~ the Act.

3. Legislation and References

This Policy is to be read in conjunction with the Community Engagement Procedure.

Related documents include:

- ~~City of Playford Global Glossary~~
- ~~International Association Public Participation (IAP2) – Spectrum of Participation~~
- ~~City of Playford Community Engagement Framework~~
- Community Engagement Charter (gazetted 11 December 2025, established under Section 50 of the *Local Government Act 1999*)

  The Charter establishes different categories for legislative matters, as follows:

  - Significant – Annual business plan and rating policy
    - Adopting an Annual Business Plan – section 123(3)(b)
    - Changes to basis of rating, declaring differential rates, imposing a separate rate, service rate or service charge, or changing the basis on which land is valued for the

Commented [JE8]: Moved to bottom principle to align with steps in procedure.

Commented [JE9]: Moved to new principle "'Undertake non-legislative community engagement where appropriate"

Commented [JE10]: Removal of reference to 'public consultation'.

Commented [RW11]: Updated paragraph to reference the Charter, its relationship under the Act and Council's obligations in community engagement.

Commented [JE12]: Moved to bottom of section.

Commented [JE13]: Removal of Community Engagement Framework as it is an internal resource only.

Commented [RW14]: Section updated to remove the previous list of legislative matters, (presented in legislative order). The updated version now includes the Charter as a key reference and outlines the legislative matters requiring community engagement under each Charter category, enabling simpler application and clearer awareness for staff. This has been adapted from the LGA's Model Policy for Councils

purpose of rating – section 151(5)(e)

- Significant
  - Representation reviews – section 12(7)
  - Development and review of Strategic Management Plans – section 122(6)
  - Changes to use of differential rating – section 156(14a)(b)
  - Revocation of classification of land as community land – sections 194(2)(b)
  - Community Land Management Plans – adoption – section 197(1)
  - Community Land Management Plans – significant amendments – section 198(3)
  - Alienation of community land by lease or license – section 202(2)
- Standard
  - Opening hours and place of principal office – substantial changes – section 45(3)
  - Community Engagement Policy – section 50A(6)(b)
  - Council behavioural support policies – section 75F(6)
  - Access to meetings and documents – section 92(5)
  - Power to make orders – section 259(2)(b)
- Local
  - Proposed permit or authorisation for alteration or use of a road for business purposes when there are works and traffic impeded for more than 48 hours (with a detour in place) or where no detour will be available – section 223(1)
  - Proposed planting of vegetation on a road – significant impact – section 232(b)
- Inform
  - Opening hours and place of principal office – minor changes – section 45(3)
  - Proposed permit or authorisation for alteration or use of a road for business purposes when there are works and traffic impeded for less than 48 hours and the Council ensures that a detour is in place – section 223(1)
  - Election information – section 13A-(2) of the *Local Government (Elections) Act 1999*

- ~~*Local Government Act 1999 – Section 50*~~
  - ~~*Legislative matters requiring public consultation:*~~
- ~~*Section 12(7): Representation Report*~~
- ~~*Section 13(2): Status of a Council/Change of Name*~~

- ~~*Section 50(6): Public Consultation Policy*~~
- ~~*Section 75F(6): Behavioural Support Policies*~~
- ~~*Section 92(5): Code of Practice for Public Access to Meetings and Meeting Documents*~~
- ~~*Section 122(6): Strategic Management Plans*~~
- ~~*Section 249(1): Passing By-Laws*~~
- ~~*Section 259(2): Policies on Orders*~~
- ~~*Legislative matters requiring public consultation in accordance with Council's public consultation policy:*~~
- ~~*Section 45(3): Principal Office – Opening hours*~~
- ~~*Section 123(3) and (4): Annual Business Plan*~~
- ~~*Section 151(5), (7) and (8): Changes to Basis of Rating*~~
- ~~*Section 156(14a): Rating Differential Rates*~~
- ~~*Section 194(2)(b): Community Land – Revocation of Classification*~~
- ~~*Section 197(1): Community Land – Adoption of a Management Plans*~~
- ~~*Section 198(2): Community Land Amendment or Revocation of a Management Plan*~~
- ~~*Section 202(2): Alienation of Community Land by Lease or License*~~
- ~~*Section 223: Roads | Permits that would result in any part of a road being fenced, enclosed or partitioned so as to impede the passage of traffic to a material degree or in relation to a use or activity requiring public consultation under the regulations.*~~
- ~~*Section 232: Planting of vegetation if the vegetation may have a significant impact on residents, the proprietors of nearby businesses or advertisers in the area*~~
- *Planning, Development and Infrastructure Act 2016*
- International Association Public Participation (IAP2) – Spectrum of Participation
- City of Playford Global Glossary

This Policy should not be considered as the only document that may relate to community engagement. Other tiers of government, agencies or organisations may have legislation or policies that also apply.

4. Application

Chief Executive Officer	Champion and embed a foundation of best practice in community engagement within the organisation.
Council Members	~~Endorse community engagement approaches where public consultation is required by legislation and~~m~~M~~ay endorse

Commented [JE15]: Council Member application wording updated to align with the Charter and relevant legislation, which prescribe engagement requirements for these matters.

	community engagement for matters considered as high risk or high impact. Consider views, ideas and feedback received from the community and other relevant information to inform their decision-making process.
General Managers	Provide strategic direction and oversight to enable the relevant areas of the administration to carry out community engagement. Provide context and guidance on the internal and external factors that may impact community engagement.
Senior Managers	Determine the program, project or service need for community engagement in consultation with the Community Insights team and relevant General Manager. Where a matter is listed in the Community Engagement Charter, determine the applicable Charter category and confirm the mandatory minimum requirements that apply. Ensure that all outcomes align and meet legislative and policy requirements.
Workers	Workers with community engagement responsibilities are to adhere to the principles of ~~'what meaningful community engagement looks like'~~this Policy and ensure any procedures, guidelines and processes are followed.
Community Insights team	Ensure this Policy is made available for ~~public consultation~~community engagement following correct community engagement procedures. Provide advice and support in relation to the application of this Policy and ensure guidelines and templates for community engagement are prepared.
Customer Contact team	Ensure this Policy is made available on request for viewing at Council's principal office.

Commented [JE16]: "Oversight" included to reinforce the strategic governance role of General Managers throughout the community engagement process.

Commented [RW17]: New inclusion requiring reference to the Charter, identification of the relevant Charter category, and confirmation that minimum requirements are met.

Commented [RW18]: Removal of 'what meaningful engagement looks like and replaced with 'this Policy' for alignment

5. Relevance to Risk Appetite Statement

Reputation

The City of Playford has a **LOW** appetite for negative perceptions that compromise its credibility and reputation. This Policy will be supported by procedures, guidelines, and a tool kit to support employees to deliver good community engagement that is well planned and accessible with clear objectives, flexible approaches, and appropriate resources.

Regulatory Compliance

Council has **ZERO TOLERANCE** for non-compliance with statutory requirements. This Policy sets out minimum standards for public consultation as required under the Act.

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

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Version no.	45
Procedure link	Community Engagement Procedure
Policy author	General Manager – Corporate Services
Endorsed by	Council
Resolution no.	~~6309~~TBC
Legal requirement	*Local Government Act 1999* – Section 50
Review schedule	2 Years
Date of current version	~~June 2025~~TBC
Date of next review	~~June 2027~~TBC

Version history

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4	24 June 2025	Ordinary Council Resolution No. 6309	Clarity provided on difference between community engagement and public consultation. Additional information included to clarify IAP2 and the different outcomes of each level. Legislation and References updated. Application updated to reflect the role of Council General Managers and Senior Managers.
5	TBC	Ordinary Council Resolution No. TBC	Policy reviewed and amended to align with recent legislative changes.

Community Engagement Procedure

Procedure Author	General Manager – Corporate Services
Date of next review	June 2027

1. Purpose

This Procedure outlines the processes to be followed when planning and delivering community engagement activities on behalf of Council.

2. References and Supporting Documentation

This Procedure should be read in conjunction with the Community Engagement Policy.

Related documents include:

- Community Engagement Charter (gazetted 11 December 2025, established under Section 50 of the *Local Government Act (1999)*) ~~– Community Engagement Charter~~
- Issues and Stakeholder Analysis Template
- Community Engagement Plan Template

Commented [RW1]: Addition of Local Government Act (1999) – Community Engagement Charter

3. Application

Council Members	~~Endorse community engagement approach where public consultation is required by legislation and~~May endorse community engagement for matters considered as high risk or high impact. Consider views, ideas and feedback received from the community ~~engagement processes as part of~~and other relevant information to form their decision- making process.
General Managers	Provide strategic direction and oversight to enable the relevant areas of the administration to carry out community engagement. Provide context and guidance on the internal and external factors that may impact community engagement.
Senior Managers	Determine the program, project or service need for community engagement in consultation with the Community Insights team and relevant General Manager. ~~Ensure that all outcomes meet legislative and policy requirements.~~ Where a matter is listed in the Community Engagement Charter, determine the applicable Charter category and confirm the mandatory minimum requirements that apply. Ensure that all outcomes align and meet legislative and policy requirements.

Commented [JE2]: Updated - engagement requirements for these matters are prescribed within the Charter and relevant legislation.

Commented [JE3]: "Oversight" included to reinforce the strategic governance role of General Managers throughout the community engagement process.

Commented [RW4]: Addition to reference the Community Engagement Charter and confirm responsibililties

Workers with community engagement responsibilities	Plan, prepare and deliver community engagement activities.
Community Engagement and Experience team	Review documentation, provide advice and support to determine the relevant Charter category, level of engagement, and prepare and plan for engagement activities. Coordinate community engagement information on Council's online engagement platform. ~~Maintain a community engagement framework to support consistent and effective community engagement.~~ Ensure the community is appropriately informed about community engagement opportunities.

Commented [RW5]: Reference to 'the Charter'

Commented [JE6]: Removed as Framework is internal use and not a public document.

4. Procedure

4.1 Determining the need for undertaking community engagement ~~or consultation~~

Commented [RW7]: Updated to reflect charter terminology

4.1.1 Senior Managers will assess and determine, in consultation with the Community Insights team whether community engagement is recommended as part of a project or decision-making process.

The relevant General Manager will decide whether community engagement will proceed with regard to internal and external factors that may impact the engagement approach or outcomes.

Commented [JE8]: Recommend an additional step within the Procedure to provide greater clarity regarding decision-making responsibilities between Senior Manager and General Manager.

Consideration will be given to:

- ~~W~~whether the engagement is legislatively required, including identification of the applicable Charter category and application of minimum legislative requirements~~.~~

Commented [RW9]: Ensures consideration of Charter in early assessment

- the scale and impact of the project or decision~~,~~
- whether there is likely to be significant community interest~~,~~
- the economic, social, environmental, or cultural importance of the matter~~,~~
- the scale of expenditure on a large-scale project; and
- whether input from the community may meaningfully shape or influence the matter.

~~4.1.2 Relevant Senior Managers will ensure that any matter that has legislative requirements for consultation engagement is delivered, and any legislative requirements are met.~~

Commented [RW10]: Updated to reflect charter terminology

4.2 Determining the Charter category and level of engagement required

Commented [JE11]: Removed this point as it is covered in 4.1.1 and reinforced in 4.2.4.

Commented [JE12]: Inclusion of Charter in step.

4.2.1 Relevant workers will complete the Issues and Stakeholder Analysis Template with support from the Community Insights team to determine the relevant considerations required for both legislative and other proposed community engagement. The analysis considers the nature of the issue, degree of community impact, community expectations, competing values, scale of interest, degree of influence and availability of resources. This will provide an indication of the level of impact/risk.

~~4.2.1~~4.2.2 Where a matter is listed in the Community Engagement Charter (the Charter), the Community Insights team will provide advice and support~~advise~~ on the applicable Charter category and the mandatory minimum requirements that apply.

The Charter establishes five categories:

Commented [JE13]: Added new step to reference Charter definitions and clarified the role of Community Insights team.

- **Significant – Annual Business Plan and Rating Policy**: decisions related to a Council's adoption of its Annual Business Plan or proposed changes to the basis of its Council rates.
- **Significant**: decisions that a Council makes that have a significant impact on most or all ratepayers and residents, or the wider community area.
- **Standard**: decisions that a Council makes that benefit from community input across the Council area.
- **Local**: decisions that impact an identifiable smaller group of residents/ratepayers or a local area.
- **Inform**: matters where Council's provide information to a community impacted by a decision.

4.2.24.2.3 The Community Insights team will also advise if the community engagement required is most appropriately achieved through either the Inform, Consult, Involve or Collaborate levels of the IAP2 Spectrum as prescribed in the Community Engagement Policy.

4.2.4 4.2.3 The Senior Manager, in consultation with the relevant General Manager, will decide on the required community engagement level having regard to any analysis, Charter requirements, and Community Insights team advice. The Senior Manager will also ensure legislativeconfirm that the proposed engagement approach meets any mandatory requirements are met, under the Charter.

4.2.34.2.5 For matters categorised as *Inform* in the Charter or identified as *Inform* in the IAP2 Spectrum, an Issues and Stakeholder Analysis and Community Engagement Plan may not be required.

4.3 Planning and preparing for community engagement

4.3.1 Relevant workers will develop a Community Engagement Plan that clearly identifies the objectives and level of engagement, Charter category and minimum requirements (where applicable), who the stakeholders are, proposed engagement techniques, access and inclusion checks, methods to close the loop, relevant timeframes, and any resources required.

4.3.2 For matters that are identified as high risk/impact or above, the Community Engagement Plan will go to the Community Insights team and relevant Ssenior Mmanager for input and review.

4.3.3 Any matter that is identified as being high risk/impact or more may require Council resolution of the engagement approach. This will require a Council decision report that includes an overview of the Community Engagement Plan.

~~4.4 Public consultation process~~

~~4.4.14.3.4 At a minimum, and subject to the Issues and Stakeholder Analysis referred to in 4.2.1, where the *Local Government Act 1999* (the Act) states that public consultation must take place, Council will publish a notice in a newspaper circulating the local area, describing the matter for which public consultation is required, and invite interested persons to make submissions to the Council~~For community engagement categorised in the Charter as Significant – Annual Business Plan and Rating Policy, Significant, Standard and Local the minimum engagement period will be 28 days. Public notice and other minimum requirements will be applied in accordance with the Charter and any applicable legislation.

4.4.24.3.5 Where ~~public consultation and~~ community engagement is not legislatively required ~~mandated by the Act~~ and is undertaken at the discretion of Council, the

Commented [RW14]: Added reference to Charter requirements to align with Senior Manager application and ensure consistency across document

Commented [RW15]: New inclusion which provides flexibility where there is no opportunity for community influence, recognising that 'Inform' applies to minor matters where a communications plan may be more appropriate.

Commented [RW16]: Align with new charter requirements

Commented [JE17]: Title removed for better flow of steps.

Commented [JE18]: Amended to reflect Charter requirements.

minimum period for Consult, Involve or Collaborate ~~l~~Levels of engagements as defined by the IAP2 Spectrum ~~-~~will be 21 days from the date of notice.

4.4.3 ~~All details of consultations will be placed on Council's website and/or online engagement platform.~~

4.4.44.3.6 Submissions received will be considered as part of the decision-making process and will also have regard to any relevant legislation.

4.54.4 Communication and coordination

4.5.14.4.1 The Community Engagement and Experience team will be advised in advance of any community engagement ~~or public consultation~~ activity.

4.5.24.4.2 All current community engagement ~~and public consultation~~ will be viewable on Council's online engagement platform and/or Council website.

4.5.34.4.3 Council Members will be advised via memo of any community engagement ~~or public consultation~~ activities outlined in an Community Engagement Plan ~~y via memo~~ prior to ~~any community engagement or public consultation~~ those activities commencing.

4.64.5 Close the loop

4.6.14.5.1 A What We Heard Report will be developed at the end of the community engagement ~~or public consultation~~ to inform Council and the community of the outcome. The report will summarise feedback and explain how it will be used to inform Council ~~decision~~ decision-making.

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.	3961007
Version no.	~~2~~3
Policy link	Community Engagement Policy
Procedure author	General Manager – Corporate Services
Endorsed by	Council
Resolution no.	~~6309~~TBC
Legal requirement	*Local Government Act 1999* – Section 50
Review schedule	2 Years
Date of current version	~~June 2025~~TBC
Date of next review	~~June 2027~~TBC

Commented [RW19]: Removed 'mandated by the Act' and replaced with 'legislative' to reflect Charter language and added reference to IAP2 spectrum for clarity

Commented [RW20]: Removed sentence as duplicated in 4.4.2

Commented [RW21]: Clarified that Council Members will be notified by 'memo' of community engagement activities, as the previous Procedure did not specify how Council Members would be notified. References to 'public consultation' terminology have also been removed to align with the Charter.

Commented [RW22]: Updated to align with charter language

Version history

Version no.	Approval date	Approval by	Change
1	25 May 2021	Ordinary Council Resolution No. 4628	New Procedure
2	24 June 2025	Ordinary Council Resolution No. 6309	'Close the loop' added as an additional step and align to Community Engagement Policy. Application updated to provide role clarity of Council Members, General Managers, Senior Manager and Community Insights team Team title changed from 'Engagement and Insights' to 'Community Insights' and policy author department name changed from 'Strategy & Corporate' to 'Corporate Services'.
3	TBC	Ordinary Council Resolution No. TBC	Procedure reviewed and amended to align with recent legislative changes.

LOCAL GOVERNMENT ACT 1999

Section 50 Community Engagement Charter

The Community Engagement Charter (the Charter) is established by the Minister for Local Government pursuant to Section 50 of the *Local Government Act 1999* (the Act) for the purposes of this Act.

Principles

This charter has been prepared taking into account the following principles contained in Section 50(2) of the *Local Government Act 1999*—

(a) members of the community should have reasonable, timely, meaningful and ongoing opportunities to gain access to information about proposed decisions, activities and processes of councils and to participate in relevant processes;

(b) information about issues should be in plain language, readily accessible and in a form that facilitates community participation;

(c) participation methods should seek to foster and encourage constructive dialogue, discussion and debate in relation to proposed decisions, activities and processes of councils;

(d) participation methods should be appropriate having regard to the significance and likely impact of proposed decisions, activities and processes;

(e) insofar as is reasonable, communities should be provided with information about how community views have been taken into account and reasons for decisions or actions of councils.

Categories

In recognition of the fact that the matters included for community engagement in this Charter have differing levels of impact on councils' communities, this Charter establishes the following categories of engagement and requirements that are appropriate to each group—

- **Significant—annual business plan and rating policy**: decisions related to a council's adoption of its annual business plan or proposed changes to the basis of its council rates.
- **Significant**: decisions that a council makes that have a significant impact on most or all ratepayers and residents, or the wider community or area.
- **Standard**: decisions that a council makes that benefit from community input across the council area.
- **Local**: decisions that impact an identifiable smaller group of residents/ratepayers or a local area.
- **Inform**: matters where councils provide information to a community impacted by a decision.

Mandatory Requirements Definitions

Where the Charter includes a mandatory requirement, the following table provides more information about actions that must be taken at a minimum to meet that requirement for community engagement.

While these actions are mandatory, councils should actively consider all activities that should be undertaken for each matter that it is consulting on to give community members the best chance to make their views known. In particular, councils should undertake additional engagement for matters that have greater significance, greater community interest or a greater impact on communities.

In this Charter 'community' means individuals, groups or stakeholders that are impacted by or interested in a particular council decision or action. Councils should seek broad, diverse and representative views across its community.

Whenever a council is preparing information to support engagement, it should be in plain language, readily accessible and in a form that facilitates community participation.

Categories

Mandatory Requirement	**Mandatory Minimum Actions to Achieve the Mandatory Requirements**	**Mandatory Requirement that Applies to Matters Categorised as: (X indicates that the mandatory requirement applies)**				
		Significant—Annual Business Plan and Rating Policy	**Significant**	**Standard**	**Local**	**Inform**
Website	Publish information about the matter that can be easily found on a council website.	X	X	X	X	X
News publication	Publish information about the matter in a local news publication (print where available, but otherwise digital) that circulates in the council area and is not produced by the council.	X	X			
Consult with the whole council area	Consider appropriate forms of notifications to the council area. Consider whether additional information or notification should be made available to the community to bring their attention to the matter and to support participation.	X	X	X		

Mandatory Requirement	Mandatory Minimum Actions to Achieve the Mandatory Requirements	Mandatory Requirement that Applies to Matters Categorised as: (X indicates that the mandatory requirement applies)				
		Significant—Annual Business Plan and Rating Policy	Significant	Standard	Local	Inform
Invite submissions	Provide information about how the community can make a submission, including timeframe.	X	X			
Explain decision-making process	In material prepared explain what the council proposes to do, why it proposes to do it, and what it seeks to achieve. Explain how community feedback will inform the council's decision.	X	X			
Seek and consider feedback from the community—significant matters	Consider how best to invite feedback from the community. Provide a minimum community engagement period of 21 days to enable the community to provide feedback. Include a summary of community engagement feedback to the council ahead of the decision.	X	X			
Public meeting	Hold a public meeting where the community is invited to provide submissions (written or verbal) on the matter. The public meeting may be part of a council meeting or a separate event.	X				
Council meeting invitation	Invite people who have made a written submission to attend a council meeting to speak to their submission before the decision is made.		X			
Seek and consider feedback from the community	Consider how best to invite feedback from the community Provide information about how community feedback will inform the council's decision. Ensure an appropriate period of time is provided to enable communities to provide feedback.			X	X	
Consult with local community	Consider appropriate forms of notifications to the area within the council affected by the council decision or action. Consider whether additional information or notification should be made available to the local community to bring their attention to the matter and to support participation.				X	
Information to the whole council area	Provide information to the whole of the council's community if it may be directly affected by the council decision or action.					X

Mandatory Requirement	Mandatory Minimum Actions to Achieve the Mandatory Requirements	Mandatory Requirement that Applies to Matters Categorised as: (X indicates that the mandatory requirement applies)				
		Significant—Annual Business Plan and Rating Policy	Significant	Standard	Local	Inform
Information to local community	Provide information to the local community that may be directly affected by the council decision or action.					X

Matters (in Legislative Order)

Category	Matter	Act Reference	Description
Significant	Representation reviews	Section 12(7) of the *Local Government Act 1999*	Consultation that a council undertakes when it is doing a review of its internal representation (including possible changes to its ward structure, number of council members, change of council or ward names).
Inform	Minor changes to opening hours and place of council offices	Section 45(3) of the *Local Government Act 1999*	A council's decision about the manner, places and times at which its offices will be open to the public, where the impact of the decision would be minor.
Standard	Substantial changes to the opening hours and place of council offices	Section 45(3) of the *Local Government Act 1999*	A council's decision about the manner, places and times at which its offices will be open to the public, where the impact of the decision would be substantial.
Standard	Community engagement policy	Section 50A(6)(b) of the *Local Government Act 1999*	Councils must consult before adopting its community engagement policy, which is the document that demonstrated how the council will consult in accordance with this charter and on other matters.
Standard	Council behavioural support policies	Section 75(F)(6) of the *Local Government Act 1999*	Consultation that a council undertakes when it is proposing to adopt behavioural support policies.
Standard	Access to meetings and documents	Section 92(5) of the *Local Government Act 1999*	How councils ensure that council documents are made available and accessible to community members.
Significant	Strategic Management Plans	Section 122(6) of the *Local Government Act 1999*	The development and review of a council's strategic management plan. Strategic management plans lay out the council's strategic directions for a future ten-year period, including council's long-term financial plan and infrastructure and asset management plan.
Significant—annual business plan and rating policy	Annual Business Plan	Section 123(3)(b) of the *Local Government Act 1999*	Adopting an annual business plan. Annual business plans set out the decisions a council makes each year on the rates and income they will receive and how they will spend these funds.
Significant—annual business plan and rating policy	Basis of rating	Section 151(5)(e) of the *Local Government Act 1999*	Consultation that a council takes when it is proposing changes to the basis of its council rates, including declaring differential rates; imposing a separate rate, service rate or service charge; changing the basis on which land is valued for the purposes of rating.
Significant	Differential rating and special adjustments	Section 156 (14a)(b) of the *Local Government Act 1999*	Consultation that a council takes when it is proposing changes to its use of differential rating.
Significant	Revocation of classification of land as community land—in all other cases	Section 194(2)(b) of the *Local Government Act 1999*	Consultation that councils must undertake before revoking the community land status of any land that is community land.

Category	Matter	Act Reference	Description
Significant	Community Land Management Plans—adoption	Section 197(1) of the *Local Government Act 1999*	Before a council adopts a community land management plan, it must undertake consultation.
Significant	Community Land Management Plans—significant amendments	Section 198(3) of the *Local Government Act 1999*	If a council amends a community land management plan, and the amendment has a significant impact on the community, it must undertake consultation.
Significant	Alienation of community land by lease or licence	Section 202(2) of the *Local Government Act 1999*	Consultation that a council undertakes when it is proposing to lease or licence community land.
Inform	Council is proposing a permit or authorisation for alternation of a road or use of roads for business purposes	Section 223(1) of the *Local Government Act 1999*	Consultation that a council takes when there are works on a road that require the council's permit and authorisation, and where traffic will be impeded for less than 48 hours and the council ensures that a detour is in place.
Local	Council is proposing a permit or authorisation for alternation of a road or use of roads for business purposes	Section 223(1) of the *Local Government Act 1999*	Consultation that a council takes when there are works on a road that require the council's permit and authorisation, and where traffic will be impeded for more than 48 hours (with a detour in place) or where no detour will be available.
Local	Consultation on proposed planting of vegetation on a road	Section 232(b) of the *Local Government Act 1999*	Consultation that a council takes when it proposes or authorises or permits for planting street trees or other vegetation on council roads, if the planting may have a significant impact on residents, nearby business or advertisers in the area.
Standard	Power to make orders	Section 259(2)(b) of the *Local Government Act 1999*	Councils must have policies in place on how they make orders relating to hazards on land adjoining a public place and the inappropriate use of a caravan or vehicle as a place of habitation and must consult before they adopt these policies.
Inform	Election information	Section 13A(2) of the *Local Government (Elections) Act 1999*	Councils must provide information, education and publicity for local government elections.

Commencement

The Community Engagement Charter comes into operation on the day on which it is published in the Gazette.

Dated: 2 December 2025

HON JOE SZAKACS MP
Minister for Local Government

COMMITTEE REPORTS

STRATEGY AND SERVICES COMMITTEE

Matters which cannot be delegated to a Committee or Staff

14.4 ADOPTION OF THE 2026/27 ANNUAL BUSINESS PLAN AND BUDGET

Responsible Executive Manager : Luke Culhane

Report Author : Sarah Young

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

Attachments :

1⇩. 2026/27 Annual Business Plan and Budget
2⇩. 2026/27 Rating Policy and Procedure
3⇩. 2026/27 Rate Rebate Policy and Procedure
4⇩. What We Heard Report

PURPOSE

The purpose of this report is for Council to adopt the 2026/27 Annual Business Plan and Budget (Attachment 1), 2026/27 Rating Policy and Rating Procedure (Attachment 2) and 2026/27 Rate Rebate Policy and Rate Rebate Procedure (Attachment 3).

STAFF RECOMMENDATION

1. In accordance with Section 123 of the *Local Government Act 1999* (the Act) and Regulation 6 of the *Local Government (Financial Management) Regulations 2011*, having considered in accordance with Section 123(6) of the Act:

    a) all submissions made to the Council during the public consultation period (Attachment 4); and

    b) the following new or revised information in the possession of the Council that is relevant to the material contained in the Draft Annual Business Plan:

        i) the Valuer-General's final property data to apply to properties in 2026/27 with any additional rate revenue from new rateable properties allocated to the operating surplus.

    The Council adopts the City of Playford 2026/27 Annual Business Plan and Budget (Attachment 1).

2. The Chief Executive Officer is authorised to make further minor amendments to the 2026/27 Annual Business Plan and Budget (Attachment 1) that do not alter the intent of the Plan.

Adoption of Budget

3. In accordance with Section 123 of the Act and Regulation 7 of *Local Government (Financial Management) Regulations 2011*, Council adopts the City of Playford Budget for the 2026/27 financial year as set out in Attachment 1, which the Council determines to be consistent with Council's Annual Business Plan.

Rating Policy and Rate Rebate Policy

4.1 Council adopts the 2026/27 Rating Policy, Rating Procedure, Rate Rebate Policy and Rate Rebate Procedure set out within Attachments 2 and 3.

4.2 Council notes that they are consistent with the general principles of rating as outlined in Section 150 of the Act.

4.3 Council authorises the Chief Executive Officer to make further minor amendments to the Rating Policy and Procedure, and the Rate Rebate Policy and Procedure that do not alter the intent of the documents.

Borrowings

5. In accordance with Section 134 of the Act, Council authorises borrowings of up to a maximum debt facility of $150M, in a manner complying with the Act. Council authorises the affixation of the common seal to any documents required to give effect to this resolution.

Adoption of Valuations

6. Pursuant to Section 167(2)(a) of the Act, the Council adopts for rating purposes for the year ending 30 June 2027 the Valuer-General's Capital Valuation of land within the Council's area, being $<<to be inserted prior to Ordinary Council>>, of which $<<to be inserted prior to Ordinary Council>>represents rateable land.

Declaration of General Rate

7. That having considered and taken into account the general principles of rating contained in Section 150 of the Act, and in accordance with Section 153(2) of the Act issues of consistency and comparability across council areas in the imposition of rates on various sectors of the business and wider community, the Council pursuant to Sections 152(1)(c),153(1)(b) and 156(1)(a) of the Act and Regulation 14 of the *Local Government (General) Regulations 2013*, declares the following differential general rates for the year ending 30 June 2027, to apply to all rateable land within the Council area based on the following two (2) components:

   7.1 one being a fixed charge of $<<to be inserted prior to Ordinary Council>>.

   7.2 the other being a differential general rate based on the capital value of the land varying accordingly to land use as follows:

      a) $<<to be inserted prior to Ordinary Council>> in the dollar of the capital value on rateable land of land uses category 1 (residential), category 7 (primary production), category 8 (vacant land) and category 9 (other) land use.

      b) $<<to be inserted prior to Ordinary Council>>in the dollar of the capital value on rateable land of land uses category 2 (commercial shop), category 3 (commercial office), category 4 (commercial other), category 5 (industry light) and category 6 (industry other) land use.

Maximum Increase for Principal Place of Residence

8. Pursuant to Section 153(3) of the Act, the Council has determined that it will not apply a maximum increase (rates cap) on general rates to be imposed on rateable land constituting the principal place of residence of a principal ratepayer.

Separate Rate (Regional Landscape Levy)

9. Pursuant to Section 69 of the *Landscape South Australia Act 2019* and Section 154 of the Act, the Council imposes a separate rate of $<<to be inserted prior to Ordinary Council>>in the dollar for the year ending 30 June 2027 on the capital value of all rateable land in the Council area and the Green Adelaide Region, so as to reimburse the

Council for the amount contributed or to be contributed by the Council to the Green Adelaide Board of $<<to be inserted prior to Ordinary Council>>.

Method of Payment of Rates

10. Pursuant to Section 181(1) and (2) of the Act, all rates imposed in respect of the 2026/27 financial year will fall due in four (4) approximately equal instalments payable on:
    - 2 September 2026;
    - 2 December 2026;
    - 2 March 2027; and
    - 2 June 2027.

Council authorise the Chief Executive Officer to make further minor amendments to the 2026/27 Annual Business Plan and Budget (Attachment 1) that do not alter the intent of the Plan.

COMMITTEE RECOMMENDATION **6616**

1. In accordance with Section 123 of the *Local Government Act 1999* (the Act) and Regulation 6 of the *Local Government (Financial Management) Regulations 2011*, having considered in accordance with Section 123(6) of the Act:

a) all submissions made to the Council during the public consultation period (Attachment 4); and

b) the following new or revised information in the possession of the Council that is relevant to the material contained in the Draft Annual Business Plan:

i) the Valuer-General's final property data to apply to properties in 2026/27 with any additional rate revenue from new rateable properties allocated to the operating surplus.

The Council adopts the City of Playford 2026/27 Annual Business Plan and Budget (Attachment 1), subject to the following amendment:

- **That Odgers Road and O'Loughlin Road, Virginia, be added to the list of new projects for 2026/27 to undertake project definition and planning and design.**

2. The Chief Executive Officer is authorised to make further minor amendments to the 2026/27 Annual Business Plan and Budget (Attachment 1) that do not alter the intent of the Plan.

Adoption of Budget

3. In accordance with Section 123 of the Act and Regulation 7 of *Local Government (Financial Management) Regulations 2011*, Council adopts the City of Playford Budget for the 2026/27 financial year as set out in Attachment 1, which the Council determines to be consistent with Council's Annual Business Plan, subject to the following amendment:

- **Inclusion of funding for the planning and design of Odgers Road and O'Loughlin Road, Virginia, comprising a capital budget of $390,000 and an operating budget of $32,000, noting that this amendment will be funded by growth and does not impact the Council's structural surplus position.**

Rating Policy and Rate Rebate Policy

4.1 Council adopts the 2026/27 Rating Policy, Rating Procedure, Rate Rebate Policy and Rate Rebate Procedure set out within Attachments 2 and 3.

4.2 Council notes that they are consistent with the general principles of rating as outlined in Section 150 of the Act.

4.3 Council authorises the Chief Executive Officer to make further minor amendments to the Rating Policy and Procedure, and the Rate Rebate Policy and Procedure that do not alter the intent of the documents.

Borrowings

5. In accordance with Section 134 of the Act, Council authorises borrowings of up to a maximum debt facility of $150M, in a manner complying with the Act. Council authorises the affixation of the common seal to any documents required to give effect to this resolution.

Adoption of Valuations

6. Pursuant to Section 167(2)(a) of the Act, the Council adopts for rating purposes for the year ending 30 June 2027 the Valuer-General's Capital Valuation of land within the Council's area, being $<<to be inserted prior to Ordinary Council>>, of which $<<to be inserted prior to Ordinary Council>>represents rateable land.

Declaration of General Rate

7. That having considered and taken into account the general principles of rating contained in Section 150 of the Act, and in accordance with Section 153(2) of the Act issues of consistency and comparability across council areas in the imposition of rates on various sectors of the business and wider community, the Council pursuant to Sections 152(1)(c),153(1)(b) and 156(1)(a) of the Act and Regulation 14 of the *Local Government (General) Regulations 2013*, declares the following differential general rates for the year ending 30 June 2027, to apply to all rateable land within the Council area based on the following two (2) components:

7.1 one being a fixed charge of $<<to be inserted prior to Ordinary Council>>.

7.2 the other being a differential general rate based on the capital value of the land varying accordingly to land use as follows:

a) $<<to be inserted prior to Ordinary Council>> in the dollar of the capital value on rateable land of land uses category 1 (residential), category 7 (primary production), category 8 (vacant land) and category 9 (other) land use.

b) $<<to be inserted prior to Ordinary Council>>in the dollar of the capital value on rateable land of land uses category 2 (commercial shop), category 3 (commercial office), category 4 (commercial other), category 5 (industry light) and category 6 (industry other) land use.

Maximum Increase for Principal Place of Residence

8. Pursuant to Section 153(3) of the Act, the Council has determined that it will not apply a maximum increase (rates cap) on general rates to be imposed on rateable land constituting the principal place of residence of a principal ratepayer.

Separate Rate (Regional Landscape Levy)

9. **Pursuant to Section 69 of the *Landscape South Australia Act 2019* and Section 154 of the Act, the Council imposes a separate rate of $<<to be inserted prior to Ordinary Council>>in the dollar for the year ending 30 June 2027 on the capital value of all rateable land in the Council area and the Green Adelaide Region, so as to reimburse the Council for the amount contributed or to be contributed by the Council to the Green Adelaide Board of $<<to be inserted prior to Ordinary Council>>.**

Method of Payment of Rates

10. **Pursuant to Section 181(1) and (2) of the Act, all rates imposed in respect of the 2026/27 financial year will fall due in four (4) approximately equal instalments payable on:**
    - **2 September 2026;**
    - **2 December 2026;**
    - **2 March 2027; and**
    - **2 June 2027.**

Council authorise the Chief Executive Officer to make further minor amendments to the 2026/27 Annual Business Plan and Budget (Attachment 1) that do not alter the intent of the Plan.

EXECUTIVE SUMMARY

The 2026/27 Annual Business Plan and Budget (Attachment 1) describes the services and programs Council will deliver to the community over the next 12 months.

Section 123 of the Act and Regulations 6 and 7 of the *Local Government (Financial Management) Regulations 2011* set out various requirements for annual business plans and budgets which must be adhered to. These include the adoption (in order) of:

(a) an annual business plan

(b) an annual budget

(c) the capital valuation (provided by the State Valuation Office)

(d) declaration of rates.

This report seeks Council's adoption of the 2026/27 Annual Business Plan and Budget (Attachment 1), the 2026/27 Rating Policy and Rating Procedure (Attachment 2), and the 2026/27 Rate Rebate Policy and Rate Rebate Procedure (Attachment 3).

1. BACKGROUND

Development of the Draft 2026/27 Annual Business Plan and Budget commenced in January 2026. The Draft Plan was endorsed for public consultation at the Ordinary Council meeting on 28 April 2026 as per (Resolution 6549) below:

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.*

A 28-day public consultation took place in accordance with the Act and the City of Playford Community Engagement Policy. The Draft Plan and feedback forms were made available online and at Council's Customer Contact locations and a public hearing was held on Tuesday 26 May 2026.

A copy of the feedback received during the consultation period can be found in the What We Heard Report (Attachment 4).

2. RELEVANCE TO STRATEGIC PLAN

The 2026/27 Annual Business Plan and Budget (Attachment 1) has been developed in-line with the decision-making filters and themes in Council's Strategic Plan 2025-2028 – Building stronger foundations and connecting our people.

3. PUBLIC CONSULTATION

Under Section 122 and Section 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 and Rate Rebate Policies and Procedures. Specifically, the Act requires Council to make its Annual Business Plan and Budget available for public consultation for a period of not less than 21 days.

The City of Playford Community Engagement Procedure states that any legislatively required consultation will run for a period of 28 days. The Draft 2026/27 Annual Business Plan and Budget, 2026/27 Rating Policies and Procedures and 2026/27 Rate Rebate Policy and Procedure were released for a public consultation period from Thursday 30 April 2026 to Thursday 28 May 2026, and a public hearing held on Tuesday 26 May 2026.

4. DISCUSSION

4.1 Public Consultation

4.1.1 Over a consultation period of 28 days (30 April 2026 – 28 May 2026), Council asked the community the following questions about the Draft Plans:

- Level of knowledge – if participants had read the Draft Plans and documents
- Level of support on the Draft Plans and documents
- Additional feedback Council may need to consider.

4.1.2 The following activities took place as part of the public consultation process:

- Public Notice in the Advertiser and The Bunyip advising the community that the Draft Plans were available for consultation
- Media release to the Bunyip advising the community that the Draft Plans were available for consultation
- Draft Plans and Feedback Forms available at Customer Contact locations
- Draft Plans and Feedback Forms available on Council's website and Engagement Hub platform
- Public hearing on Tuesday 26 May 2026 as part of the Ordinary Council meeting.

4.1.3 The Engagement Hub was used as a one-stop shop for our community to provide feedback on the 2026/27 Draft Annual Business and Budget and Rating and Rate Rebate Policies and Procedures. From 30 April 2026 to 28 May 2026 there were:

- 1499 Visits to the project on Engagement Hub;
- 641 Document downloads;
- 40 Feedback forms submitted;
- Eight (8) emails submitted; and
- Three (3) verbal submission made at the public hearing on Tuesday 26 May 2026.

4.1.4 The What We Heard Report (Attachment 4) provides a summary of all feedback received.

4.2 Updates to the Draft Annual Business Plan and Budget

4.2.1 As per Section 123(6a) of the Act, Council must include a statement in the adopted annual business plan which outlines any significant amendments from the draft (on which they undertook public consultation) and the reason for those amendments.

This statement can be found on Page 8 of the 2026/27 Annual Business Plan and Budget (Attachment 1) and outlines the following amendments:

Rates from new rateable properties are estimated in the Draft Plan. As more information is received from the Valuer-General the numbers are updated. This has resulted in an increase of commercial rate revenue as show in the table below.

Summary of Operating Expenditure Budget Movement	$'000
Draft Annual Business Plan Operating Surplus	5,280
Adjustment Rates from New Commercial Ratepayers	288
Additional Rates from New Residential Dwellings	348

Summary of Operating Expenditure Budget Movement	$'000
Operating Costs to Service New Residential Dwellings	(348)
Revised Annual Business Plan Operating Surplus	5,568

The Rates section (from page 55) has been updated to reflect these changes.

The Primary Financial Indicators (page 64) for the 2026/27 Budget and Projected five (5) year averages have been updated to reflect these changes.

The Budgeted Financial Statements and Explanations (from page 68) have been updated to reflect these changes.

Further changes that have been incorporated in this Plan are the addition of the Mayor and Chief Executive Officer Foreword (page 5), and updated dates in the project milestones table (page 48).

Minor updates have been made to the road and footpath renewal program due to project reprioritisation, including postponements related to adjacent developments and coordination with other works. Appendix 1 Proposed Infrastructure Renewal Works 2026/27 and Appendix 2 Proposed Capital Works 2026/27 Suburb Maps have been updated to reflect these changes.

4.3 Remaining Updates to the Annual Business Plan and Budget

4.3.1 The following sections of the 2026/27 Annual Business Plan and Budget are draft and can only be finalised upon completion of Rates Modelling to take account of the final number properties and capital valuations as provided by the Valuer-General. The rate revenue, associated operating expenditure and rates will be reflected in the version of this Plan that is considered for adoption at the Ordinary Council Meeting:

- Rates (from page 55)
- Budgeted Financial Statements and Explanations (from page 68).

5. OPTIONS

Recommendation

1. In accordance with Section 123 of the *Local Government Act 1999* (the Act) and Regulation 6 of the *Local Government (Financial Management) Regulations 2011*, having considered in accordance with Section 123(6) of the Act:

   a) all submissions made to the Council during the public consultation period (Attachment 4); and

   b) the following new or revised information in the possession of the Council that is relevant to the material contained in the Draft Annual Business Plan:

      ii) the Valuer-General's final property data to apply to properties in 2026/27 with any additional rate revenue from new rateable properties allocated to the operating surplus.

The Council adopts the City of Playford 2026/27 Annual Business Plan and Budget (Attachment 1).

2. The Chief Executive Officer is authorised to make further minor amendments to the 2026/27 Annual Business Plan and Budget (Attachment 1) that do not alter the intent of the Plan.

Adoption of Budget

3. In accordance with Section 123 of the Act and Regulation 7 of *Local Government (Financial Management) Regulations 2011*, Council adopts the City of Playford Budget for the 2026/27 financial year as set out in Attachment 1, which the Council determines to be consistent with Council's Annual Business Plan.

Rating Policy and Rate Rebate Policy

4.1 Council adopts the 2026/27 Rating Policy, Rating Procedure, Rate Rebate Policy and Rate Rebate Procedure set out within Attachments 2 and 3.

4.2 Council notes that they are consistent with the general principles of rating as outlined in Section 150 of the Act.

4.3 Council authorises the Chief Executive Officer to make further minor amendments to the Rating Policy and Procedure, and the Rate Rebate Policy and Procedure that do not alter the intent of the documents.

Borrowings

5. In accordance with Section 134 of the Act, Council authorises borrowings of up to a maximum debt facility of $150M, in a manner complying with the Act. Council authorises the affixation of the common seal to any documents required to give effect to this resolution.

Adoption of Valuations

6. Pursuant to Section 167(2)(a) of the Act, the Council adopts for rating purposes for the year ending 30 June 2027 the Valuer-General's Capital Valuation of land within the Council's area, being $<<to be inserted prior to Ordinary Council>>, of which $<<to be inserted prior to Ordinary Council>>represents rateable land.

Declaration of General Rate

7. That having considered and taken into account the general principles of rating contained in Section 150 of the Act, and in accordance with Section 153(2) of the Act issues of consistency and comparability across council areas in the imposition of rates on various sectors of the business and wider community, the Council pursuant to Sections 152(1)(c),153(1)(b) and 156(1)(a) of the Act and Regulation 14 of the *Local Government (General) Regulations 2013*, declares the following differential general rates for the year ending 30 June 2027, to apply to all rateable land within the Council area based on the following two (2) components:

7.1 one being a fixed charge of $<<to be inserted prior to Ordinary Council>>.

7.2 the other being a differential general rate based on the capital value of the land varying accordingly to land use as follows:

a) $<<to be inserted prior to Ordinary Council>> in the dollar of the capital value on rateable land of land uses category 1 (residential), category 7 (primary production), category 8 (vacant land) and category 9 (other) land use.

b) $<<to be inserted prior to Ordinary Council>>in the dollar of the capital value on rateable land of land uses category 2 (commercial shop), category 3

(commercial office), category 4 (commercial other), category 5 (industry light) and category 6 (industry other) land use.

Maximum Increase for Principal Place of Residence

8. Pursuant to Section 153(3) of the Act, the Council has determined that it will not apply a maximum increase (rates cap) on general rates to be imposed on rateable land constituting the principal place of residence of a principal ratepayer.

Separate Rate (Regional Landscape Levy)

9. Pursuant to Section 69 of the *Landscape South Australia Act 2019* and Section 154 of the Act, the Council imposes a separate rate of $<<to be inserted prior to Ordinary Council>>in the dollar for the year ending 30 June 2027 on the capital value of all rateable land in the Council area and the Green Adelaide Region, so as to reimburse the Council for the amount contributed or to be contributed by the Council to the Green Adelaide Board of $<<to be inserted prior to Ordinary Council>>.

Method of Payment of Rates

10. Pursuant to Section 181(1) and (2) of the Act, all rates imposed in respect of the 2026/27 financial year will fall due in four (4) approximately equal instalments payable on:

    - 2 September 2026;
    - 2 December 2026;
    - 2 March 2027; and
    - 2 June 2027.

Council authorise the Chief Executive Officer to make further minor amendments to the 2026/27 Annual Business Plan and Budget (Attachment 1) that do not alter the intent of the Plan.

Option 2

The Chief Executive Officer prepare and present to the Council for its consideration at a future meeting an annual business plan (and/or budget) for 2026/27 based on the City of Playford 2026/27 Annual Business Plan (and/or Budget) attached to the report titled Adoption of the 2026/27 Annual Business Plan and Budget and dated June 2026 and incorporating the following amendments and such other amendments as the Chief Executive Officer considers necessary or appropriate:

- _____
- _____
- _____

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

The adoption of the annual budget is a statutory requirement in accordance with Section 123 of the Act and Regulations 6 and 7 of the *Local Government (Financial Management) Regulations 2011.*

The 2026/27 Annual Business Plan and Budget (Attachment 1) has been developed by staff and Council Members via a process that considers the Long-Term Financial Plan assumptions, the Strategic Plan, rating levels and the new projects and services to be delivered in the next 12 months.

The Plan has undergone consideration by Council, and the community have been provided with opportunities to provide comment and feedback in accordance with the Act.

This option provides for Council to adopt the 2026/27 Annual Business Plan and Budget (Attachment 1) in line with Council's objectives and incorporates the amendments made by staff outlined in section 4 of this report.

This option also allows for the adoption of the 2026/27 Rating Policy and Rating Procedure (Attachment 2), and the 2026/27 Rate Rebate Policy and Rate Rebate Procedure (Attachment 3).

Additionally, the Chief Executive Officer is authorised to make further minor amendments that do not alter the intent of the Plan.

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 the relevant legislation.

6.1.2 Financial Implications

The 2026/27 Annual Business Plan and Budget sets Council's budget for the next 12 months. Financial details are contained within the Plan.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

This option provides Council the opportunity to make amendments to the 2026/27 Annual Business Plan and Budget (Attachment 1).

Where this option is taken, in accordance with Section 123(6a) of the Act, a statement must be included in the adopted business plan:

(a) setting out any significant amendments from the draft annual business plan; and

(b) providing reasons for those amendments.

Under this option the 2026/27 Annual Business Plan and Budget will need to be revised, and a further report prepared prior to being presented to Council for their consideration at a future meeting.

6.2.2 Financial Implications

The 2026/27 Annual Business Plan and Budget sets Council's budget for the next 12 months. Financial details are contained within the Plan.

This option may require Council to pass a resolution, providing the administration with a temporary expenditure budget to ensure that Council can continue to provide ongoing services to the community. The temporary budget will be required until the 2026/27 Annual Business Plan and Budget and Long Term Financial Plan are both finalised and approved.

City of Playford

Annual Business Plan and Budget

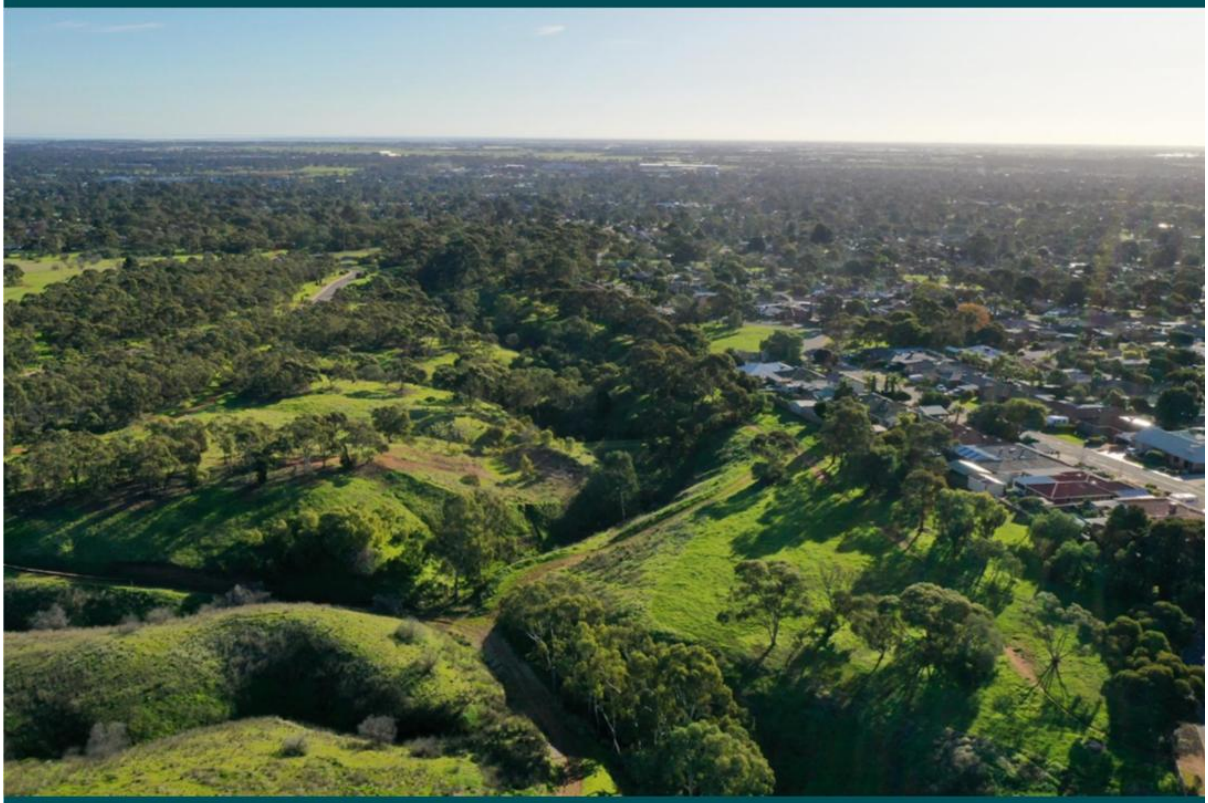
2026/27

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

Mayor and CEO Foreword

We are pleased to present the City of Playford's 2026/27 Annual Business Plan and Budget - a plan that sets a steady and disciplined course for the year ahead and continues to deliver the services and infrastructure our community relies on.

As the centre of growth in South Australia, we continue to welcome additional residents to Playford, bringing energy, diversity and opportunity to our city. With that growth comes increased demand on our roads, parks, services and infrastructure. Our responsibility is clear - to support both our growing and established communities, while planning carefully for the future.

This year's plan continues our strong focus on delivering the essential services that keep our city running day to day - from waste collection and road maintenance to libraries, parks and community programs. In 2026/27, we will invest more than $134 million in services, alongside $36.4 million in renewing and replacing infrastructure to ensure our assets remain safe, functional and fit for purpose.

We are also continuing to deliver the infrastructure our growing community needs, including improved roads and intersections, expanded sporting facilities, and upgrades to streetscapes and open spaces. Importantly, we remain focused on completing projects already underway while continuing to invest in the long-term infrastructure that supports our city's growth.

We recognise the increasing cost pressures facing households and local government alike. This budget takes a measured and responsible approach, balancing the need to maintain services and invest in our community while minimising the impact on ratepayers. Financial sustainability remains at the core of our decisions, ensuring we can continue to deliver for Playford both now and into the future.

We thank everyone who took the time to engage with us during this year's planning process. Your feedback helps guide our decisions, and we look forward to continuing to work together to shape Playford's future.

Glenn Docherty
Mayor

Sam Green
Chief Executive Officer

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 29 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 *Disability Discrimination Act 1992* (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 includes 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.

City of Playford

Statement of amendments made to Draft Annual Business Plan and Budget

As per section 123(6a) of the *Local Government Act*, Council must include a statement in the adopted annual business plan which outlines any significant amendments from the draft (on which they undertook public consultation) and the reason for those amendments.

A number of changes have been made to the Annual Business Plan and Budget 2026/27 since the Draft Plan was released for public consultation from 30 April - 28 May 2026.

Rates from new rateable properties are estimated in the Draft Plan. As more information is received from the Valuer General the numbers are updated. This has resulted in an increase of commercial rate revenue as show in the table below.

Summary of Operating Expenditure Budget Movement	$'000
Draft Annual Business Plan Operating Surplus	5,280
Adjustment Rates from New Commercial Ratepayers	288
Additional Rates from New Residential Dwellings	348
Operating Costs to Service New Residential Dwellings	(348)
Revised Annual Business Plan Operating Surplus	**5,568**

The Rates section (from page 55) has been updated to reflect these changes.

The Primary Financial Indicators (page 64) for the 2026/27 Budget and Projected 5 Year Averages have been updated to reflect these changes.

The Budgeted Financial Statements and Explanations (from page 68) have been updated to reflect these changes.

Further changes that have been incorporated in this Plan are the addition of the Mayor and CEO Foreword (page 5), and updated dates in the project milestones table (page 48).

Minor updates have been made to the road and footpath renewal program due to project reprioritisation, including postponements related to adjacent developments and coordination with other works. Appendix 1 Proposed Infrastructure Renewal Works 2026/27 and Appendix 2 Proposed Capital Works 2026/27 Suburb Maps have been updated to reflect these changes.

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

2025
115,790
2046 forecast
183,894

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.

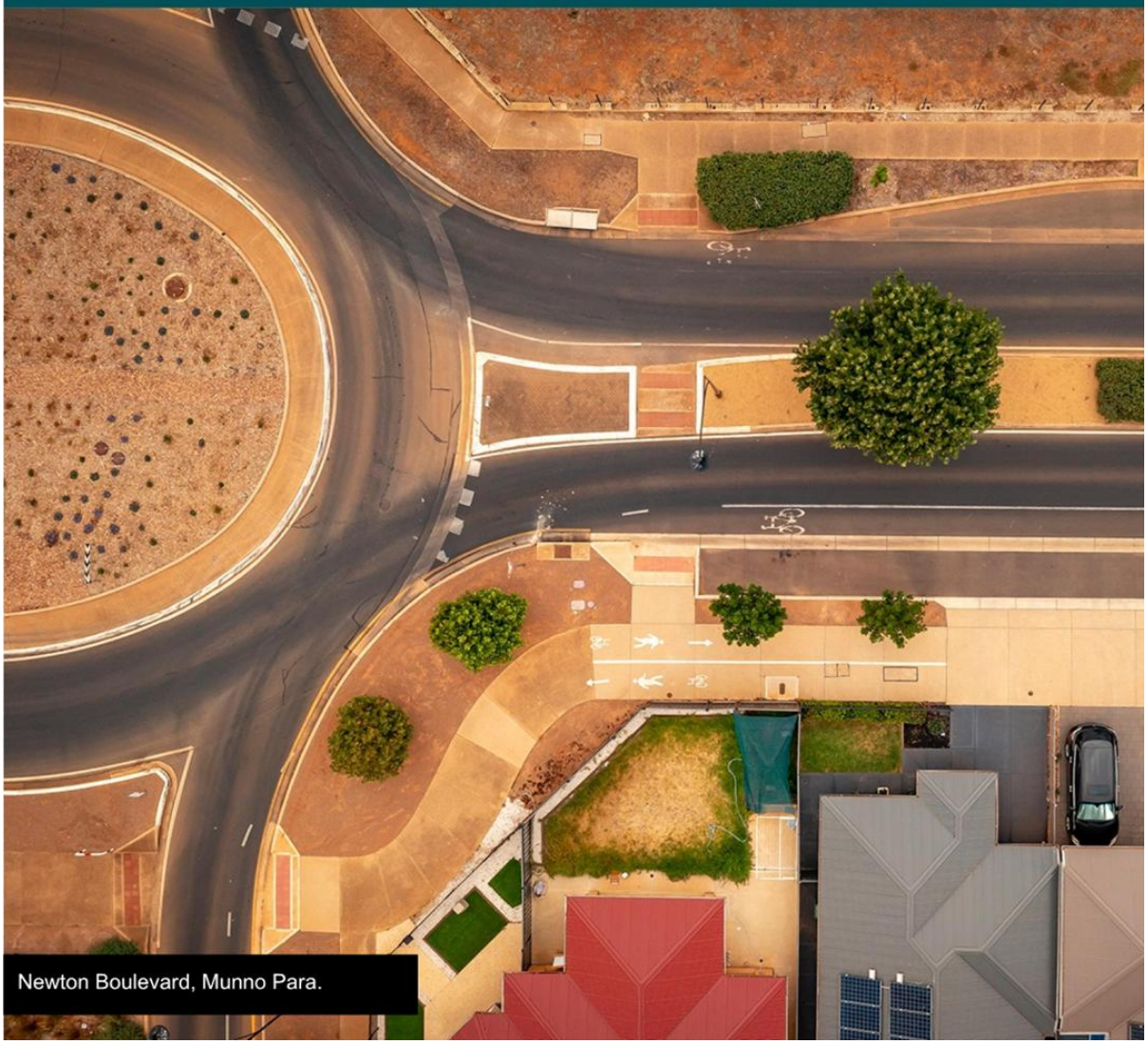
Our **City-wide Strategies** focus on a particular area such as open space or transport and help prioritise projects across the city. Our **Masterplans** outline our vision across a particular precinct or project area such as the Playford Health and Wellbeing Precinct and the Virginia, Angle Vale and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

GEP 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

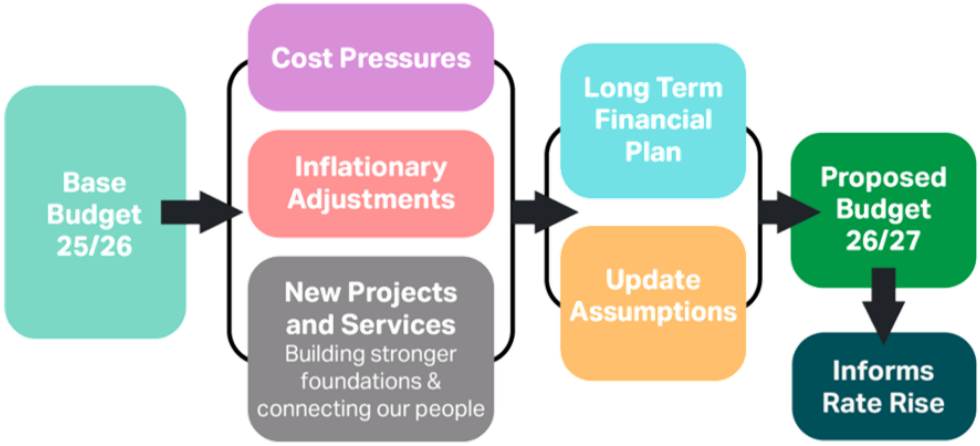
The above will result in an increase in Council capital assets of $149.5M

Operating budget summary 2026/27

	Operating Budget $M
Operating Income	173.2
Operating Expenditure	167.6
Operating Surplus/(Deficit)	**5.6**

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	3,481	2.87%
Total Additional Costs	11,671	9.62%

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.

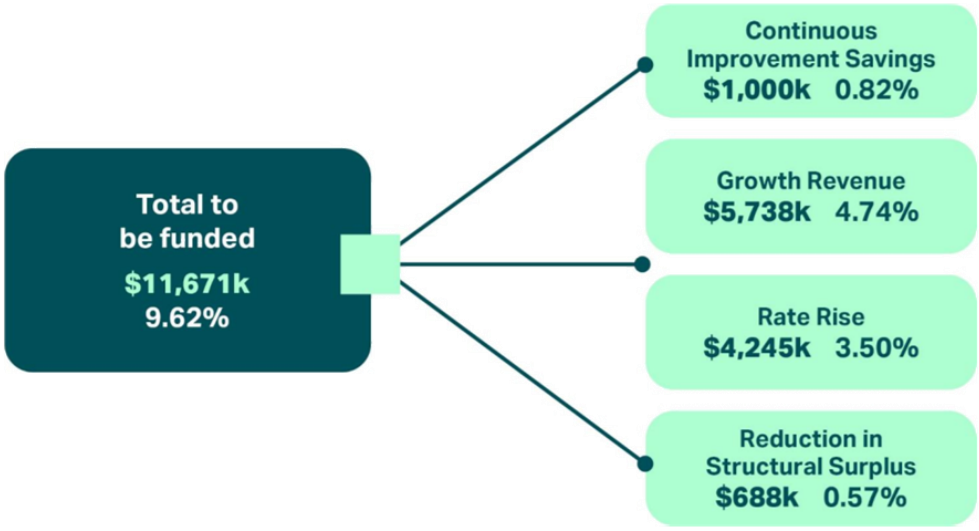
Maintaining operating and structural surplus positions over the long-term ensures Council can meet current and long-term commitments and be financially sustainable.

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 — Page 29
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.

Existing Assets Capital Budget — Page 37
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.

Projects Capital Budget & Operating Budget — Page 41
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.

New or Adjusted Services Operating Budget — Page 51
These are new and adjusted services that will be introduced in 2026/27.

Rising Costs Operating Budget — Page 53
Rising costs and inflationary pressures in 2026/27 mean that it will cost Council more to deliver the services we offer to the community..

Funding Pathways Capital Budget & Operating Budget — Page 54
This section details the costs and funding pathways for the new projects and services.

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

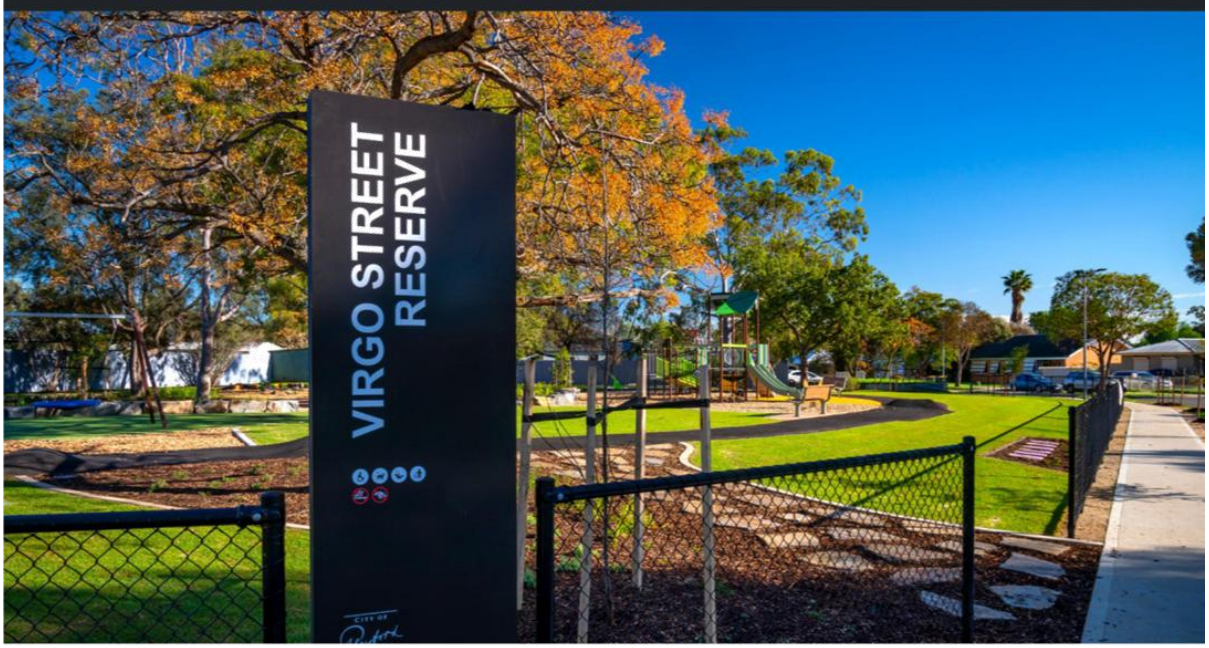
Service Standard	2026/27 Net Operating Budget $'000
Business Support and Industry Development	1,396
Club Development and Access to Sporting Facilities	1,030
Community Development	3,613
Community Inclusion	2,042
Community Venues	1,531
Customer Contact	4,080
Development Services	6,028
Environmental Health	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:

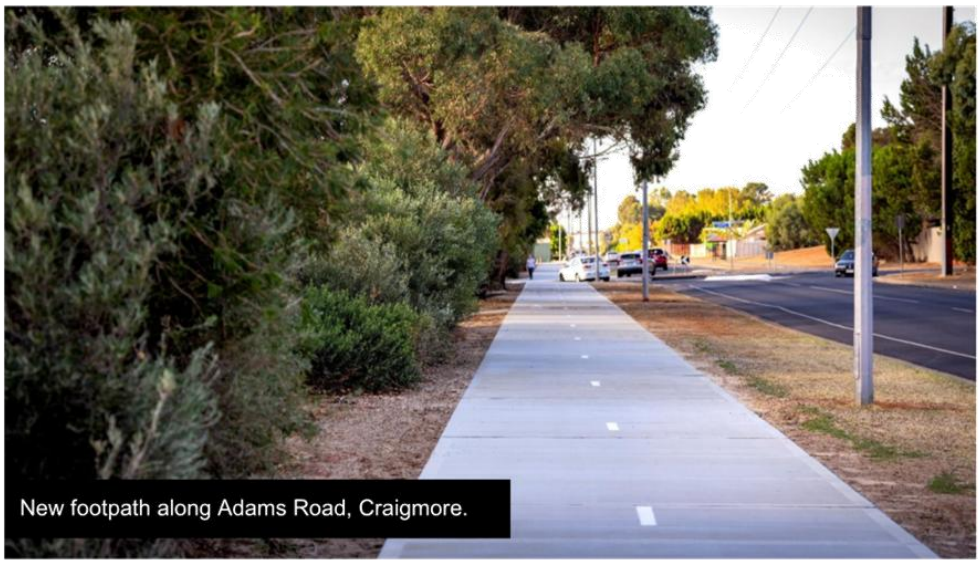
- Broadmeadows Road, Elizabeth North
- Ifould Road, Elizabeth Park
- Hanson Road, Elizabeth Downs
- Zurich Road, Craigmore

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

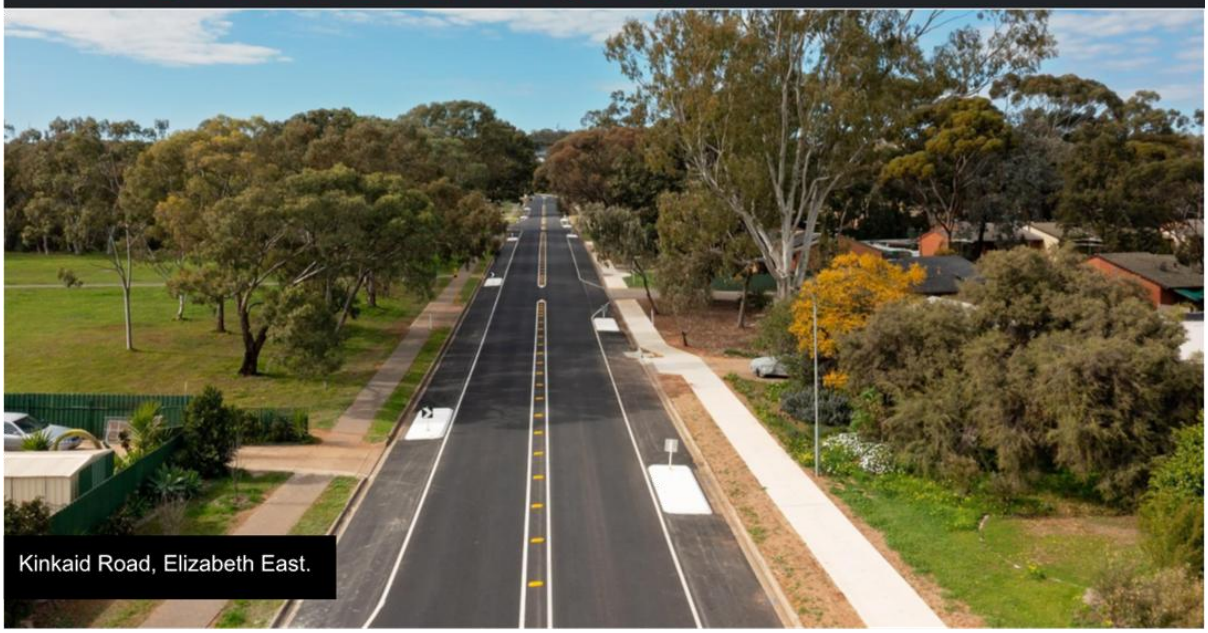
Council's fleet of vehicles, plant and equipment is critical to ensuring our services can be delivered reliably, efficiently, and safely. By renewing these assets proactively, we minimise the chances of physical injury to staff and community members, infrastructure damage and excessive downtime for repairs.

Asset Category	AMP	Supplementary	Total Budget
	$'000	$'000	$'000
Transport (including bridges)	13,388	-	13,388
Stormwater	895	-	895
Streetscapes	6,760	478	7,238
Parks and Sportsfields	1,899	-	1,899
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 48.

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**	**Quarter 4**
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	Quarter 4
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 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.

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 29, 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

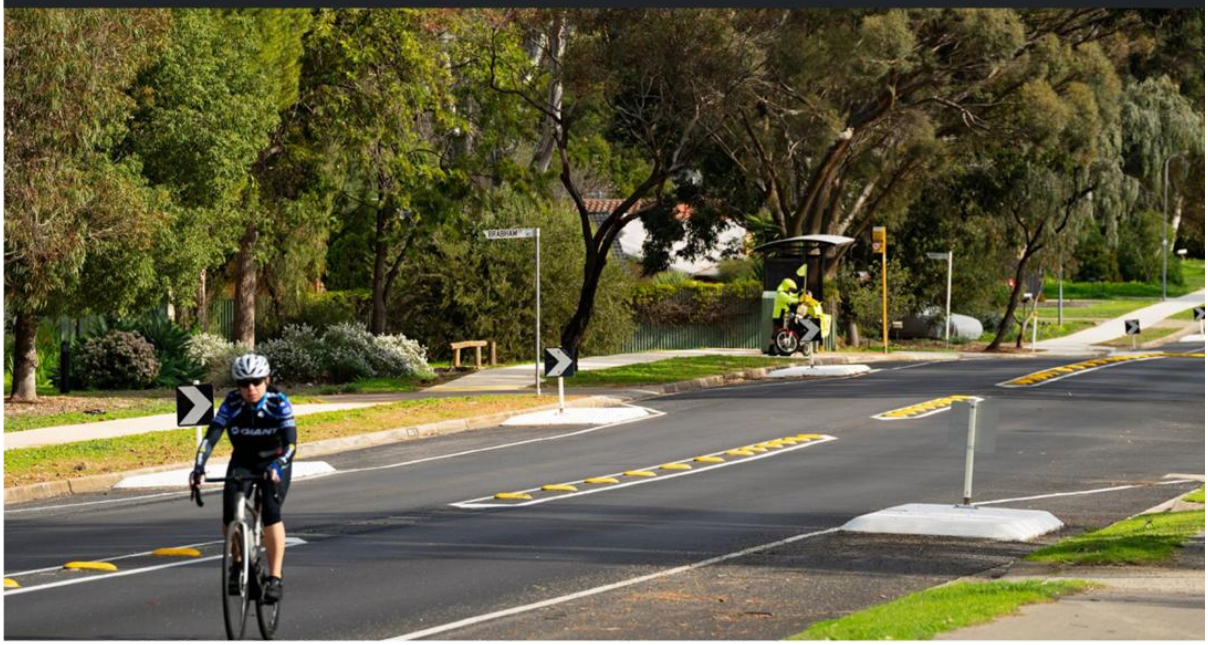
The purchase of 650ML of unallocated groundwater, phased over five years, offers a unique opportunity to enhance water security, deliver higher-quality water, and support the expansion of Council's recycled water network to promote greening the city.

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

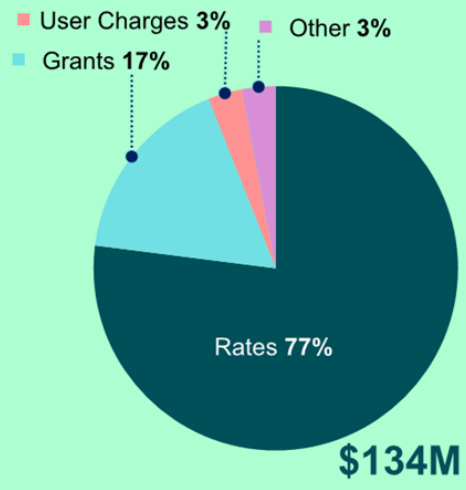
Why are rates important?

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 $173.2M total revenue, Council requires **$134.0M** 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	131,706,551	
General Rates (new properties)	5,369,636	5,738,492	
General Rates (gross)	**127,558,270**	**137,445,043**	7.75%
Less: Mandatory Rebates	-5,245,908	-5,502,130	
General Rates (After Mandatory Rebates)	**122,312,362**	**131,942,913**	7.87%
Less: Discretionary Rebates	-741,442	-679,084	
General Rates (After Discretionary Rebates)	**121,570,921**	**131,263,829**	**7.97%**

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 7.97% 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	4.47%
Total	**7.97%**

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 $67.2M 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 $1,303.28.

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	42,131	8.13%	49,169	50,915	792	827	35
Commercial	26,240	28,075	6.99%	720	770	36,444	36,461	17
Total	**65,204**	**70,206**	**7.67%**	**49,889**	**51,685**			

[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 51,685 in 2026/27, representing 3.60% 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.

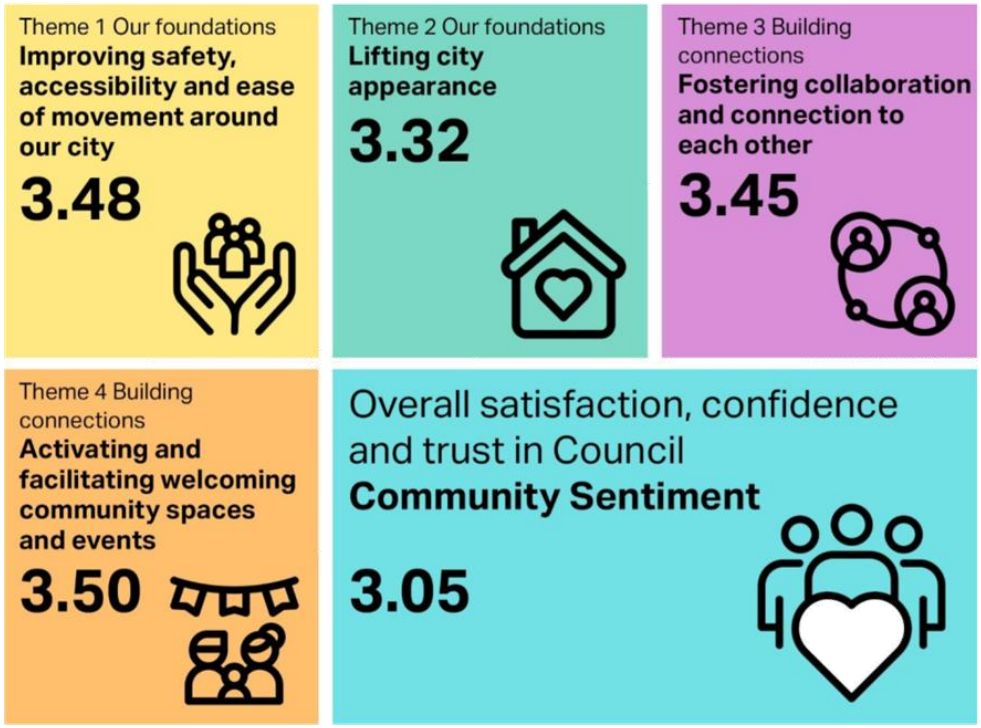
Measures and Targets

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%	3.2%	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%	0.6%	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%	123.8%	143.1%
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%	89.6%	69.4%
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 3.2% 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 123.8%. 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	173.2
Operating Expenditure	167.6
Operating Surplus/(Deficit)	**5.6**

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 $5.6M. 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	134,027	10,254
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	(4,018)
Net Gain – Joint Ventures & Associates	635	635	-
Revenue Total	**167,045**	**173,170**	**6,125**

Rates Income – $134.0M

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 $5.7M 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	58,592	2,594
Contracts, Material and Other	56,234	59,808	3,574
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**	**167,603**	**11,671**

Employee Costs – $58.6M

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 – $59.8M

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 $5.9M reflecting additional rates revenue and increase in User charges and Statutory charges offset by higher operating costs.

Cash used for investment activities increases by $24.3M 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	134,027
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	173,170
	EXPENSES			
50,877	Employee costs	55,998	55,998	58,592
50,040	Materials, Contracts & Other Expenses	54,402	56,234	59,808
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	167,603
21,772	**Operating Surplus / (Deficit)**	**10,682**	**11,113**	**5,567**
(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**	**90,426**
	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**	**201,215**

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	8,842
223	Inventories	286	304	323
27	Other Financial Assets	29	29	30
1,280	Other current assets	1,128	1,316	1,400
362	Non-current assets classified as Held for Sale	4,387	12,557	4,661
12,497	TOTAL CURRENT ASSETS	15,473	24,004	16,756
	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	3,046,126
	CURRENT LIABILITIES			
19,639	Trade & Other Payables	16,653	20,530	18,779
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	29,410
	NON-CURRENT LIABILITIES			
71,351	Long Term Borrowings	140,856	93,767	134,806
1,441	Long Term Provisions	1,364	1,376	1,423
72,792	TOTAL NON-CURRENT LIABILITIES	142,220	95,143	136,229
103,366	**TOTAL LIABILITIES**	169,171	125,993	165,639
2,204,465	**NET ASSETS**	**2,316,263**	**2,679,272**	**2,880,487**
	EQUITY			
580,781	Accumulated Surplus	634,081	635,109	722,260
1,606,478	Asset Revaluation Reserves	1,664,648	2,024,423	2,135,212
17,206	Other Reserves	17,534	19,740	23,015
2,204,465	**TOTAL EQUITY**	**2,316,263**	**2,679,272**	**2,880,487**

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	133,574
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)	(58,318)
(56,077)	Payments for Materials, Contracts & Other Expenses	(53,353)	(55,117)	(58,889)
(2,739)	Finance Payments	(6,691)	(6,237)	(4,652)
57,767	**NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES**	**40,197**	**39,114**	**45,071**
	CASH FLOWS FROM FINANCING ACTIVITIES			
	Receipts			
60,427	Proceeds from Borrowings	72,605	64,501	83,339
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**	**41,123**
	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	30
	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)**	**(86,194)**
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	90,426
-	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)	(3,275)
580,781	**Balance at end of reporting period**	**634,081**	**635,109**	**722,260**
	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	3,275
-	Transfers from accumulated surplus	-	-	
1,343	Transfer between Reserves	-	-	
17,206	**Balance at end of reporting period**	**17,534**	**19,740**	**23,015**
2,204,465	**TOTAL EQUITY AT END OF REPORTING PERIOD**	**2,316,263**	**2,679,272**	**2,880,487**
580,781	Accumulated Surplus	634,081	635,109	722,260
1,623,684	Reserves	1,682,182	2,044,163	2,158,227
2,204,465	**TOTAL EQUITY AT END OF REPORTING PERIOD**	**2,316,263**	**2,679,272**	**2,880,487**

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	134,027
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
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**	**173,170**
	EXPENSES			
50,877	Employee costs	55,998	55,998	58,592
50,040	Materials, Contracts & Other Expenses	54,402	56,234	59,808
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**	**167,603**
21,772	**Operating Surplus / (Deficit)**	**10,682**	**11,114**	**5,567**
(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	**483**
	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)**	**(37,807)**

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 Lambrook Street 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* Louise Place Shaun Court
Munno Para Downs	Dalkeith Road

Proposed Infrastructure Renewal Works 2026/27

Suburb	Location
Penfield	Pellew Road (design only)
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	Lambrook Street
Elizabeth East	Grayling Street Northampton Crescent
Elizabeth Grove	Hogarth Road
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 Ironbark 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 Lewis Court Nautilus Road Northampton Crescent Thornton Street
Elizabeth North	Broadmeadows Road# Woodgreen Street Reserve
Elizabeth Park	Ifould Road Windbreak# Peterswool Road (Removal) Yorktown Road#
Elizabeth South	Harvey 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

Proposed Infrastructure Renewal Works 2026/27

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

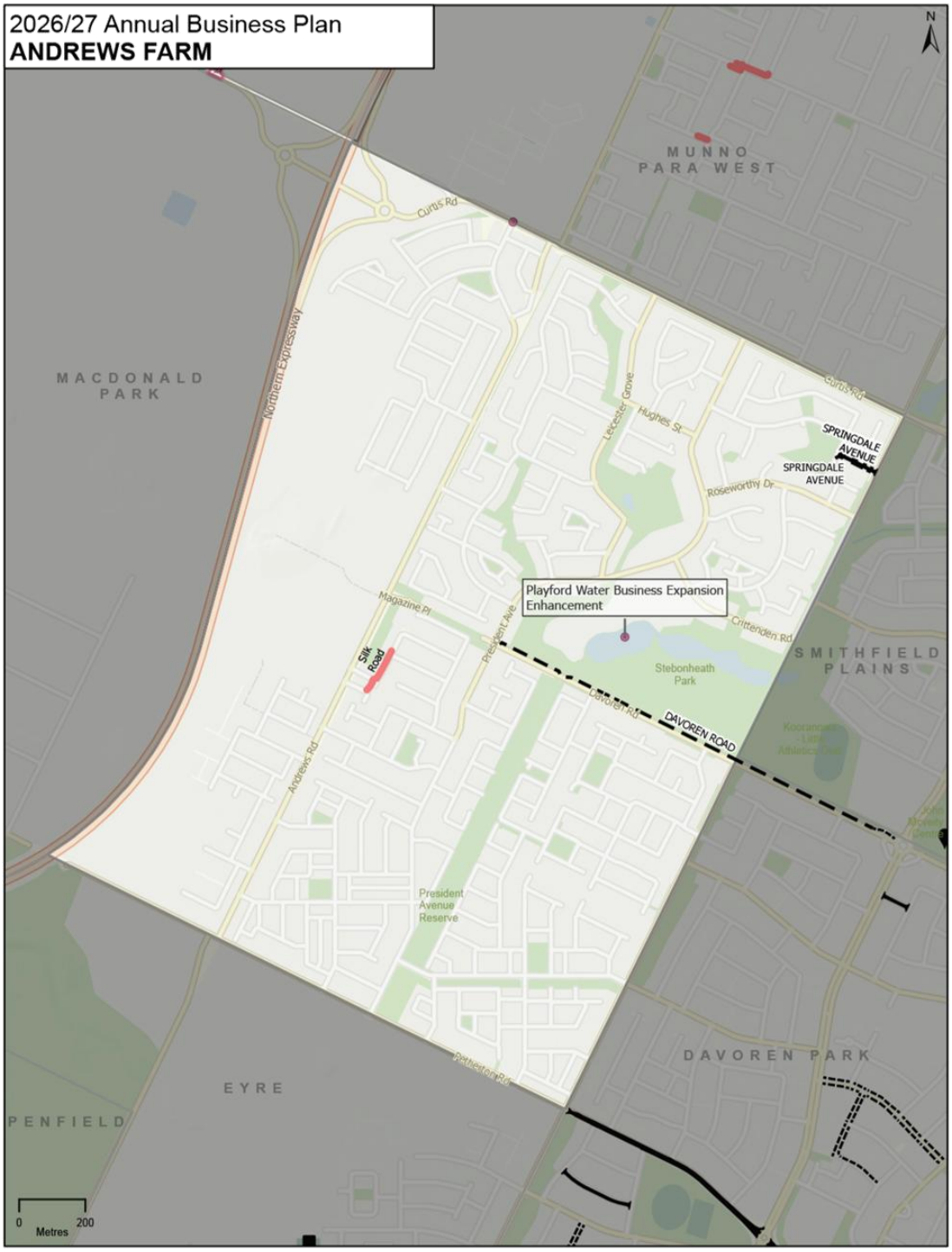
Proposed Infrastructure Renewal Works 2026/27

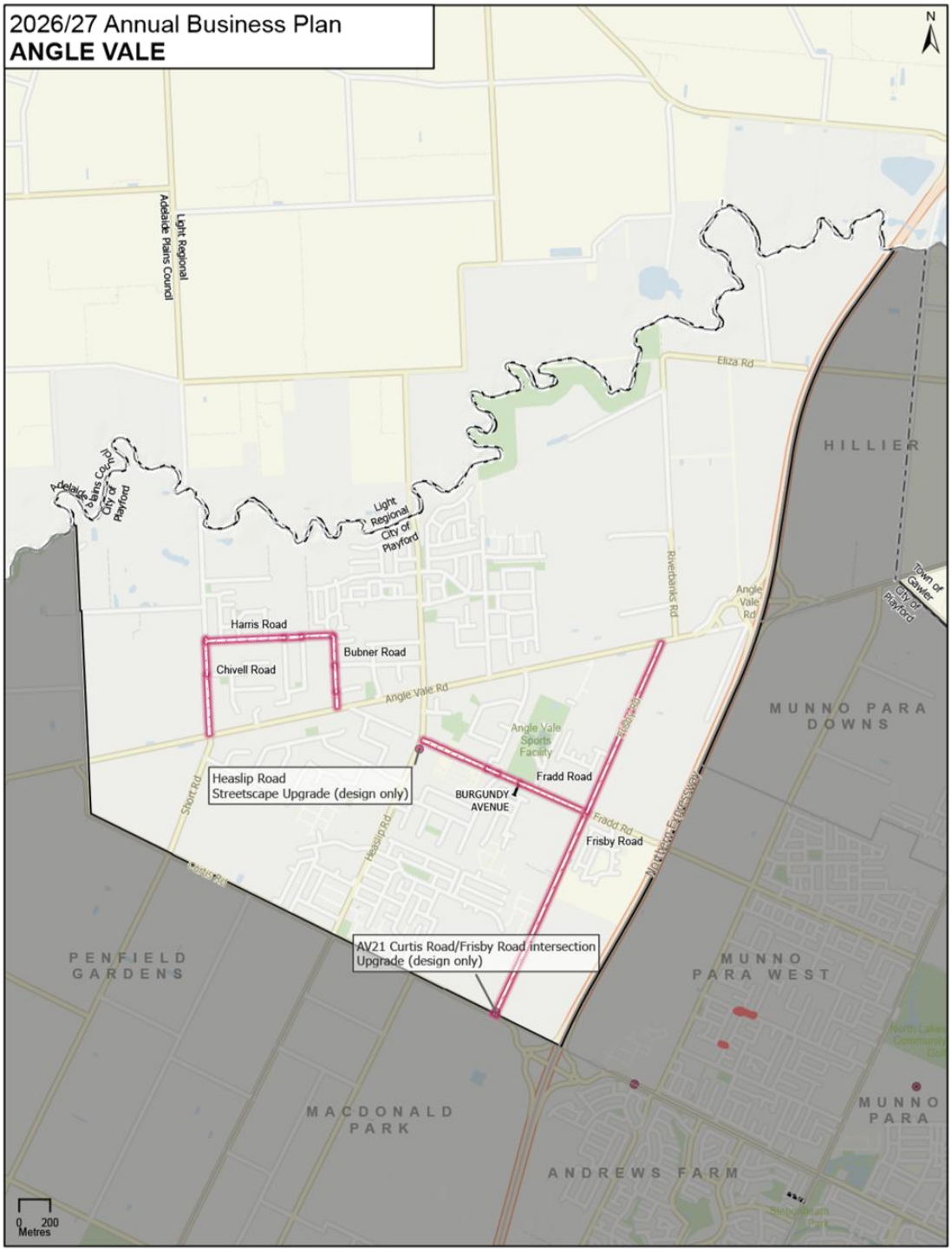
Water Delivery Renewals

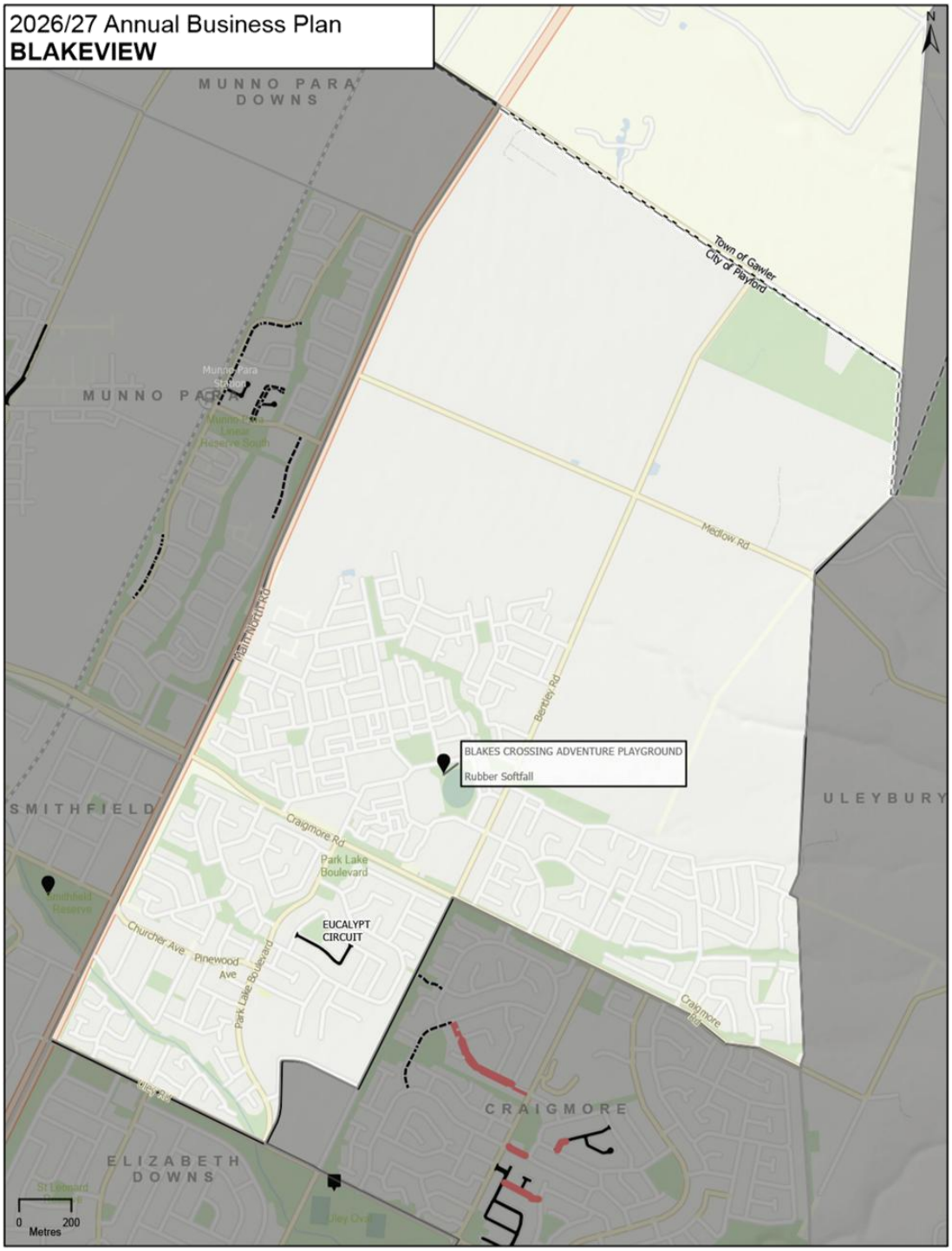
Facility	Item
Stebonheath Davoren Wetlands	Shed, irrigation, control panels, gates, pump & tank
Main Terrace	Water meter, pressure reducing valve & filter
Woodford Road	Water meter, pressure reducing valve & filter
Stratton Reserve	Water meter, pressure reducing valve & filter
Fairfield Road	Water meter, 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 Annual Business Plan
ANDREWS FARM
N
MUNNO PARA WEST
MACDONALD PARK
SMITHFIELD PLAINS
DAVOREN PARK
EYRE
PENFIELD
Curtis Rd
Northern Expressway
Leicester Grove
Hughes St
SPRINGDALE AVENUE
Roseworthy Dr
Playford Water Business Expansion Enhancement
Magazine Pl
President Ave
Crittenden Rd
Silk Road
Stebonheath Park
Davoren Rd
DAVOREN ROAD
Andrews Rd
President Avenue Reserve
Petherton Rd
0
Metres
200
CITY OF Playford
New Assets and Upgrades
Footpath - New
Renewal - Footpath
Road - Renewal


2026/27 Annual Business Plan
ANGLE VALE
N
Adelaide Plains Council
Light Regional City of Playford
Eliza Rd
HILLIER
Riverbanks Rd
Angle Vale Rd
Town of Gawler
Harris Road
Bubner Road
Chivell Road
Angle Vale Rd
MUNNO PARA DOWNS
Angle Vale Sports Facility
Heaslip Road Streetscape Upgrade (design only)
Fradd Road
BURGUNDY AVENUE
Frisby Road
Short Rd
Heaslip Rd
Curtis Rd
AV21 Curtis Road/Frisby Road intersection Upgrade (design only)
PENFIELD GARDENS
MUNNO PARA WEST
MACDONALD PARK
ANDREWS FARM
MUNNO PARA
0 200 Metres
CITY OF Playford
New Assets and Upgrades
Road - Upgrade (design only)
Road - Renewal



CITY OF Playford

Parks - Renewal

Road - Renewal

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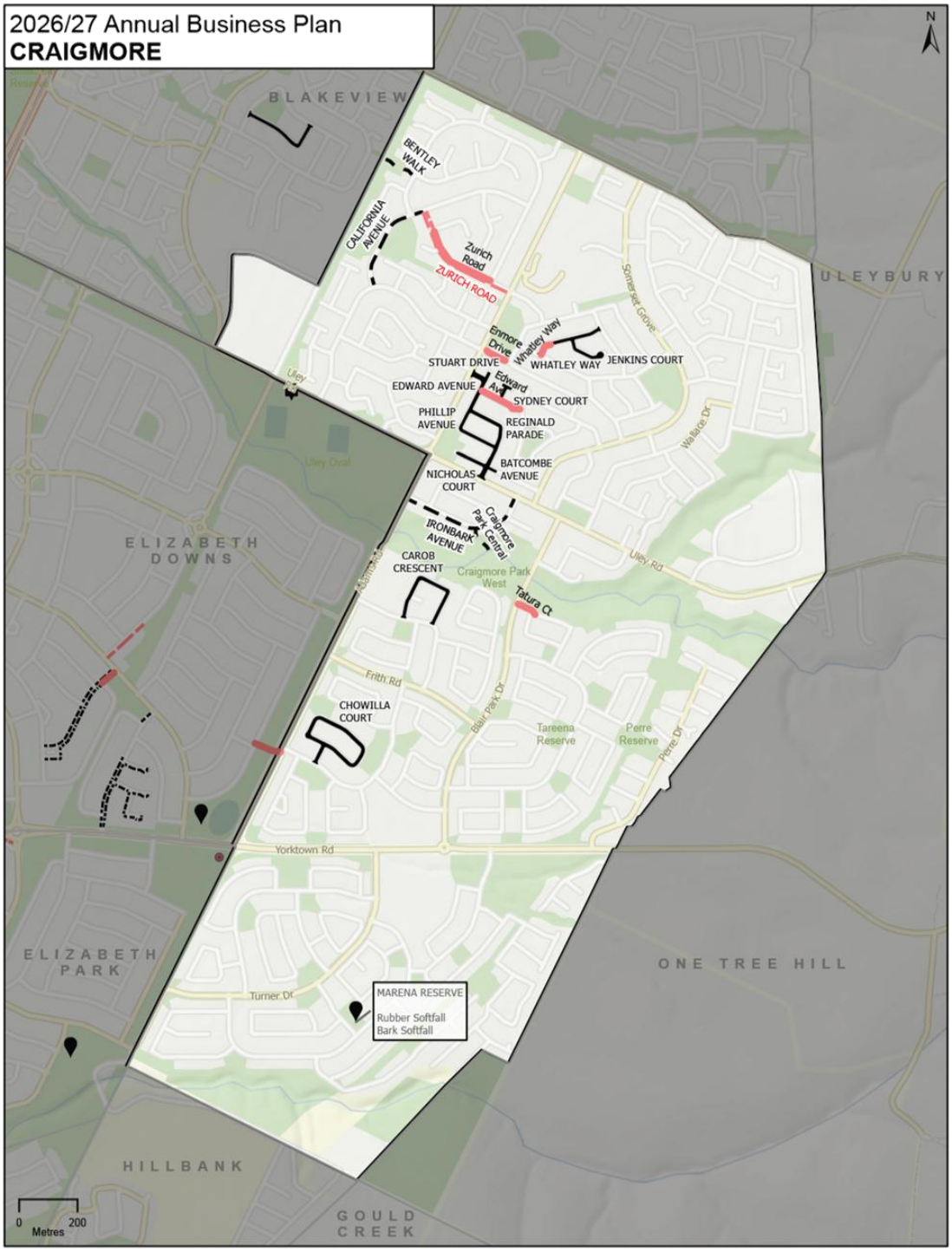
2026/27 Annual Business Plan
CRAIGMORE
N
BLAKEVIEW
ULEYBURY
ELIZABETH DOWNS
ELIZABETH PARK
ONE TREE HILL
HILLBANK
GOULD CREEK
BENTLEY WALK
CALIFORNIA AVENUE
Zurich Road
ZURICH ROAD
Somerset Grove
Enmore Drive
Whatley Way
STUART DRIVE
WHATLEY WAY
JENKINS COURT
EDWARD AVENUE
Edward Ave
SYDNEY COURT
PHILLIP AVENUE
REGINALD PARADE
Wallace Dr
BATCOMBE AVENUE
NICHOLAS COURT
IRONBARK AVENUE
Craigmore Park Central
CAROB CRESCENT
Craigmore Park West
Uley Rd
Tatura Ct
Frith Rd
CHOWILLA COURT
Blair Park Dr
Tareena Reserve
Perre Reserve
Perre Dr
Yorktown Rd
Turner Dr
MARENA RESERVE
Rubber Softfall
Bark Softfall
Uley
Uley Oval
0
200
Metres
CITY OF Playford
Footpath - New
Footpath - Upgrade
Parks - Renewal
Renewal - Footpath
Road - Renewal

CITY OF Playford

Buildings - Renewal
Renewal - Footpath
Road - Renewal

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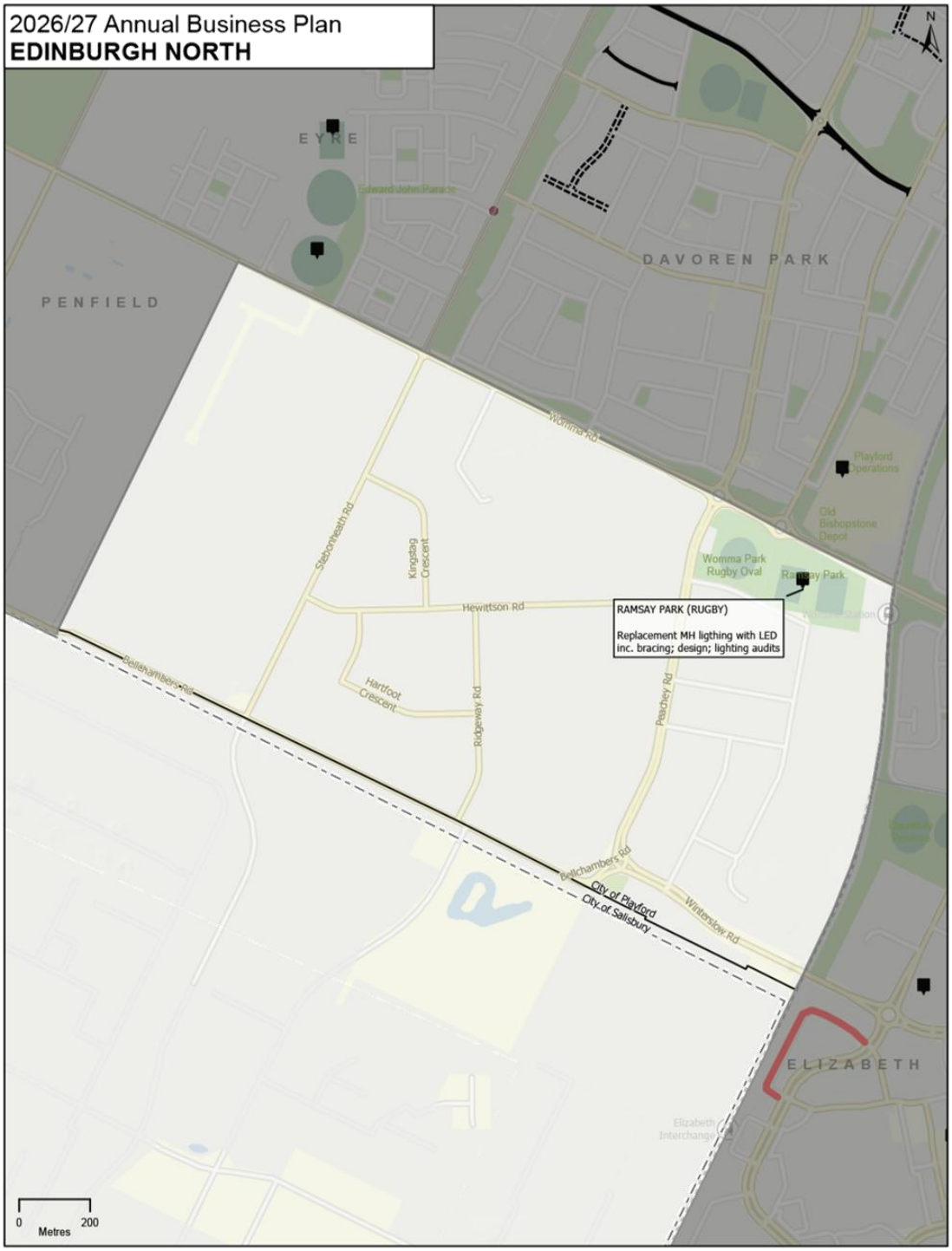

CITY OF Playford

Buildings - Renewal

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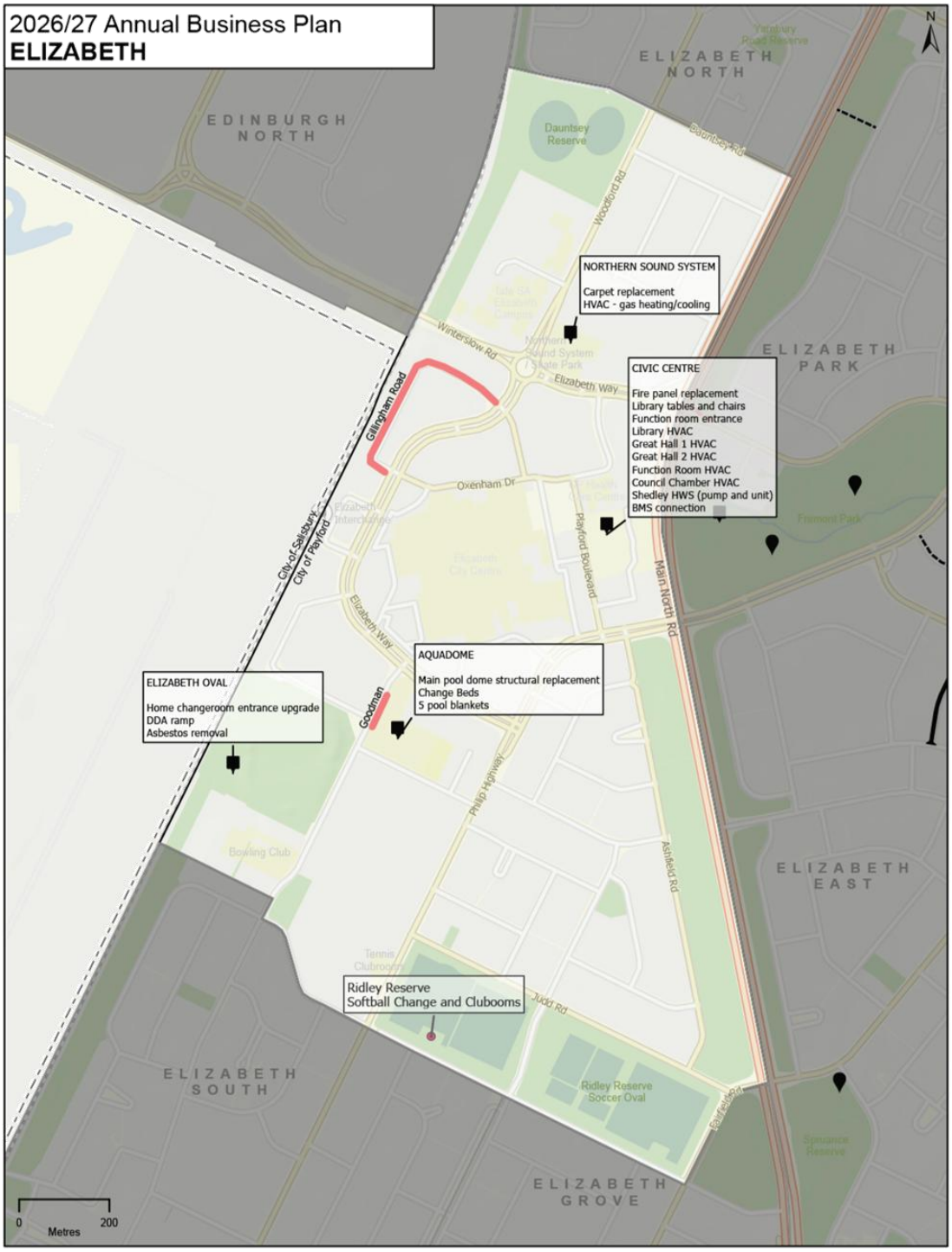
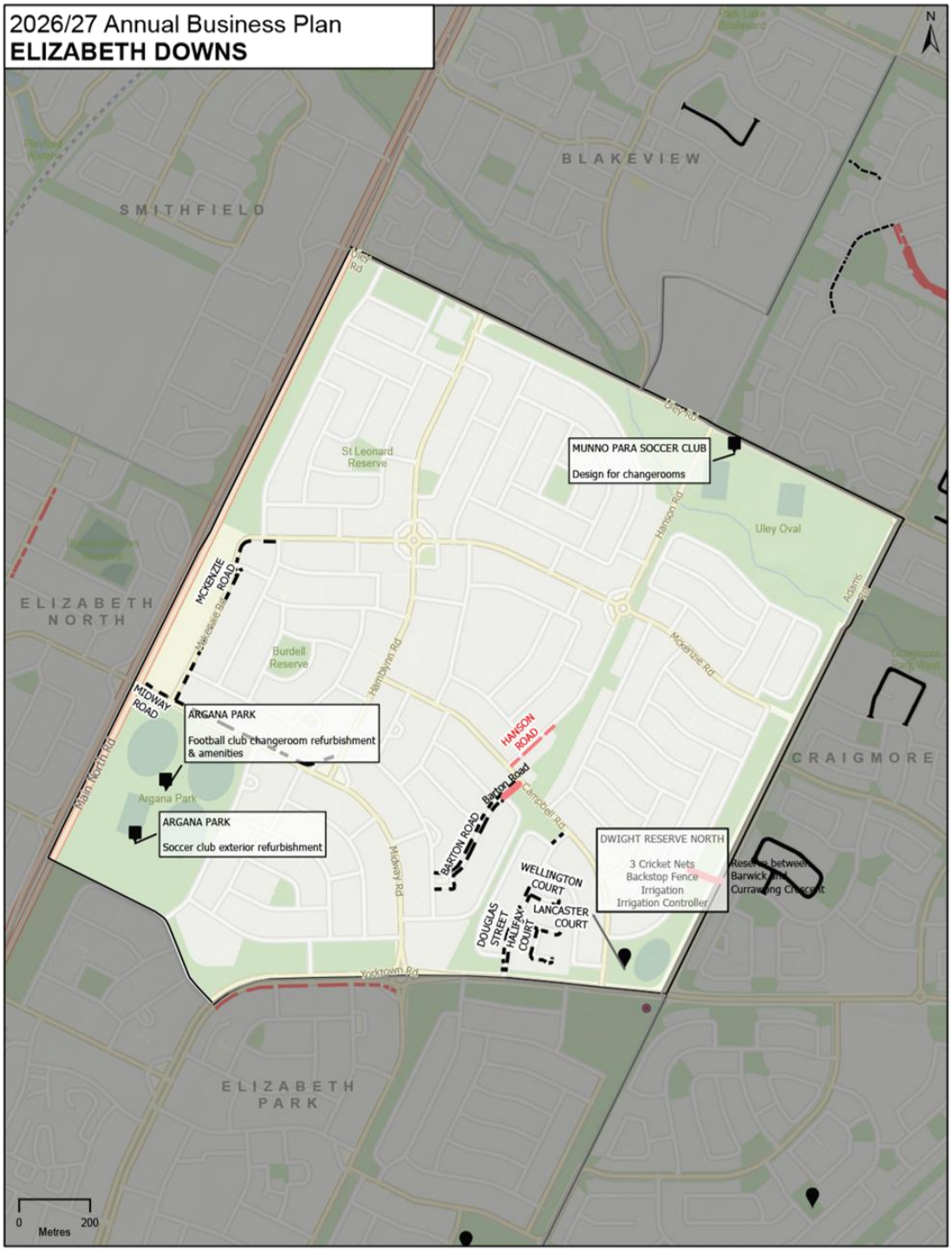

2026/27 Annual Business Plan
ELIZABETH
N
ELIZABETH NORTH
EDINBURGH NORTH
ELIZABETH PARK
ELIZABETH EAST
ELIZABETH SOUTH
ELIZABETH GROVE
Dauntsey Reserve
Dauntsey Rd
Woodford Rd
NORTHERN SOUND SYSTEM
Carpet replacement
HVAC - gas heating/cooling
Northern Sound System Skate Park
Winterslow Rd
Elizabeth Way
Gillingham Road
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
Oxenham Dr
Elizabeth Intermediate
Elizabeth City Centre
Playford Boulevard
Fremont Park
City of Salisbury
City of Playford
Main North Rd
Elizabeth Way
AQUADOME
Main pool dome structural replacement
Change Beds
5 pool blankets
ELIZABETH OVAL
Home changeroom entrance upgrade
DDA ramp
Asbestos removal
Goodman
Philip Highway
Bowling Club
Ashfield Rd
Tennis Clubrooms
Ridley Reserve
Softball Change and Clubooms
Judd Rd
Ridley Reserve Soccer Oval
Fairfield Rd
Spruance Reserve
0
200
Metres
CITY OF Playford
New Assets and Upgrades
Footpath - New
Buildings - Renewal



CITY OF Playford

Footpath - New
Footpath - Upgrade
Parks - Renewal
Buildings - Renewal
Renewal - Footpath

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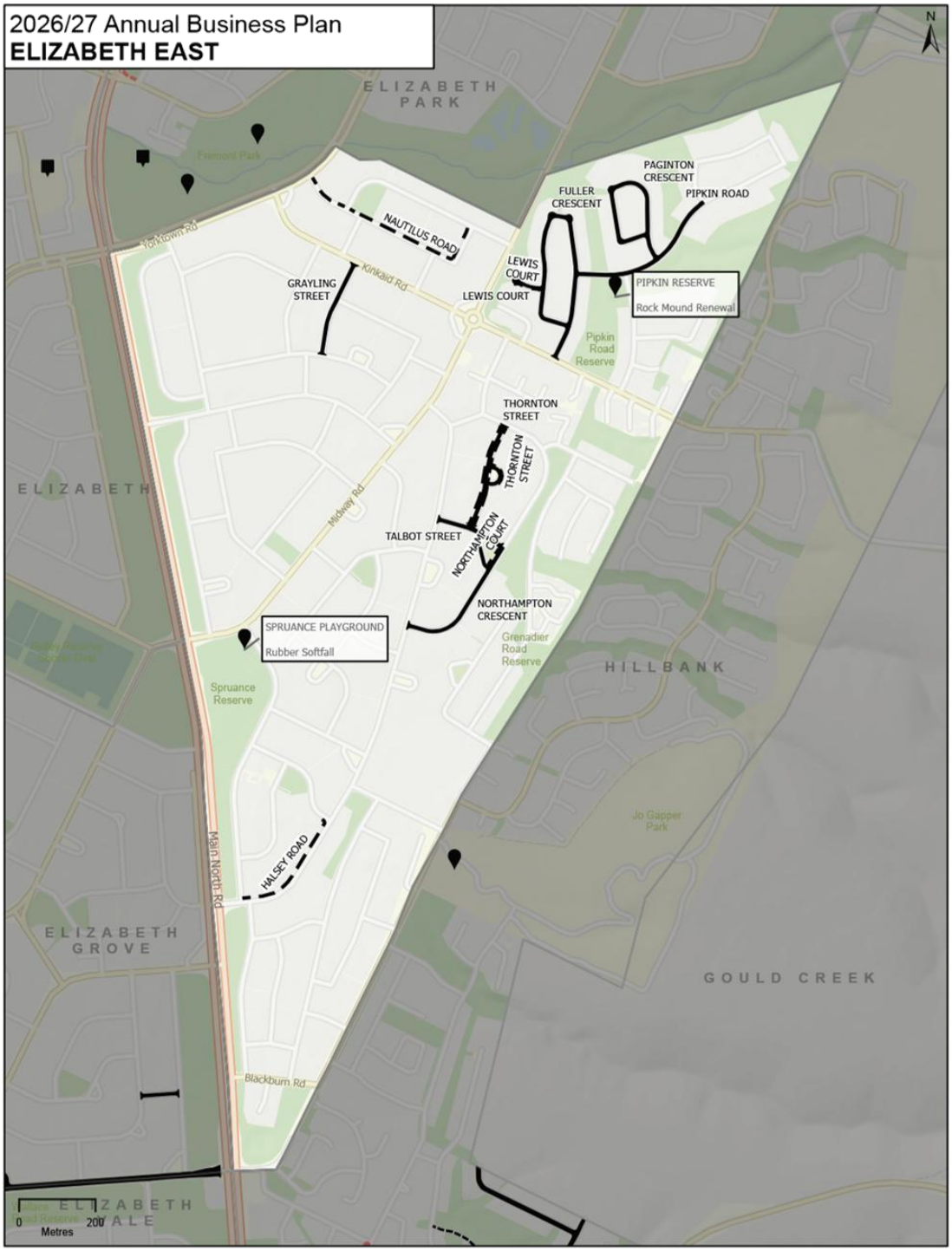

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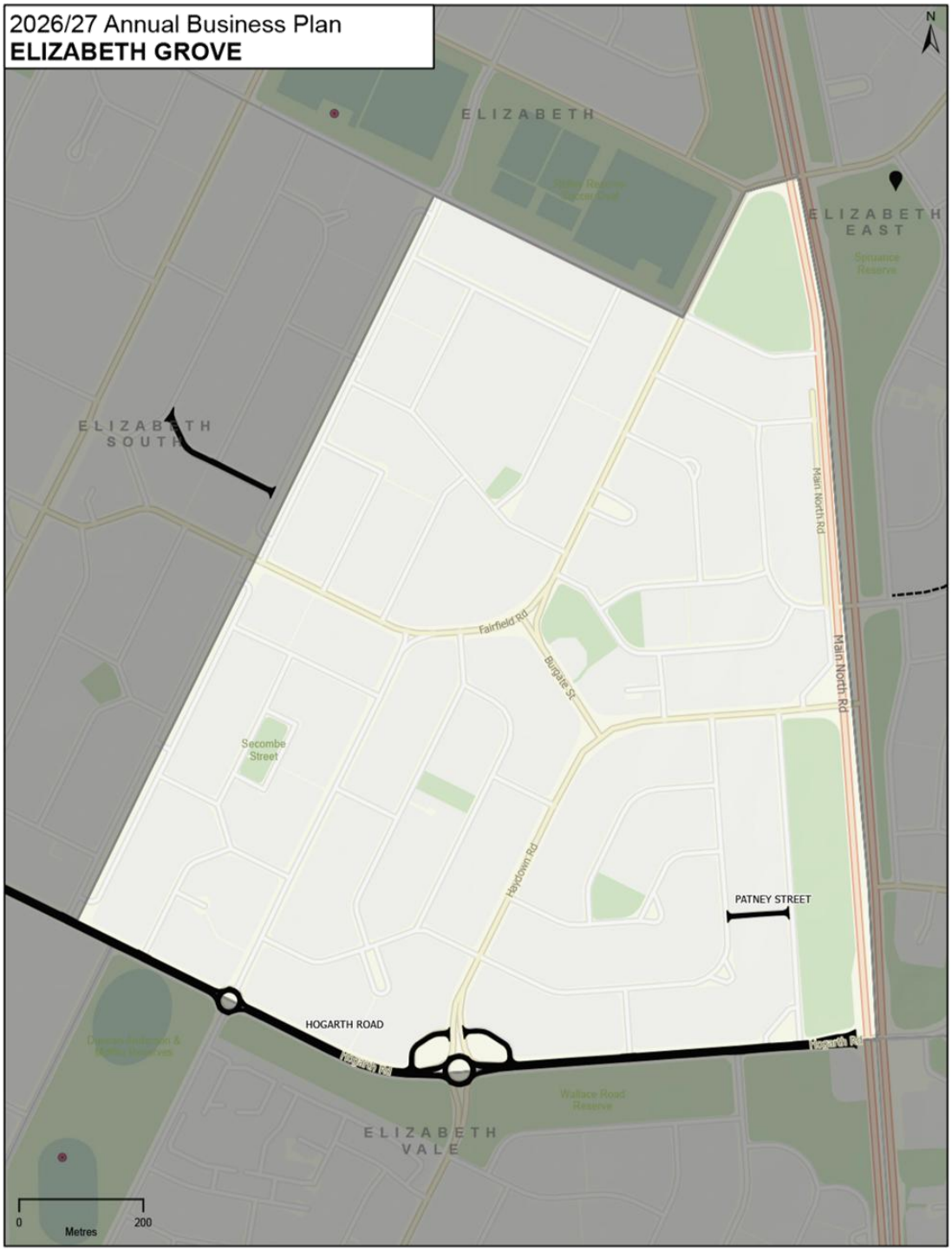

CITY OF Playford

Road - Renewal

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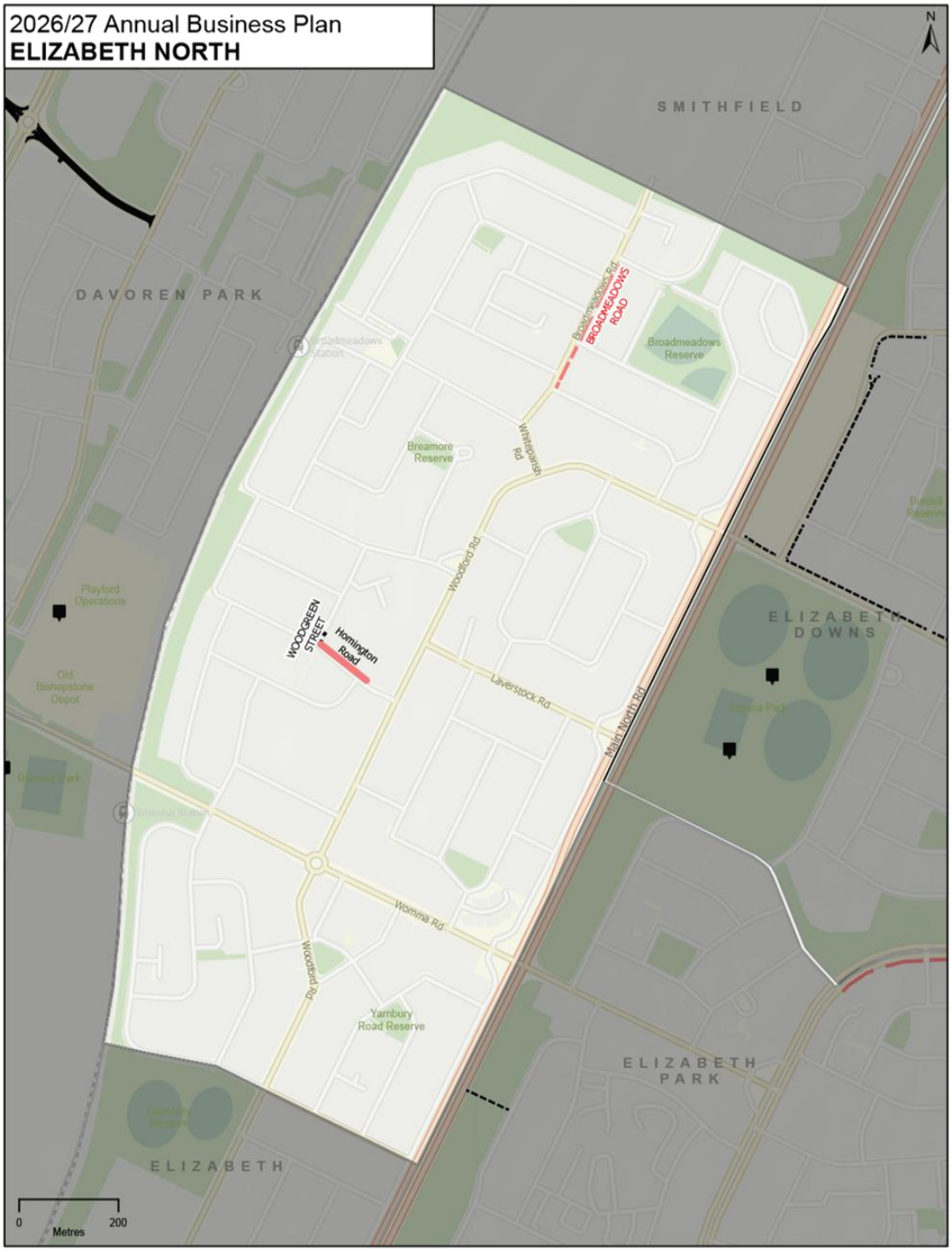
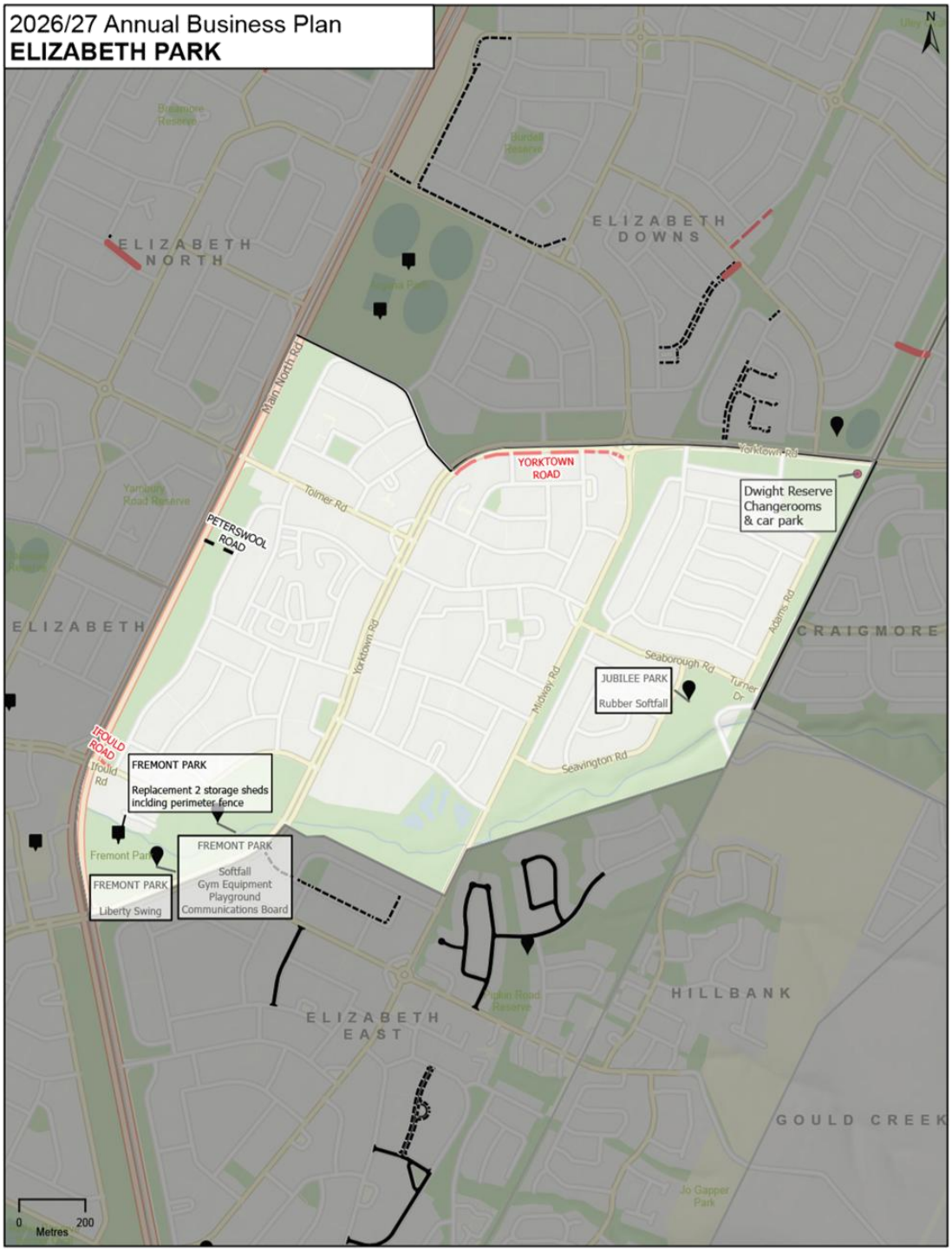

2026/27 Annual Business Plan
ELIZABETH NORTH
N
SMITHFIELD
DAVOREN PARK
Broadmeadows Rd
BROADMEADOWS ROAD
Broadmeadows Station
Broadmeadows Reserve
Breamore Reserve
Whitesands Rd
Woodford Rd
WOODGREEN STREET
Homington Road
Playford Operations
Old Bishopstone Depot
ELIZABETH DOWNS
Laverstock Rd
Main North Rd
Womma Rd
Yarnbury Road Reserve
ELIZABETH PARK
ELIZABETH
0
Metres
200
Footpath - New
Footpath - Upgrade
Renewal - Footpath



CITY OF Playford

- New Assets and Upgrades
- Footpath - Upgrade
- Parks - Renewal
- Buildings - Renewal
- Renewal - Footpath

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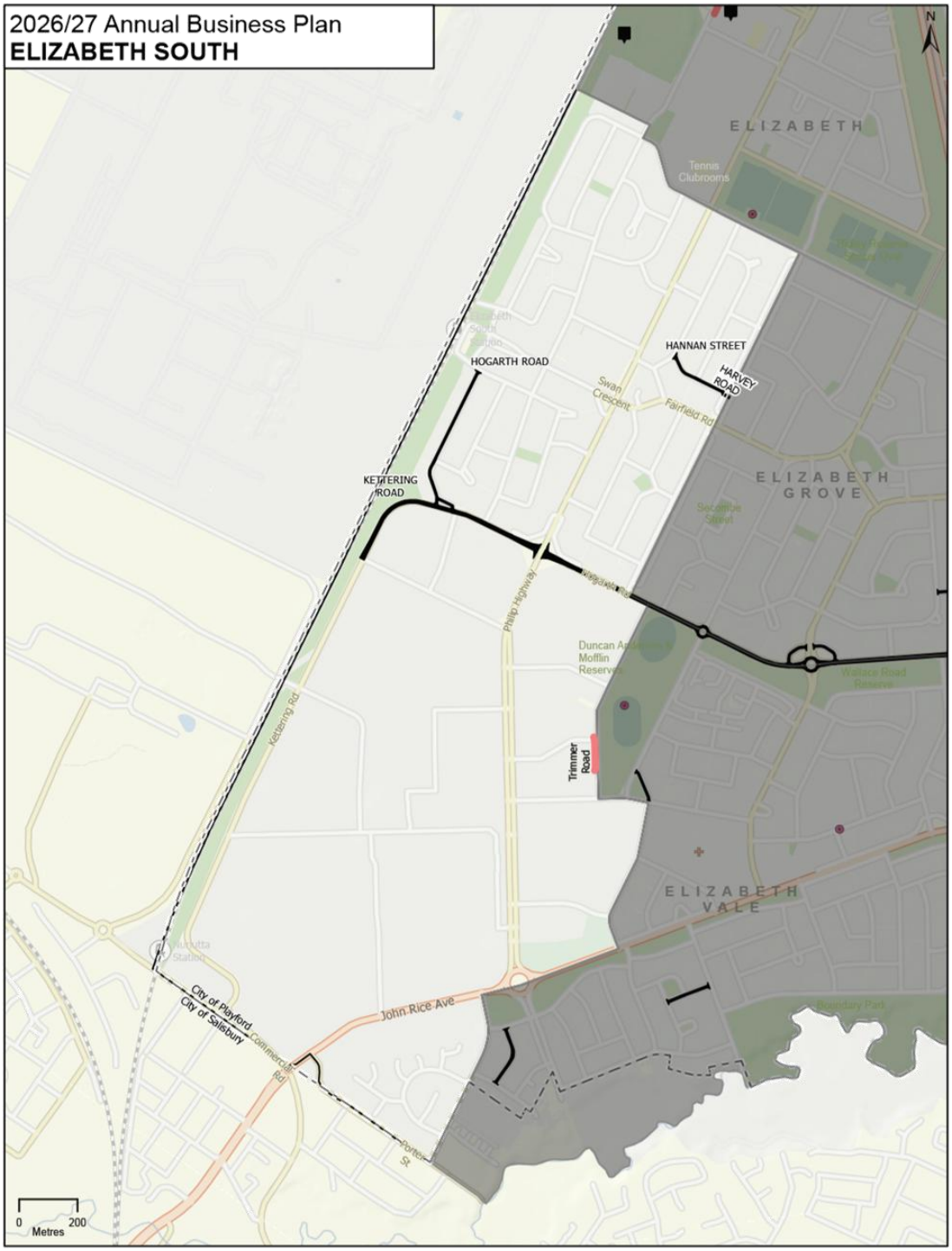

CITY OF Playford

Footpath - New
Renewal - Footpath
Road - Renewal

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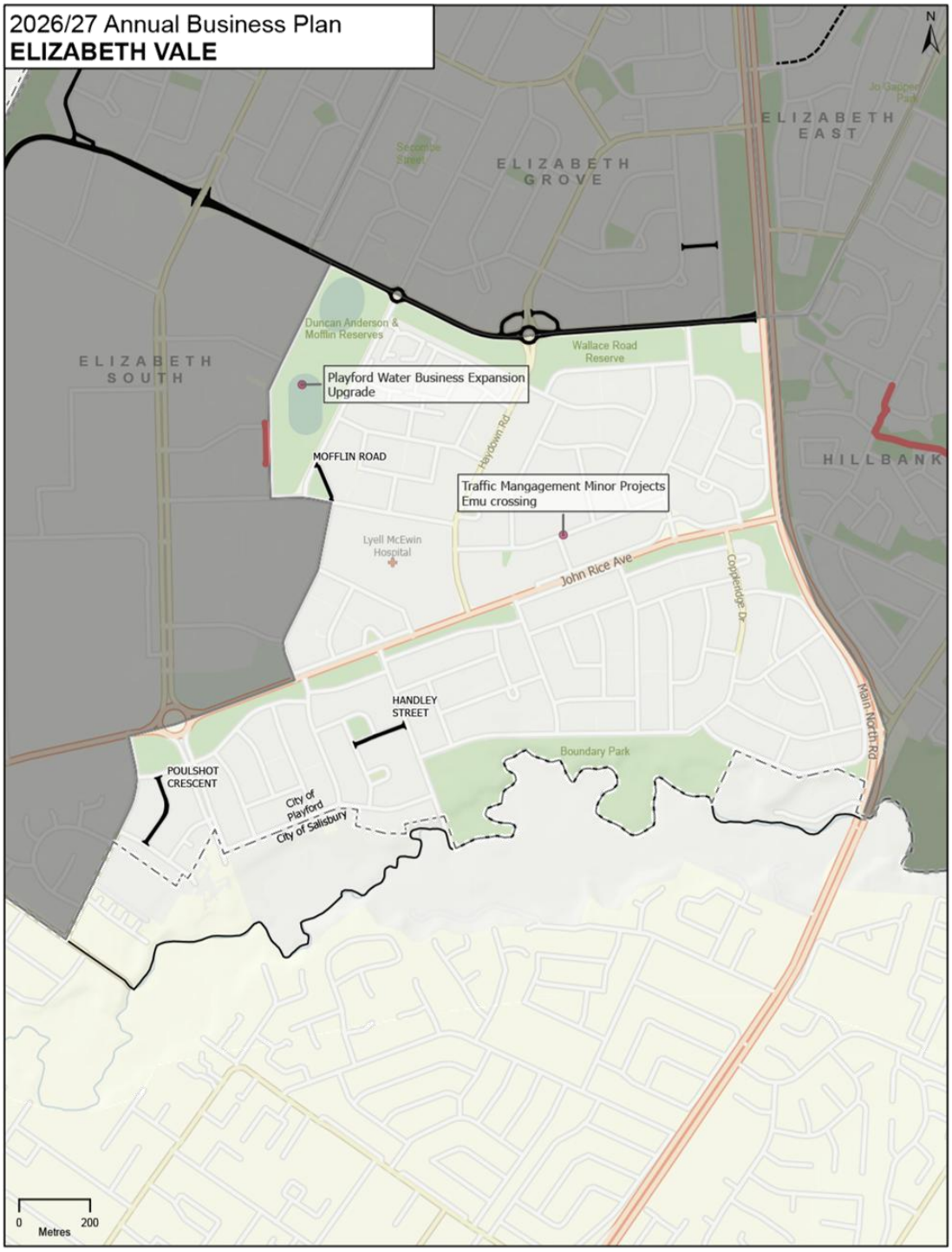

CITY OF Playford

New Assets and Upgrades

Road - Renewal

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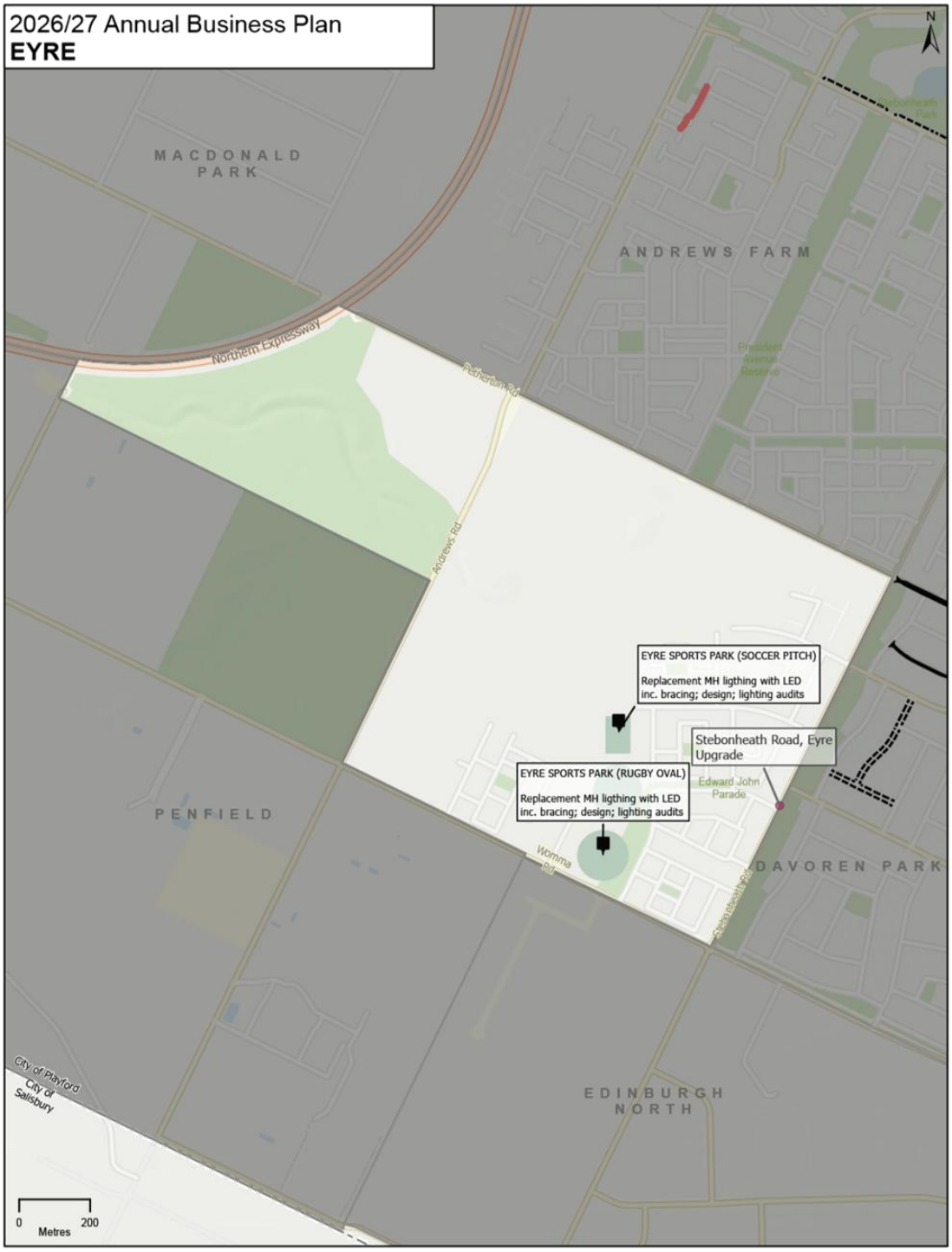

CITY OF Playford

New Assets and Upgrades

Buildings - Renewal

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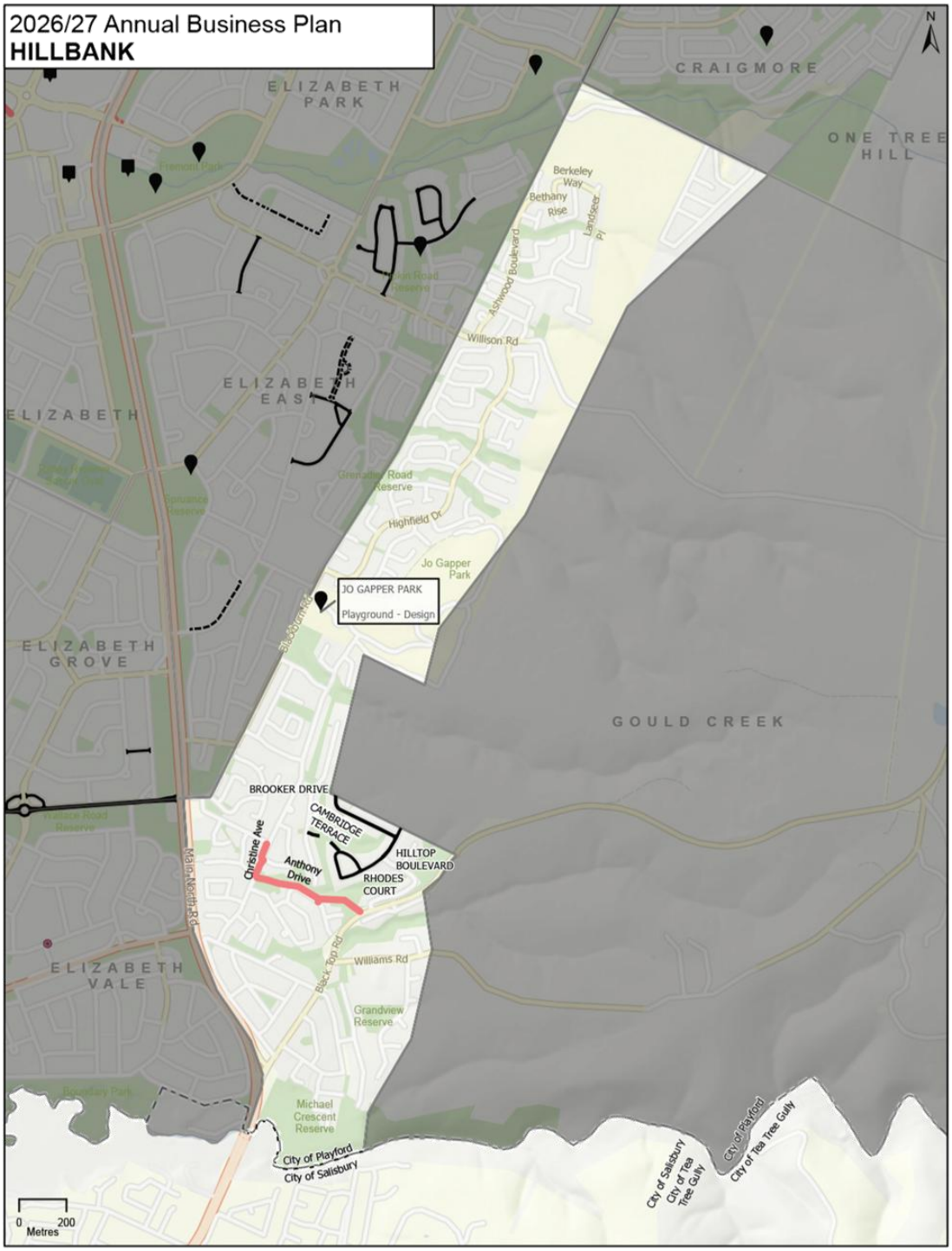
2026/27 Annual Business Plan
HILLBANK
N
ELIZABETH PARK
CRAIGMORE
ONE TREE HILL
ELIZABETH
ELIZABETH EAST
ELIZABETH GROVE
ELIZABETH VALE
GOULD CREEK
Berkeley Way
Bethany Rise
Landseer Pl
Ashwood Boulevard
Willison Rd
Grenadier Road Reserve
Highfield Dr
Jo Gapper Park
JO GAPPER PARK
Playground - Design
Bloomfield Rd
BROOKER DRIVE
CAMBRIDGE TERRACE
HILLTOP BOULEVARD
RHODES COURT
Christine Ave
Anthony Drive
Main North Rd
Black Top Rd
Williams Rd
Grandview Reserve
Michael Crescent Reserve
City of Playford
City of Salisbury
City of Tea Tree Gully
0 200
Metres
CITY OF Playford
Footpath - New
Parks - Renewal
Renewal - Footpath
Road - Renewal

CITY OF Playford

New Assets and Upgrades

Renewal - Footpath

Road - Renewal

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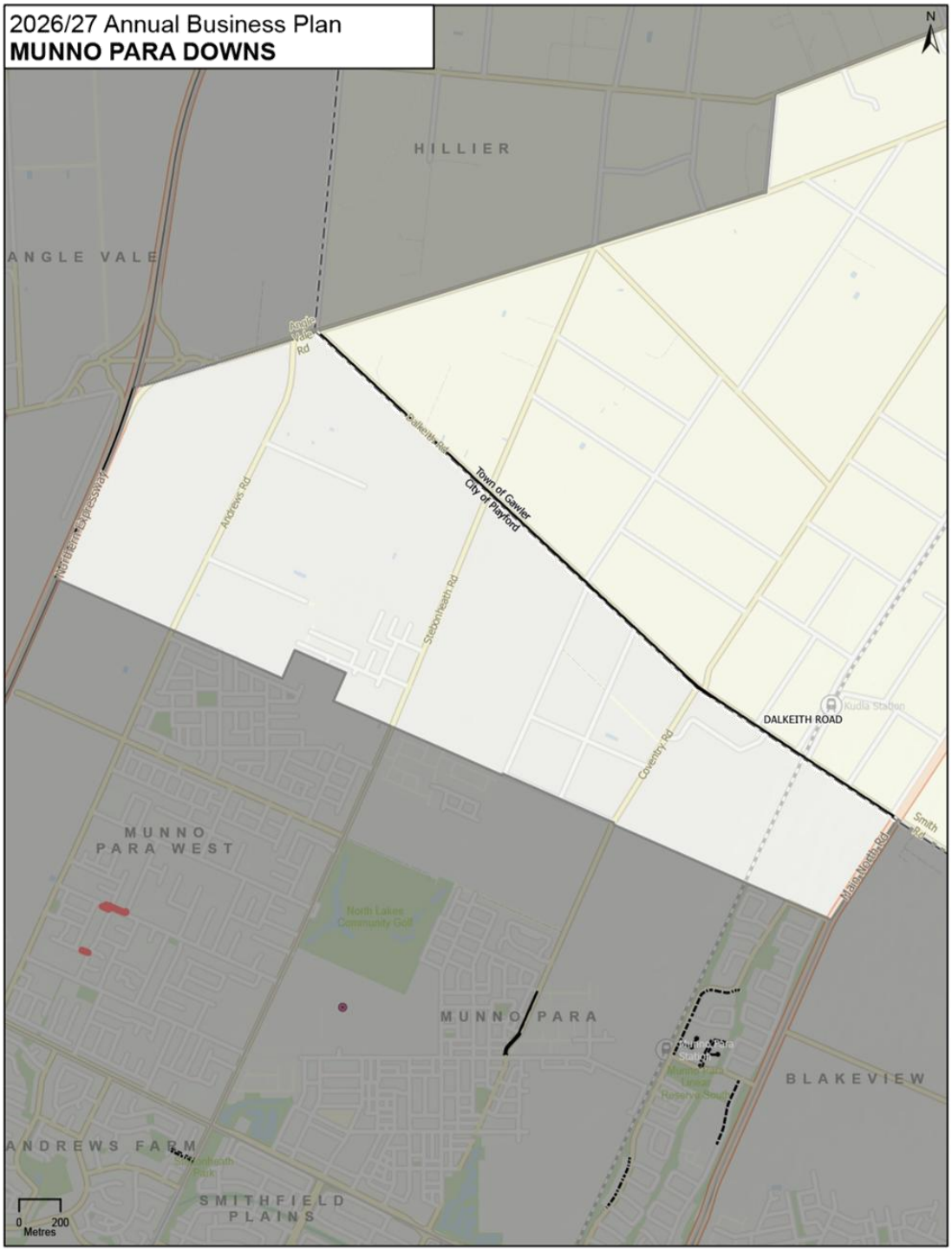

CITY OF Playford

Road - Renewal

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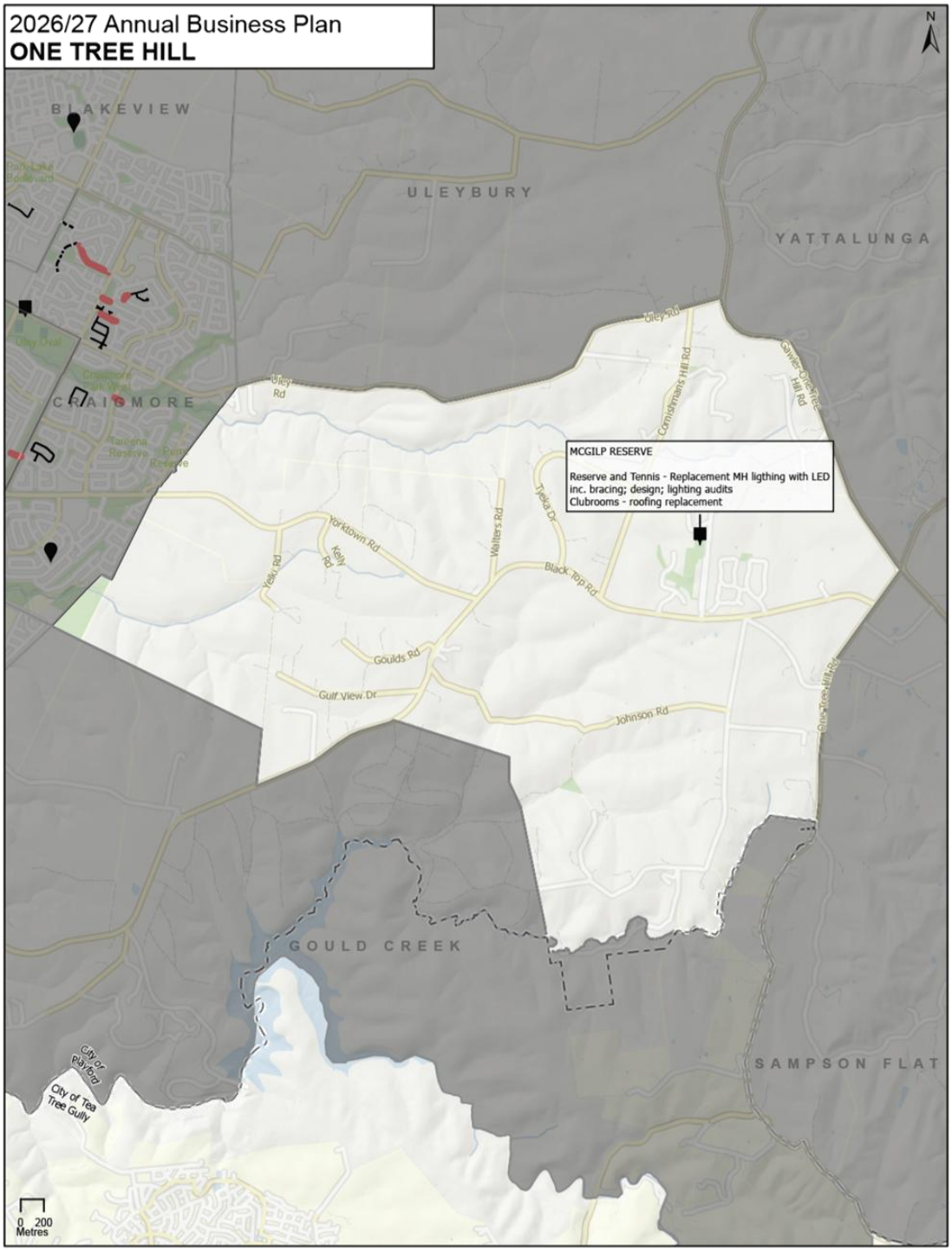
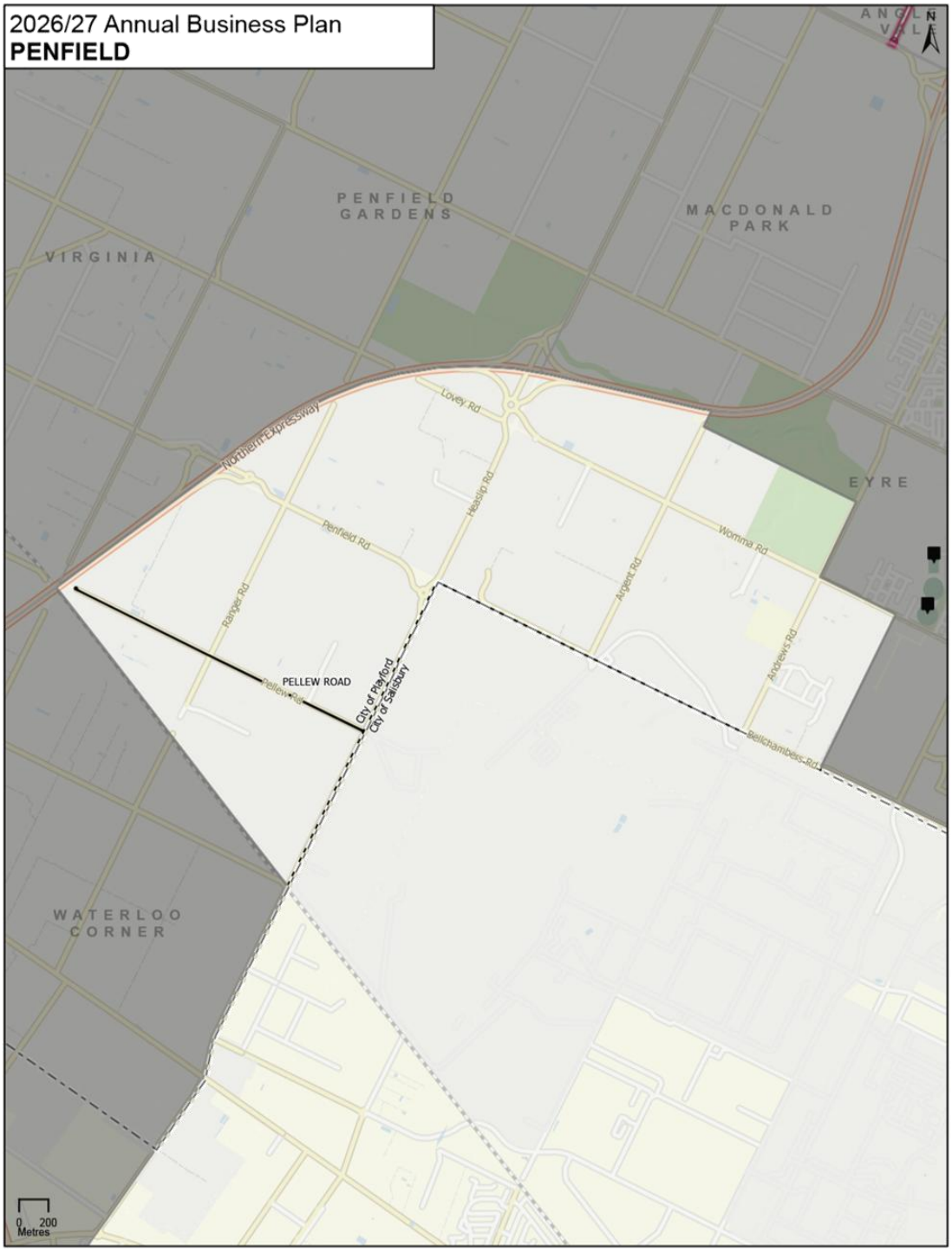
2026/27 Annual Business Plan
MUNNO PARA WEST
N
MUNNO PARA DOWNS
ANGLE VALE
Northern Expressway
Fradd East Rd
Andrews Rd
Chellaston Road
Sasha Drive
PNE1, 1a, 2
& 3 Curtis Road/Andrews Road intersection
Upgrade (road)
Chellaston Rd
Curtis Rd
MUNNO PARA
ANDREWS FARM
SMITHFIELD PLAINS
0
200
Metres
CITY OF Playford
New Assets and Upgrades
Footpath - New


2026/27 Annual Business Plan
ONE TREE HILL
N
BLAKEVIEW
ULEYBURY
YATTALUNGA
CRAIGMORE
GOULD CREEK
SAMPSON FLAT
MCGILP RESERVE
Reserve and Tennis - Replacement MH ligthing with LED inc. bracing; design; lighting audits
Clubrooms - roofing replacement
Uley Rd
Cornishmans Hill Rd
Gawler Old Tree Hill Rd
Yorktown Rd
Kelly Rd
Yatala Rd
Walters Rd
Taleka Dr
Black Top Rd
Goulds Rd
Gulf View Dr
Johnson Rd
Old Tree Hill Rd
City of Playford
City of Tea Tree Gully
0 200 Metres
CITY OF Playford
Buildings - Renewal



CITY OF Playford

Road - Renewal

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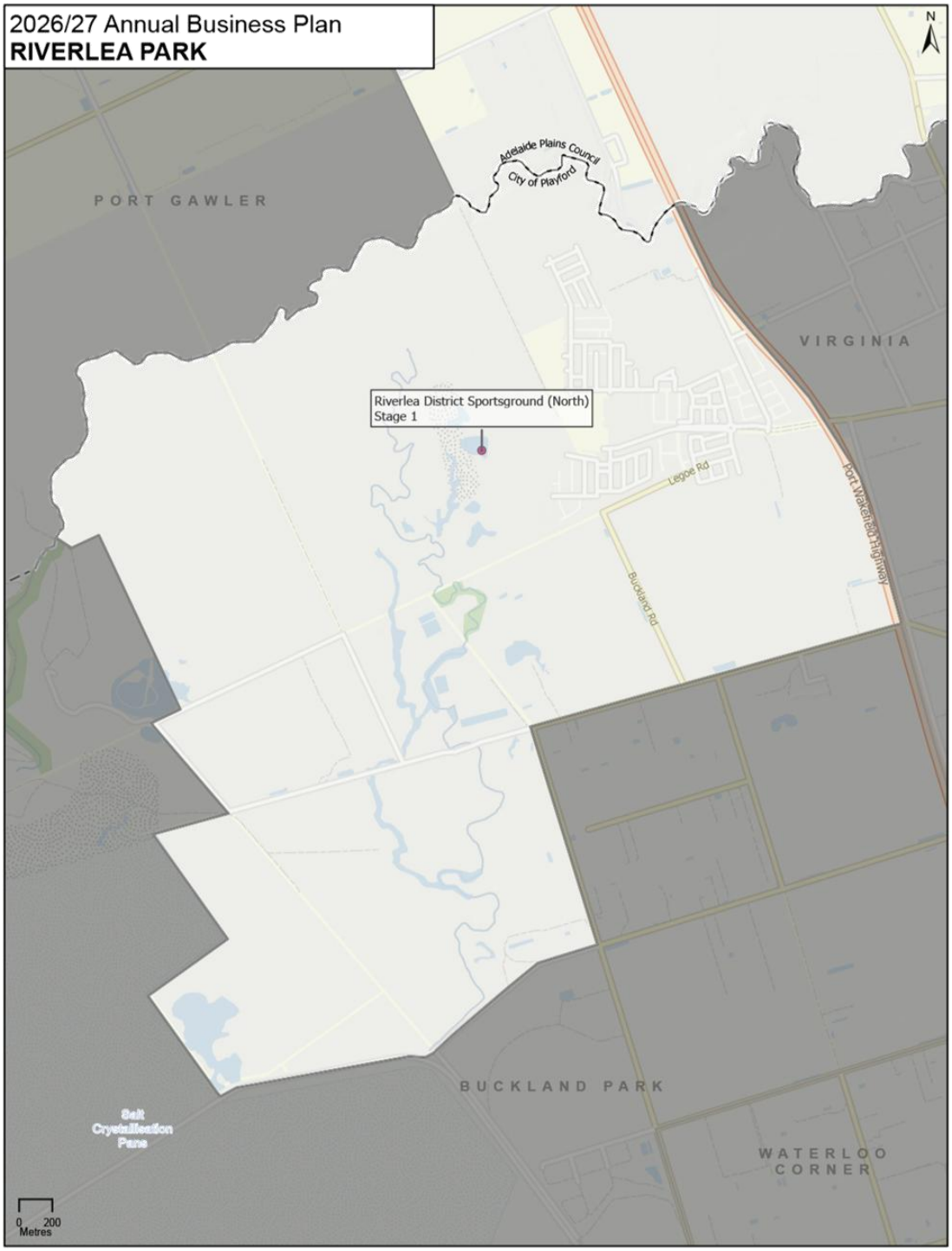

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CITY OF Playford

Parks - Renewal

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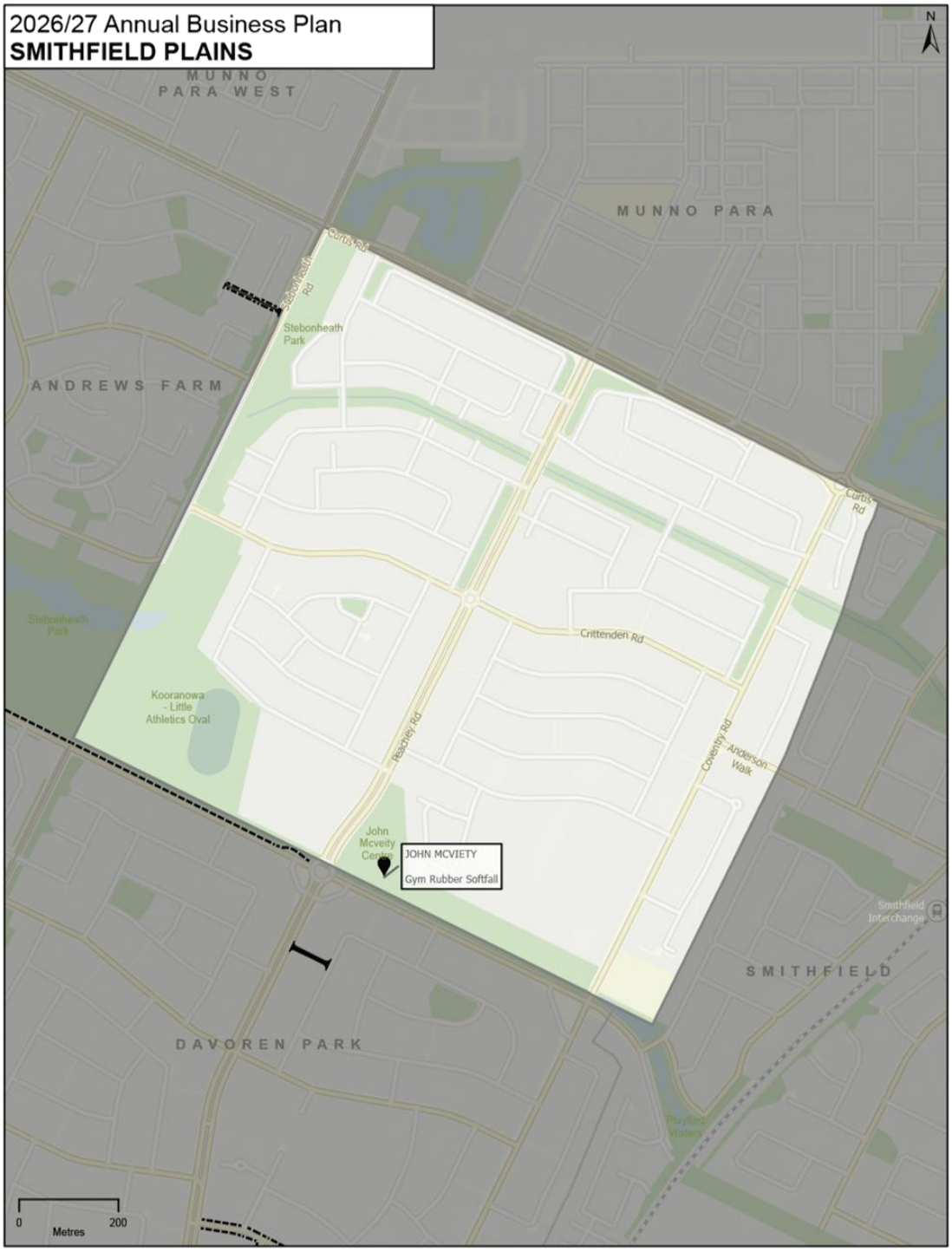

CITY OF Playford

Parks - Renewal

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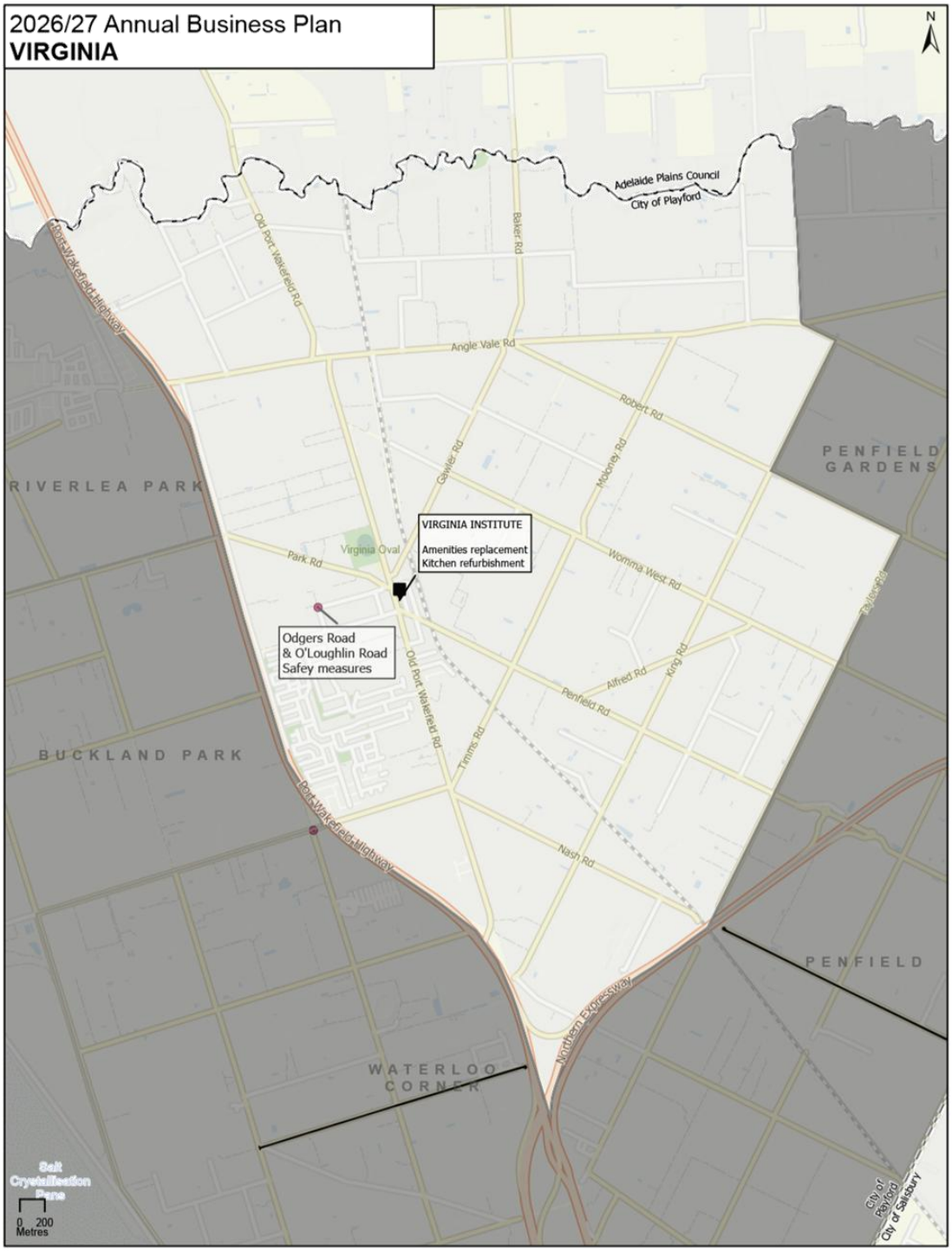

CITY OF Playford

New Assets and Upgrades

Buildings - Renewal

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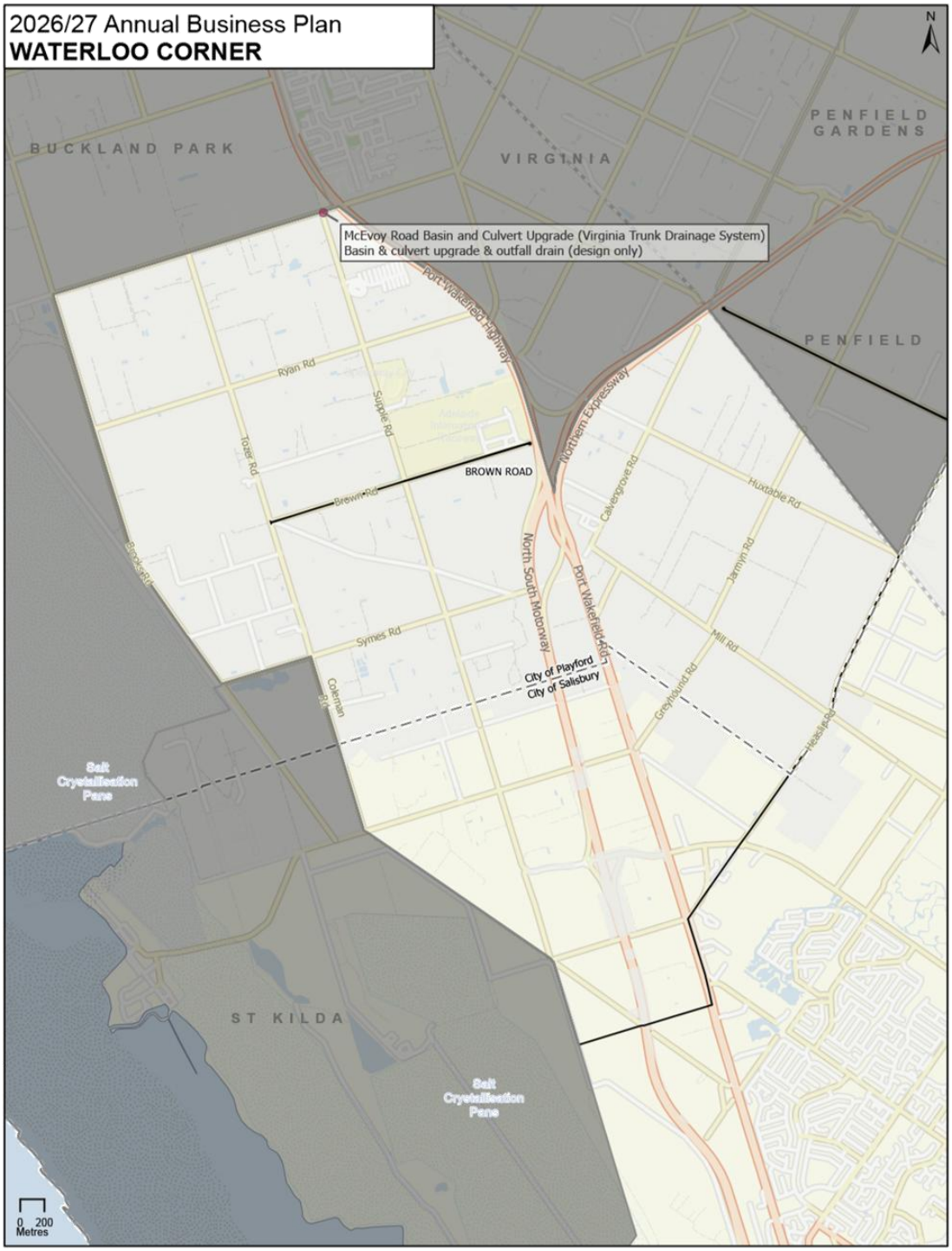

CITY OF Playford

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
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2.2 Detailed advice findings....6
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2.2.2 Advice on financial sustainability....7
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Glossary of terms

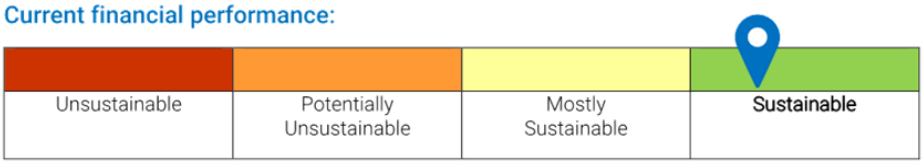
ABS	Australian Bureau of Statistics
AMP	Asset management plan (also called an IAMP)
Commission	Essential Services Commission, established under the *Essential Services Commission Act 2002*
CPI	Consumer Price Index (Adelaide, All Groups)
Council	City of Playford
CWMS	Community Wastewater Management System
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

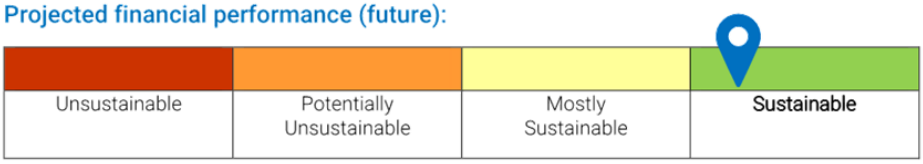
1 The Commission's key advice findings for the City of Playford

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.

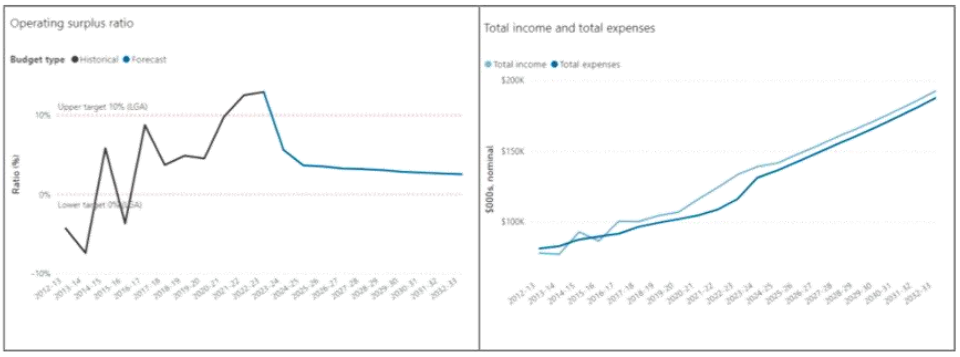
C Financial sustainability

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:

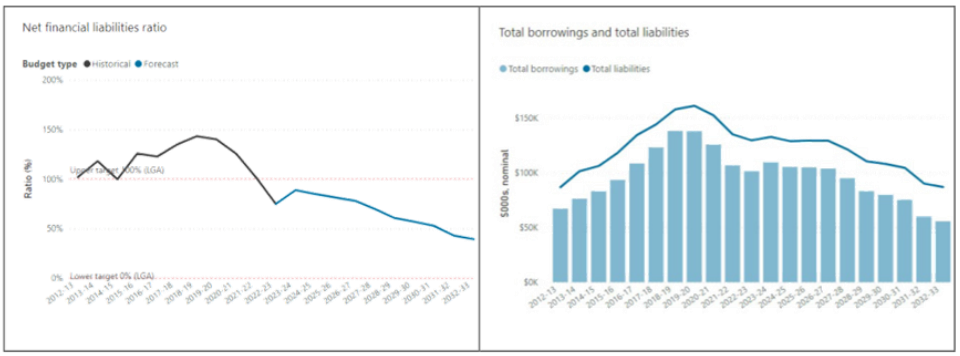
5. **Reduce** its level of net financial liabilities as forecast in its latest long-term financial plan and continue to focus on asset sales or disposals as one of its strategies to help reduce debt.

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.

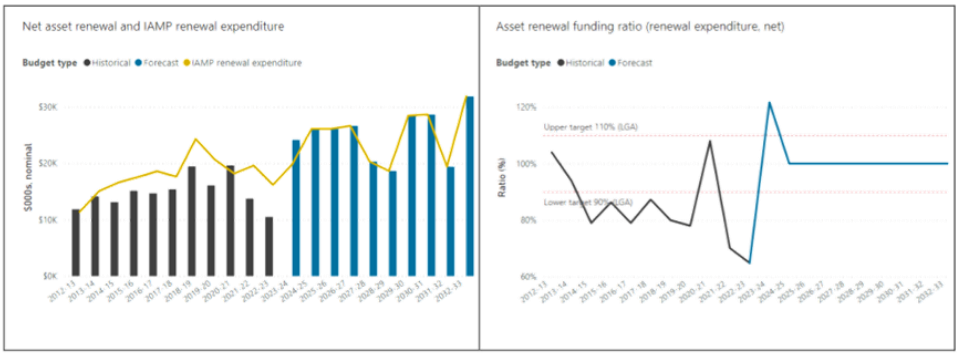


C.3 Asset renewals expenditure

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'.

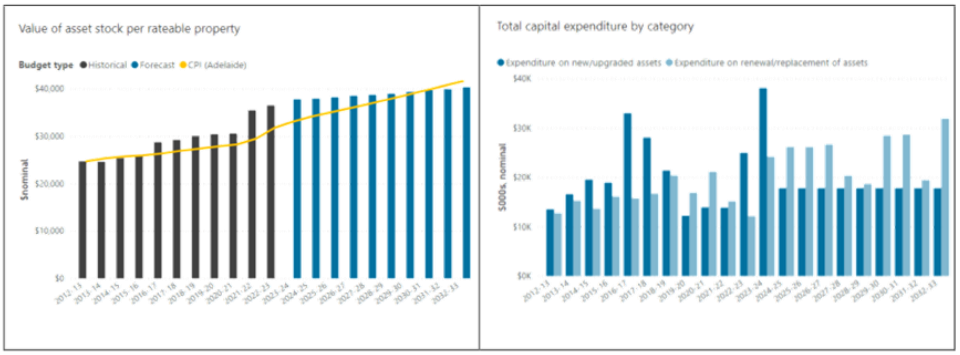
to 2032-33, the ratio is forecast to be within the appropriate range, at an average of 102 percent (see right chart below). Average annual spending on renewal or rehabilitation of assets is projected to increase to $25 million (in nominal terms).



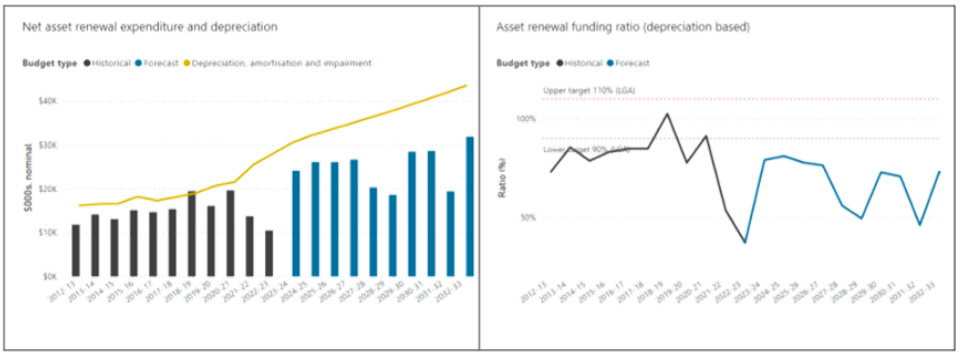
As one of the fastest growing communities in South Australia, the Council is experiencing a period of significant development. During 2012-13 to 2021-22, the Council spent more on new and upgraded assets than the renewal and rehabilitation of its existing stock, averaging $19 million per annum on new 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.

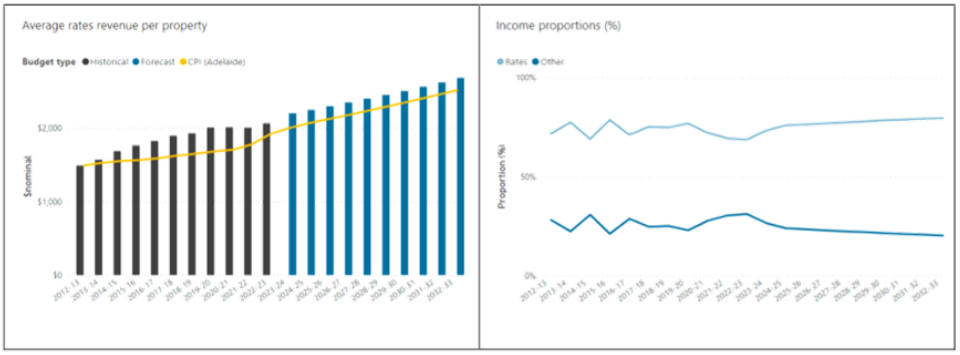
33 Where asset renewal/replacement expenditure is divided by depreciation expenses.
34 City of Playford, *2023-24 Strategic Asset Management Plan*, June 2023, pp. 19
35 City of Playford, Error of fact check letter, January 2024, pp1.
36 City of Playford, *2023-24 Strategic Asset Management Plan*, June 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:

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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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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.

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Version: 55, Version Date: 01/06/2026

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: 55, Version Date: 01/06/2026

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

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Version: 55, Version Date: 01/06/2026

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	16 June 2026	Ordinary Council Resolution No. TBC	Annual review

Document Set ID: 3994059
Version: 55, Version Date: 01/06/2026

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: 53, Version Date: 01/06/2026

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.

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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: 53, Version Date: 01/06/2026

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	16 June 2026	Ordinary Council Resolution No. TBC	Annual review. Updated due dates.

Document Set ID: 3994060
Version: 53, Version Date: 01/06/2026

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.

Document Set ID: 3978634
Version: 46, Version Date: 01/06/2026

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.

Document Set ID: 3978634
Version: 46, Version Date: 01/06/2026

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

Document Set ID: 3978634
Version: 46, Version Date: 01/06/2026

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	16 June 2026	Ordinary Council Resolution No. TBC	Annual review

Document Set ID: 3978634
Version: 46, Version Date: 01/06/2026

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.

Administration use only

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
Date of current version	June 2026
Date of next review	June 2027

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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	16 June 2026	Ordinary Council Resolution No. TBC	Annual Review

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2026/27 Business Plans

Annual Business Plan
Long Term Financial Plan
Strategic Asset Management Plan

Community Engagement
What We Heard Report

CITY OF Playford

2026/27 Draft Business Plans

What We Heard Report

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2026/27 Draft Business Plans

What We Heard Report

Purpose of report

This report outlines the findings from community engagement on the 2026/27 Draft Business Plans. It provides a summary of community sentiment and feedback to support Council in finalising these documents.

Engaging with the Playford community ensures that Council decisions are transparent, informed by local input, and aligned with the community's needs and aspirations.

2026/27 Draft Business Plans

What We Heard Report

Executive summary

The City of Playford invited community feedback on its 2026/27 Draft Annual Business Plan and Budget, Long Term Financial Plan, Strategic Asset Management Plan, and Rating and Rate Rebate Policies and Procedures. This consultation was undertaken in accordance with the requirements of the *Local Government Act 1999* and the City of Playford Community Engagement Procedure at the "Consult" level of engagement. The purpose of the consultation was to provide the community with a reasonable opportunity to review the draft plans, contribute feedback, and help inform Council decision-making in a transparent and collaborative way.

Community engagement ran from 30 April to 28 May 2026 and reached a wide audience through digital platforms, local media, Council facilities, and a public hearing. The consultation generated 1,499 Engagement Hub page views, 641 document downloads, reached 5,575 people through social media, and recorded 1,746 email opens through the Connected Community subscriber database. A total of 51 submissions were received from across the city, with feedback provided online, via email, and in person.

A total of 51 submissions were received. Most submissions were provided through a survey (40), while others were received via email (8) or presented at the Council public hearing (3). Feedback received through all channels has been considered in the key findings presented below.

- 90% of survey respondents had read all or part of the draft plans, while 10% indicated they had not read them.
- Survey responses indicated mixed sentiment, however overall support for the Draft Business Plans outweighed opposition:
    - 21 respondents (53%) were supportive of the Draft Business Plans (those selecting 'strongly agree' or 'somewhat agree')
    - 6 respondents (15%) were neutral (those selecting 'neither agree nor disagree')
    - 13 respondents (33%) were not in support of the Draft Business Plans (those selecting 'somewhat disagree' and 'strongly disagree')
- Among those who disagreed with the Draft Business Plans, the predominant concern related to the Odgers Road and O'Loughlin Road safety measure project which proposed short to medium term safety improvements, with respondents feeling this was inadequate.
- Key themes across all submissions (survey, email and public hearing) included roads, traffic and growth infrastructure, recreation facilities, footpaths, accessibility and active transport, and rates and financial sustainability.

- Overall, feedback indicated general support for the direction of the Draft Business Plans, while also highlighting a strong desire for infrastructure and services to keep pace with population growth and local community needs.

Council will consider this feedback when finalising the 2026/27 Draft Business Plans and Budget. A summary of the consultation outcomes will be made available to the community on Council's Engagement Hub website.

2026/27 Draft Business Plans

What We Heard Report

1. Engagement background and objectives

The purpose of this report is to present the findings from the community consultation undertaken as part of the development of the 2026/27 Draft Business Plans and Budget. Feedback from the Playford community is a valuable source of information and is considered to support Council decision-making.

The *Local Government Act 1999* (the Act) requires Council to develop a series of Strategic Management Plans, including the Annual Business Plan and Budget (ABP), the Long Term Financial Plan (LTFP), and the Strategic Asset Management Plan (SAMP).

Under Sections 122 and 123 of the *Local Government Act 1999*, Council must adopt processes that ensure members of the public are given a reasonable opportunity to be involved in the development and review of its Strategic Management Plans. This also applies to Council's Rating and Rate Rebate Policy and Procedure. Specifically, the Act requires Council to make its ABP available for public consultation for a minimum of 21 days.

In accordance with the City of Playford Community Engagement Procedure, which states that consultation required under legislation should be open for 28 days, the 2026/27 Draft Annual Business Plan and Budget, Long Term Financial Plan, Strategic Asset Management Plan, and Rating and Rate Rebate Policies and Procedures were released for public consultation from Thursday 30 April 2026 to Thursday 28 May 2026.

Community engagement objectives

- Inform and educate the community about Council's business planning process and build awareness about the 2026/27 Draft Business Plans and what they aim to deliver.
- Consult the community by providing the opportunity to share their views and level of support for Council's 2026/27 Draft Business Plans.

Community engagement level

Council recognises the role of community engagement to support decision making, leading to stronger outcomes for our community. Based on International Association for Public Participation (IAP2) best practice principles, Council's Community Engagement Policy and Procedure outlines Council's requirements to determine the level of engagement on a project or decision. The level of engagement (inform, consult, involve or collaborate) depends on the scope, complexity, impact and competing values or interests in decisions being made.

For this project, the engagement level is 'consult', due to Council seeking community feedback on specific options or ideas.

2026/27 Draft Business Plans

What We Heard Report

2. What we asked

The community was asked to provide feedback on following documents:

- 2026/27 Draft Annual Business Plan and Budget – describes the services and projects that Council will progress or deliver to the community during the 2026/27 financial year.
- 2026/27 Draft Long Term Financial Plan - 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.
- 2026/27 Draft Strategic Asset Management Plan - 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.
- Draft Rating and Rate Rebate policies and procedures - 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 asked the community the following:

- Level of knowledge – if participants had read the draft plans and documents
- Level of support on the draft plans and documents
- Additional feedback Council may need to consider

3. How we asked it

To promote awareness and encourage broad community participation, a Community Engagement Plan was developed. A summary of the approach is provided in the table below. The community was informed of the consultation in the following ways:

- Public Notice in *The Advertiser* and *The Bunyip*
- Media release to *The Bunyip*
- City of Playford Engagement Hub project site
- City of Playford website advertisement
- City of Playford social media posts
- Information made available at Customer Contact locations - Playford Civic Centre and Stretton Centre
- Email to Council's Connected Community subscriber database. The Connected Community database is a list of community members who have selected to informed of community engagements.
- Via the public report to Council containing the 2026/27 Draft Business Plans dated 28 April 2026.

2026/27 Draft Business Plans

What We Heard Report

The community was able to provide feedback through the following:

Feedback Options	Description
Engagement Hub (website)	A dedicated online project page served as a central hub for the engagement, providing access to key documents, project timeframes, and an online submission form. Community members could provide feedback online or download and complete a printable hard copy 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
Public Hearing	Public Hearing at the Ordinary Council Meeting on Tuesday 26 May 2026, where community members were invited to attend, to speak to Council and share their views on Draft Business Plans and documents.

4. What we heard

4.1 Overview of community consultation

To ensure the community engagement objectives were met, and performance was measured, Council tracked the number of aware, informed and engaged community members. These are defined in the following table with the associated performance measure.

A total of 51 formal responses were received during the consultation - comprising 40 survey submissions, 8 email responses and 3 public hearing attendees. While this represents a small sample of a city with over 115,000 residents and is not statistically representative, broader engagement figures reflect strong community interest and awareness. The 2026/27 Draft Business Plans Engagement Hub page attracted 1,499 views and 641 document downloads, with the consultation reaching a further 5,557 people via social media and recording 1,746 email opens through the ‘Connected Community’ notification.

These engagement metrics suggest meaningful exposure to the 2026/27 Draft Business Plans during the consultation period.

2026/27 Draft Business Plans

What We Heard Report

Category	Channels	Performance
Aware visitors Number of those who have visited the Engagement Hub page, saw the social media post and/or opened Connected Community email	Engagement Hub page views Engagement Hub unique views Social media post views Social media post reach Social media post interactions Social media post link clicks	1499 966 8785 5575 20 32
	Connected Community emails sent Opened email	3801 1746
Informed visitors Number of those who have downloaded documents	Engagement Hub document downloads	641
Engaged visitors Number of those who provided feedback	Survey responses Hard Copy submissions Email Public hearing attendee	40 0 8 3

4.2 Overview of respondents

Number of respondents: 51

Respondents by suburb:

Feedback was received from residents across the city, with the breakdown below:

Suburb	Number of responses
Virginia	14
Elizabeth South	5
Munno Para	4
Elizabeth Downs	3
Angle Vale	3
Munno Para West	2
Blakeview	2
Andrews Farm	2
Munno Para Downs	1
Elizabeth Park	1
Elizabeth North	1
Elizabeth Grove	1
Davoren Park	1
Not Stated	11
Total	51

*'Not Stated' includes those who provided feedback and did not provide their suburb.

2026/27 Draft Business Plans

What We Heard Report

4.3 Overview of feedback

A total of **51 submissions were received during the consultation period,** comprising 40 survey responses, 8 email submissions and 3 verbal presentations at the Public Hearing. Themes identified through survey responses, email submissions and verbal presentations have been considered throughout this analysis.

Those responding via survey were asked whether they had read the Draft Business Plans and associated documents. Of the 40 survey respondents**, 90% indicated they had read either the full documents or the sections most relevant to them**, suggesting that feedback was generally informed by the content of the Draft Plans.

Survey respondents were also asked how strongly they agreed with the statement: "I am supportive of Council's Draft 2026/27 Business Plans and associated documents. **53% expressed support, 15% were neutral, and 33% expressed some level of disagreement**.

While overall support was generally positive, many respondents also identified areas where they would like to see improvements. Across all feedback channels, infrastructure was the most frequently raised topic, particularly road upgrades, traffic management, pedestrian and cycling safety, and ensuring infrastructure keeps pace with population growth.

Feedback was received from residents across Playford; however, Virginia residents represented the largest group of respondents. Many of these submissions related to concerns regarding Odgers Road and O'Loughlin Road, which emerged as a frequently discussed local issue during the consultation. Community feedback indicated concern that the safety improvements proposed in the plan may not fully address local expectations.

More broadly, rates affordability, maintenance of existing infrastructure, stormwater management, and investment in established communities were also recurring themes.

Respondents who supported the Draft Business Plans generally recognised the need for continued investment in community infrastructure, parks, recreation facilities and services to support a growing population. Several respondents also suggested additional recreation facilities and opportunities for young people.

Overall, the feedback suggests that while there is general support for the direction of the Draft Business Plans, many respondents are seeking greater confidence that roads, infrastructure and services will keep pace with growth and address local concerns.

2026/27 Draft Business Plans

What We Heard Report

4.3.1 Survey feedback

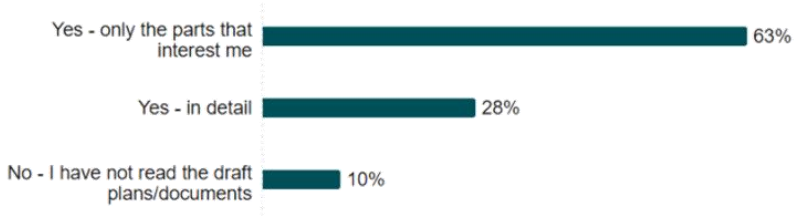
Survey responses: 40

Level of knowledge

Q: I have read the Draft 2026/27 Business Plans and associated documents.

Asking if respondents had read the Draft Annual Business Plans ensures that feedback is grounded in an informed understanding of the documents. It also provides valuable insight into how engaged the community is and how effectively the Draft Plans have been communicated, helping to inform and improve future consultation approaches.

Of those who responded, 63% had read the sections that interested them, 28% had read the plans in full, and 10% had not read the Draft Plans.



(n=40 responses)

Level of support

Q: How strongly do you agree with the following statement: I am supportive of Council's Draft 2026/27 Business Plans and associated documents

Of the 40 respondents who answered this question, 53% expressed support, 15% were neutral, and 33% expressed some level of disagreement.

(n=40 responses)

2026/27 Draft Business Plans

What We Heard Report

Overall themes in written feedback categorised by level of support

Q: Do you have any additional feedback on the 2026/27 Draft Business Plans and associated documents?

Scale	No of respondents	Summary of comments (when provided)
Strongly agree	3	**Number of comments provided:** 2 Respondents who selected "Strongly agree" were generally supportive of the Draft Annual Business Plan while also highlighting areas they would like Council to continue prioritising. Comments referenced the need to ensure infrastructure keeps pace with new land developments and called for upgrades to parks and outdoor recreational spaces for children and families.
Somewhat agree	18	**Number of comments provided:** 9 Respondents who selected "Somewhat agree" generally expressed cautious support for the Draft Annual Business Plan, while also raising concerns regarding infrastructure maintenance, road and pedestrian safety, parking, rates affordability, and the need for infrastructure to keep pace with growth and development. Additional comments highlighted requests for clearer communication regarding rate rebates, improved maintenance of public spaces, and stronger management of waste and community safety issues. Several respondents also supported increased recreational opportunities and outdoor facilities for older children and young people including suggestions such as a mountain bike jump track in Virginia.
Neither agree nor disagree	6	**Number of comments provided:** 4 Respondents who selected "Neither agree nor disagree" still provided comments highlighting specific concerns and local issues. Feedback included references to infrastructure and transport matters such as Odgers Road and O'Loughlin Road as well as concerns regarding the maintenance, cleanliness and appearance of public spaces in Munno Para. Overall, while these respondents did not express clear agreement or disagreement, the comments suggest a level of caution and a desire for further clarity around infrastructure

2026/27 Draft Business Plans

What We Heard Report

		priorities, local impacts and financial considerations within the Draft ABP.
Somewhat disagree	9	**Number of comments provided:** 8 Respondents who selected "Somewhat disagree" expressed concerns that the Draft ABP does not adequately address current and future infrastructure needs, particularly in relation to roads, traffic and growth management. Feedback from three respondents specifically related to Odgers Road and O'Loughlin Road, describing the proposed short- to medium-term safety improvements as inadequate and calling for full road upgrades and longer-term infrastructure investment. Additional comments highlighted concerns regarding congestion, pedestrian and cycling safety, stormwater management, and perceptions that established communities such as Virginia and Angle Vale are receiving limited investment compared with newer developments. Rates and affordability were also referenced. Several respondents supported a mountain bike dirt jump track initiative in Virginia as part of future planning and investment for the township, while one respondent suggested a swimming centre in Munno Para Overall, feedback from this group reflected frustration regarding infrastructure delivery, long-term planning and Council's response to growth-related pressures.
Strongly disagree	4	**Number of comments:** 4 All respondents who selected "Strongly disagree" raised concerns relating to Odgers Road and O'Loughlin Road in Virginia. Feedback focused on the absence of road upgrade designs and associated infrastructure improvements within the budget, along with concerns regarding road safety, traffic volumes and the impacts of residential growth. Overall, respondents felt the proposed short- to medium-term safety measures would not adequately address the long-term infrastructure needs of the area.

2026/27 Draft Business Plans

What We Heard Report

4.3.2 Email

Number of email submissions: 8

Community members were also able to provide feedback via email submissions, however these respondents did not indicate an overall level of support or opposition to the Draft Annual Business Plan and Budget. Instead, submissions focused on specific local issues and infrastructure concerns.

Common themes included concerns regarding the condition and maintenance of roads impacted by growth and development, particularly in Angle Vale and along key connector roads such as Curtis Road, Stebonheath Road and Andrews Road. Several comments focused on Main North Road, including concerns regarding congestion, intersection design, the condition and appearance of traffic light infrastructure, and suggestions for improved pedestrian access such as an overpass footbridge. Some respondents also expressed concern that the appearance and maintenance of major road corridors negatively impacts perceptions of the city.

Feedback also raised concerns regarding footpath conditions and accessibility, including requests for improved access around Ironbark Avenue, Craigmore and the Smith Creek Trail shared-use path. Additional feedback included requests for increased parking near Elizabeth North Primary School and concerns regarding future parking availability associated with planned development.

Some submissions related to individual operational or maintenance matters which were considered outside the scope of the consultation and have been referred to the appropriate Council teams for follow-up.

4.3.3 Public hearing

Number of verbal submissions: 3

A public hearing was held on Tuesday 26 May 2026 as part of an Ordinary Council Meeting at the Playford Civic Centre Council Chambers. Community members were invited to make a verbal submission.

Jose Litre – Improved pedestrian and cycling infrastructure to St Columba College
Mr Litre raised concerns regarding safe access to and from St Columba College, Andrews Farm, noting that population growth and increasing student numbers are placing pressure on existing infrastructure. He highlighted safety concerns for children travelling to school,

including limited safe crossing points and a missing link in the existing shared-use path network. Mr Litre suggested this presents an opportunity to complete the missing link, improving pedestrian and cycling connections between the Brookmont Estate and St Andrews developments and the school. He advocated for safer crossings and improved active transport connections to support students and families.

Peter Seccafien – Odgers Road and O'Loughlin Road, Virginia
Mr Seccafien raised ongoing concerns regarding the safety and condition of Odgers Road and O'Loughlin Road, while acknowledging the proposed interim safety measures outlined in the Draft ABP. He expressed concern that the proposed approach does not provide a long-term solution and requested that funding for detailed road design be included in the budget. Mr Seccafien highlighted issues including increasing traffic volumes, road deterioration, pedestrian safety and continued growth within the area.

Catherine Hunter – Odgers Road and O'Loughlin Road, Virginia
Ms Hunter supported and reinforced the concerns raised by Mr Seccafien, particularly in relation to road safety and the need for long-term infrastructure improvements. She noted that Odgers Road and O'Loughlin Road serve as an important route to local schools and shopping facilities and expressed concerns about the safety of children and families using the corridor. Ms Hunter also highlighted concerns regarding the lack of safe pathways to schools, the effectiveness of existing traffic restrictions, and the potential for traffic conditions to worsen as future development occurs within the Virginia area.

5. What we will do

Feedback received across all engagement platforms has been reviewed, grouped into common themes and summarised in the table below. The table also includes Council's response to each theme, along with the number of times each suggestion or concern was raised throughout the engagement process.

No.	Community Feedback	Council response
1.	**Roads, traffic and growth infrastructure** (9 comments) Respondents raised concerns regarding roads, traffic congestion and transport infrastructure across the City of Playford. Several comments focused on roads servicing growth areas, including Curtis Road (3	Council acknowledges community concerns regarding traffic congestion, road capacity and the need for transport infrastructure to keep pace with population growth and development across Playford. Council also acknowledges its role in supporting the State's housing needs and works with a range of government agencies to achieve a liveable city for our community; this includes

2026/27 Draft Business Plans

What We Heard Report

No.	Community Feedback	Council response
	mentions), Womma Road and roads within Angle Vale and newer developments. Respondents expressed concern that infrastructure delivery is not keeping pace with population growth, resulting in congestion, pressure on existing road networks and concerns regarding road quality and safety.	consistently advocating for the provision of timely infrastructure upgrades to support growth. City of Playford's Transport Strategy 2025, endorsed by Council on 28 October 2025, identifies Curtis Road as the number one transport priority for Council and identifies an action to '*engage with the State Government to deliver a holistic upgrade of the transport network in support of current and future population and employment growth including a fully developed, integrated solution for Curtis Road*'. In addition, the Draft ABP identifies the planning, design or upgrade of a number of roads in response to growth. This includes: • Frisby Road • Fradd Road • Andrews Road • Curtis Road / Andrews Road intersection
2.	**Odgers Road and O'Loughlin Road, Virginia** (8 comments) Community feedback highlights strong concern about the safety and condition of Odgers and O'Loughlin Roads at Virginia, with many residents viewing the proposed "short- to medium-term safety improvements" as outlined in the Draft ABP as inadequate. There is frustration that only limited measures are proposed, with a widespread perception that a full upgrade had previously been committed to and was expected to be included within this Draft ABP. Safety is the dominant issue, with reports of frequent near misses, unsafe conditions for pedestrians	The City of Playford is experiencing significant population growth and increasing demand on its transport network. In response, Council developed the Transport Strategy 2025 to guide how the city responds to increasing traffic volumes, ageing infrastructure and the need for upgrades across the broader transport network. Council must deliver this work in a financially sustainable manner while balancing investment across a wide range of transport projects and network priorities. While Odgers and O'Loughlin Roads remain priority projects, there are other transport projects across the network currently assessed as higher priority based on broader network demand, growth and safety considerations. The Draft ABP includes the implementation of short- to medium-term safety improvements for Odgers Road and O'Loughlin Road, Virginia, to be developed in consultation with the

2026/27 Draft Business Plans

What We Heard Report

No.	Community Feedback	Council response
	and limited ability to walk safely along the road. Residents also raised concerns about narrow road widths, poor drainage and visibility, and increasing traffic on the roads due to neighbouring development. Residents are calling for planning and detailed design of a full road upgrade to be included in the 26/27 ABP.	community. The likely option would be the creation of a one-way street for vehicles to enter Odgers Road from O'Loughlin Road and travel eastbound towards Sophia Street. This will remove opposing vehicle conflicts along the corridor and provide improved operational clarity for road users. This solution could be implemented relatively quickly to improve safety outcomes for the community. In contrast, undertaking detailed design for a future unfunded upgrade does not deliver any short-term safety outcomes to Odgers Road.
3.	**Recreation facilities** (7 comments) Five respondents raised the idea of a mountain bike dirt jump track initiative in Virginia, describing it as an opportunity to provide older children and teenagers with a safe and active outdoor space to develop skills, socialise and stay physically active. Comments suggested the initiative could provide positive, community-driven recreation opportunities for local young people. One respondent, however, questioned whether this type of facility would provide sufficient benefit to the broader community. An additional comment suggested consideration of a swimming facility within the Munno Para area.	While this proposal is not included in the Draft Annual Business Plan 2026/27, Council acknowledges community interest in the provision of a mountain bike facility to support recreation opportunities for young people. Opportunities for the development of a mountain bike dirt jump track will be explored through open space and recreation planning, including the identification of suitable locations, and considered through future planning processes aligned with community need and strategic priorities. Council currently provides access to a regional aquatic facility, the Aquadome, based in Elizabeth. Benchmarking indicates that regional aquatic centres are designed to service populations of up to approximately 250,000 people, with the Munno Para area falling within the Aquadome's catchment. On this basis, there is currently no identified demand for an additional swimming facility within this precinct. However, Council will continue to monitor community needs as part of ongoing planning.
4.	**Footpaths, Accessibility and Active Transport** (5 comments)	Several locations identified through the consultation are being addressed through Council's 2026/27 footpath renewal and

2026/27 Draft Business Plans

What We Heard Report

No.	Community Feedback	Council response
	Four respondents raised concerns regarding footpath condition, accessibility and active transport connections across the city. Feedback identified uneven footpaths, damage associated with utility and kerbing works, overgrown verges and steep shared-use path gradients in areas including Ironbark Avenue, Craigmore and Corella Drive, Blakeview. Respondents expressed concerns that existing conditions reduce accessibility and create safety risks for pedestrians, older residents and mobility scooter users. Additional feedback emphasised the need for safer pedestrian and cycling connections across Main North Road, including suggestions for an overpass or underpass, and improved bike access between Angle Vale and the Northern Expressway. One respondent raised concerns regarding incomplete connections and safe pedestrian access to St Columba School, particularly for students travelling from surrounding growth areas.	maintenance programs, including the renewal of the Ironbark Avenue footpath, while other sites raised through the consultation will be assessed. In relation to Corella Drive, Council has previously determined that ongoing maintenance is the preferred approach to protect established street trees rather than undertake full footpath renewal. Community feedback will continue to inform the assessment and prioritisation of future footpath works. The Transport Strategy 2025 includes actions to review and update walking and cycling networks across Playford, with a focus on identifying missing links, improving accessibility, and strengthening connections to key destinations. This work will help inform future Annual Business Plan priorities and support advocacy regarding State-managed corridors such as Main North Road and the Northern Expressway. A School Road Safety Plan for the St Columba School precinct is scheduled to commence September 2026 and will help inform future improvements to pedestrian, cycling and road safety connections in the area.
5.	**Rates and financial sustainability** (4 comments) Feedback relating to council rates focused on the cost of rates, whether the rating system is fair, and concerns about Council's financial sustainability and debt	Council's Long Term Financial Plan (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 and shows that Council's financial

2026/27 Draft Business Plans

What We Heard Report

No.	Community Feedback	Council response
	levels. One respondent questioned the use of property value as the basis for calculating rates, the valuation and appeals process, and whether rates appropriately reflect household use of Council services. Another respondent requested clearer communication regarding available rate rebates and raised concerns about increasing rates alongside infrastructure and growth pressures. One respondent referenced financial sustainability matters identified within the Draft Annual Business Plan and Budget, while another emphasised the importance of ensuring ratepayer funds are used effectively through post-project reviews and lessons learned from completed infrastructure projects, citing the Virginia Main Street upgrade as an example.	performance and sustainability remain strong over the next 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 while moderating the rate rise and impact on households and businesses. Rates are determined in accordance with the *Local Government Act 1999* and are legislatively based on property valuations independently assessed by the Valuer-General. Information regarding rate rebates and concessions is available on Council's website Your rates · City of Playford and through our Customer Contact team on 8256 0333. Council's Project Management Framework includes a post-project review process that assesses project delivery, achievement of project objectives, lessons learned and contractor performance. In addition, Council receives feedback on completed projects through customer requests, stakeholder feedback and correspondence to Elected Members, which helps inform future planning and decision-making.
6.	**Main North Road** (3 comments) Concerns were raised regarding Main North Road including traffic congestion, intersection design, and the condition and appearance of major road corridors and surrounding infrastructure. Some respondents called for increased advocacy to the State Government regarding upgrades, maintenance and safety improvements.	Main North Road is a State Government-managed corridor and Council continues to advocate for improvements that address community concerns regarding congestion, safety, road condition and network performance.

2026/27 Draft Business Plans

What We Heard Report

No.	Community Feedback	Council response
7.	**City Appearance** (2 comments) Feedback relating to city appearance focused on the cleanliness, presentation and maintenance of public spaces. Respondents raised concerns regarding litter, broken glass, damage to verges, illegal burnouts, and the overall appearance of streets, parks and footpaths, particularly in the Munno Para area. Comments highlighted the need for increased maintenance, more frequent cleaning of public spaces, improved waste management and community education, and stronger action to address behaviours that negatively impact the appearance and amenity of local neighbourhoods.	Of Council's 25 services, City Maintenance and Waste and Recycling make up around 78% of the total service budget. Council's City Operations Team works to provide safe, clean and accessible public spaces through a range of maintenance programs across parks, reserves, streetscapes and footpaths. Our community is encouraged to report specific maintenance concerns, including litter, damaged verges and illegal dumping, through Council's Online Services request system or by contacting Council on 8256 0333. Council also works in partnership with the Northern Adelaide Waste Management Authority (NAWMA) to deliver waste and recycling education initiatives and provides services such as and free hard-waste disposal. Community feedback helps inform the ongoing review and prioritisation of maintenance activities across the city.
8.	**Individual Requests and Feedback** (3 comments)	We value this feedback and while it sits outside the immediate scope of the Draft Business Plan consultation, it has been shared with the relevant teams within Council to help guide future planning and service delivery. Residents can also provide feedback at any time by lodging a customer request through Council's Online Services portal or calling Council on (08) 8256 0333.

We would like to thank all community members who took the time to read and respond to Council's Draft Business Plans and documents.

6. Next steps

This What We Heard Report summarises the feedback received during consultation and will be considered by Council prior to determining whether to adopt the 2026/27 Annual Business Plan and Budget, Long Term Financial Plan, Strategic Asset Management Plan, and Rating and Rate Rebate Policies and Procedures.

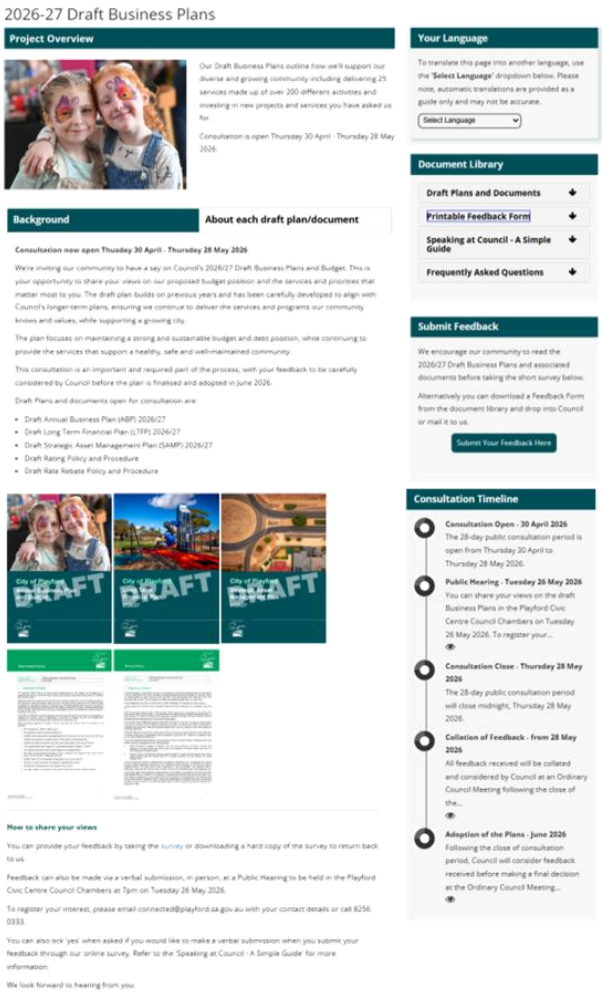
Following Council's review of community feedback, we will make every effort to follow up with participants and share an update on the outcome. Updates will also be provided on Council's Engagement Hub page.

2026/27 Draft Business Plans

What We Heard Report

7. Appendices

7.1 Engagement Hub – project page



2026-27 Draft Business Plans

Project Overview

Our Draft Business Plans outline how we'll support our diverse and growing community including delivering 25 services made up of over 200 different activities and investing in new projects and services you have asked us for.

Consultation is open Thursday 30 April - Thursday 28 May 2026.

Background | **About each draft plan/document**

Consultation now open Thusday 30 April - Thursday 28 May 2026

We're inviting our community to have a say on Council's 2026/27 Draft Business Plans and Budget. This is your opportunity to share your views on our proposed budget position and the services and priorities that matter most to you. The draft plan builds on previous years and has been carefully developed to align with Council's longer-term plans, ensuring we continue to deliver the services and programs our community knows and values, while supporting a growing city.

The plan focuses on maintaining a strong and sustainable budget and debt position, while continuing to provide the services that support a healthy, safe and well-maintained community.

This consultation is an important and required part of the process, with your feedback to be carefully considered by Council before the plan is finalised and adopted in June 2026.

Draft Plans and documents open for consultation are:

- Draft Annual Business Plan (ABP) 2026/27
- Draft Long Term Financial Plan (LTFP) 2026/27
- Draft Strategic Asset Management Plan (SAMP) 2026/27
- Draft Rating Policy and Procedure
- Draft Rate Rebate Policy and Procedure

How to share your views

You can provide your feedback by taking the survey or downloading a hard copy of the survey to return back to us.

Feedback can also be made via a verbal submission, in person, at a Public Hearing to be held in the Playford Civic Centre Council Chambers at 7pm on Tuesday 26 May 2026.

To register your interest, please email connected@playford.sa.gov.au with your contact details or call 8256 0333.

You can also tick 'yes' when asked if you would like to make a verbal submission when you submit your feedback through our online survey. Refer to the 'Speaking at Council - A Simple Guide' for more information.

We look forward to hearing from you.

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

Document Library

- Draft Plans and Documents
- Printable Feedback Form
- Speaking at Council - A Simple Guide
- Frequently Asked Questions

Submit Feedback

We encourage our community to read the 2026/27 Draft Business Plans and associated documents before taking the short survey below.

Alternatively you can download a Feedback Form from the document library and drop into Council or mail it to us.

Submit Your Feedback Here

Consultation Timeline

Consultation Open - 30 April 2026
The 28-day public consultation period is open from Thursday 30 April to Thursday 28 May 2026.

Public Hearing - Tuesday 26 May 2026
You can share your views on the draft Business Plans in the Playford Civic Centre Council Chambers on Tuesday 26 May 2026. To register your...

Consultation Close - Thursday 28 May 2026
The 28-day public consultation period will close midnight, Thursday 28 May 2026.

Collation of Feedback - from 28 May 2026
All feedback received will be collated and considered by Council at an Ordinary Council Meeting following the close of the...

Adoption of the Plans - June 2026
Following the close of consultation period, Council will consider feedback received before making a final decision at the Ordinary Council Meeting...

2026/27 Draft Business Plans

What We Heard Report

7.2 Public notice – The Advertiser

Date: 30 April 2026

CITY OF Playford

Share your views - Draft Business Plans 2026/27

The City of Playford has released the following Draft Business Plans for 2026/27 for public consultation:

- Draft Annual Business Plan and Budget 2026/27
- Draft Long Term Financial Plan 2026/27
- Draft Strategic Asset Management Plan 2026/27
- Draft Rating Policy and Procedure
- Draft Rate Rebate Policy and Procedure

Consultation period:
Thursday 30 April to midnight, Thursday 28 May 2026

How to view the Draft Business Plans and provide your feedback:

- Online: Visit playford.engagementhub.com.au
- In person: View information and collect a hard copy feedback form at Council's Customer Contact locations:
  - Playford Civic Centre, 10 Playford Boulevard, Elizabeth
  - Stretton Centre, 307 Peachey Road, Munno Para
- Email: connected@playford.sa.gov.au
- Post:
  Reply Paid
  Community Engagement
  City of Playford
  Playford Operations Centre
  12 Bishopstone Road, Davoren Park, SA, 5113
- Verbal submission
  Verbal submissions may be made at the Ordinary Council meeting at **7pm on Tuesday 26 May 2026**. To register, contact connected@playford.sa.gov.au or call 8256 0333. You can also indicate your interest in the online feedback form.

For further information, contact Council's Customer Contact Team on 8256 0333.

All feedback will be considered by Council prior to the adoption of the 2026/27 Business Plans.

Written feedback must be submitted by midnight Thursday 28 May 2026 and may be made publicly available, unless specifically requested otherwise.

2026/27 Draft Business Plans

What We Heard Report

7.3 Social media posts

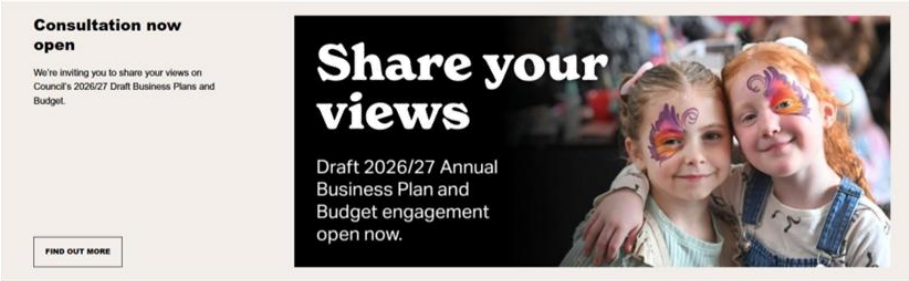
Date: 30 April 2026 – 28 May 2026

2026/27 Draft Business Plans

What We Heard Report

7.4 Website promotion

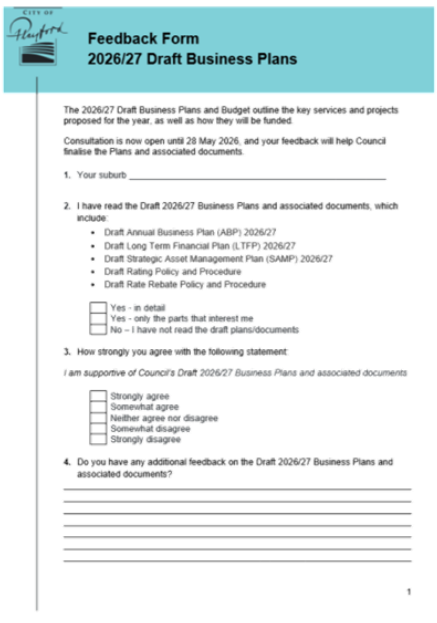
Date: 30 April 2026



2026/27 Draft Business Plans

What We Heard Report

7.5 Feedback form



Feedback Form
2026/27 Draft Business Plans

The 2026/27 Draft Business Plans and Budget outline the key services and projects proposed for the year, as well as how they will be funded.

Consultation is now open until 28 May 2026, and your feedback will help Council finalise the Plans and associated documents.

1. Your suburb: _____

2. I have read the Draft 2026/27 Business Plans and associated documents, which include:
   - Draft Annual Business Plan (ABP) 2026/27
   - Draft Long Term Financial Plan (LTFP) 2026/27
   - Draft Strategic Asset Management Plan (SAMP) 2026/27
   - Draft Rating Policy and Procedure
   - Draft Rate Rebate Policy and Procedure

   ☐ Yes - in detail
   ☐ Yes - only the parts that interest me
   ☐ No – I have not read the draft plans/documents

3. How strongly you agree with the following statement:

I am supportive of Council's Draft 2026/27 Business Plans and associated documents

☐ Strongly agree
☐ Somewhat agree
☐ Neither agree nor disagree
☐ Somewhat disagree
☐ Strongly disagree

4. Do you have any additional feedback on the Draft 2026/27 Business Plans and associated documents?

_____
_____
_____
_____
_____
_____
_____

1

Feedback Form
2026/27 Draft Business Plans

_____
_____
_____
_____
_____
_____

5. Would you like to make a verbal submission of your feedback at a Public Hearing to be held in the Playford Civic Centre Council Chambers at **7pm on Tuesday 26 May 2026**? Your submission may go up to a maximum of 5 minutes.

6.
☐ Yes – please leave your details directly below
☐ No

Name: _____
Phone: _____
Email: _____

7. Would you like your written feedback to remain anonymous?
☐ Yes
☐ No

8. Want to be kept up to date on this project and future engagements? Leave your details below.

☐ Yes
☐ No

Name: _____
Phone: _____
Email: _____

Thank you for taking the time to share your thoughts – we appreciate it!

How to submit this form:
- Drop off: Playford Civic Centre or Stretton Centre customer contact desks
- Post: Attn: Community Engagement Officer – Draft Business Plans, 12 Bishopstone Road, Davoren Park SA 5113
- Email: connected@playford.sa.gov.au

2

14.5 ADOPTION OF THE 2026/27 LONG TERM FINANCIAL PLAN

Responsible Executive Manager : Luke Culhane

Report Author : Iolanda Calabrese

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

Attachments : 1⇩. 2026/27 Long Term Financial Plan

PURPOSE

The purpose of this report is for Council to adopt the 2026/27 Long Term Financial Plan (Attachment 1).

STAFF RECOMMENDATION

1. In accordance with Section 122 of the *Local Government Act 1999,* Council adopts the 2026/27 Long Term Financial Plan (Attachment 1).

2. Council authorise the Chief Executive Officer to make further minor amendments to the 2026/27 Long Term Financial Plan (Attachment 1) that do not alter the intent of the Plan.

COMMITTEE RECOMMENDATION **6617**

1. **In accordance with Section 122 of the *Local Government Act 1999,* Council adopts the 2026/27 Long Term Financial Plan (Attachment 1).**

2. **Council authorise the Chief Executive Officer to make further minor amendments to the 2026/27 Long Term Financial Plan (Attachment 1) that do not alter the intent of the Plan.**

EXECUTIVE SUMMARY

The Draft 2026/27 Long Term Financial Plan was endorsed for public consultation at the Ordinary Council meeting on 28 April 2026 as per (Resolution 6549) below:

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.*

A 28-day public consultation took place in accordance with the *Local Government Act 1999* (the Act) and the City of Playford Community Engagement Policy. The Draft Long Term Financial Plan and feedback forms were made available online, at Council's Customer Contact locations and a public hearing was held on Tuesday 26 May 2026.

Changes were made to the 2026/27 budget to reflect information available since the draft relating to updated growth rate revenue.

1. BACKGROUND

1.1 The 10-year Long Term Financial Plan 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.

1.2 To achieve financial sustainability the 2026/27 Long Term Financial Plan takes the current financial position and builds on this with future information based on the:

- Strategic Asset Management Plan
- Strategic Plan
- Desired future services and service levels
- Future rating strategies
- Expected changes in service provision costs
- Anticipated growth of the city
- Continuous improvement initiatives.

1.3 A verbal submission was made at the 28 April 2026 Ordinary Council Meeting by the Chair of the Corporate Governance Committee, offering support for the following:

- Methodology employed
- Assumptions adopted
- Adopted ratios and targets; and
- Continued but prudent use of debt.

2. RELEVANCE TO STRATEGIC PLAN

The 2026/27 Long Term Financial Plan (Attachment 1) has been developed in-line with the decision-making filters and themes in Council's Strategic Plan 2025-2028 – Building stronger foundations and connecting our people.

3. PUBLIC CONSULTATION

Under Section 122 and Section 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 and Rate Rebate Policy and Procedure. Specifically, the Act requires Council to make

its Annual Business Plan and Budget available for public consultation for a period of not less than 21 days.

The City of Playford Community Engagement Procedure states that any legislatively required consultation will run for a period of 28 days. The Draft 2026/27 Annual Business Plan and Budget, 2026/27 Rating Policy and Procedure and 2026/27 Rate Rebate Policy and Procedure were released for a public consultation period from Thursday 30 April 2026 to Thursday 28 May 2026.

The Draft 2026/27 Long Term Financial Plan was also made available for feedback during this period, and a Public Hearing was held during Council's Ordinary Council Meeting on Tuesday 26 May 2026.

4. DISCUSSION

4.1 40 Feedback forms and eight (8) emails were received during the consultation period. Three (3) verbal submissions were made at the public hearing on Tuesday 26 May. A summary of this feedback is outlined in the Adoption of the 2026/27 Annual Business Plan and Budget report.

4.2 The following amendments have been made to the Long-Term Financial Plan:

4.2.1 Updated rate revenue from growth in the number of rateable properties has been added as a result of the most recent data from the Valuer General becoming available.

5. OPTIONS

Recommendation

1. In accordance with Section 122 of the *Local Government Act 1999,* Council adopts the 2026/27 Long Term Financial Plan (Attachment 1).

2. Council authorise the Chief Executive Officer to make further minor amendments to the 2026/27 Long Term Financial Plan (Attachment 1) that do not alter the intent of the Plan.

Option 2

1. The Chief Executive Officer prepare and present to the Council for its consideration at a future meeting a Long Term Financial Plan for 2026/27 based on the City of Playford 2026/27 Long Term Financial Plan attached to this report and incorporating the following amendments and such other amendments as the Chief Executive Officer considers necessary or appropriate:

- _____
- _____
- _____

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

The recommendation presented to Council ensures legislative requirements are met with respect to the Long Term Financial Plan and that the 2026/27 Long Term Financial Plan (Attachment 1) reflects the documents that underwent public consultation.

The 2026/27 Long Term Financial Plan (Attachment 1) ensures Council can deliver services, maintain assets and achieve its strategic objectives in a financially sustainable manner.

Risk Appetite

Regulatory Compliance

Council has zero tolerance for non-compliance with applicable legislation including but not limited to: the Local Government Act 1999; Independent Commission Against Corruption Act 2012; Work Health and Safety Act 2012; Environment Protection Act 1993; Planning, Development and Infrastructure Act 2016; Equal Opportunity Act 1984; Return to Work Act 2014; and Public Consultation legislation.

This decision will ensure compliance with the relevant legislation.

6.1.2 Financial Implications

The 2026/27 Long Term Financial Plan (Attachment 1) outlines the financial implications over the 10 years of the plan.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

This option provides Council with the opportunity to make more significant amendments to the 2026/27 Long Term Financial Plan. Depending on the nature of any amendments the documents may need to be re-written, and a report prepared prior to being presented to Council for their consideration at a future meeting.

6.2.2 Financial Implications

The financial implications will be dependent on the nature of any changes proposed to the 2026/27 Long Term Financial Plan (Attachment 1).

City of Playford

Long Term Financial Plan

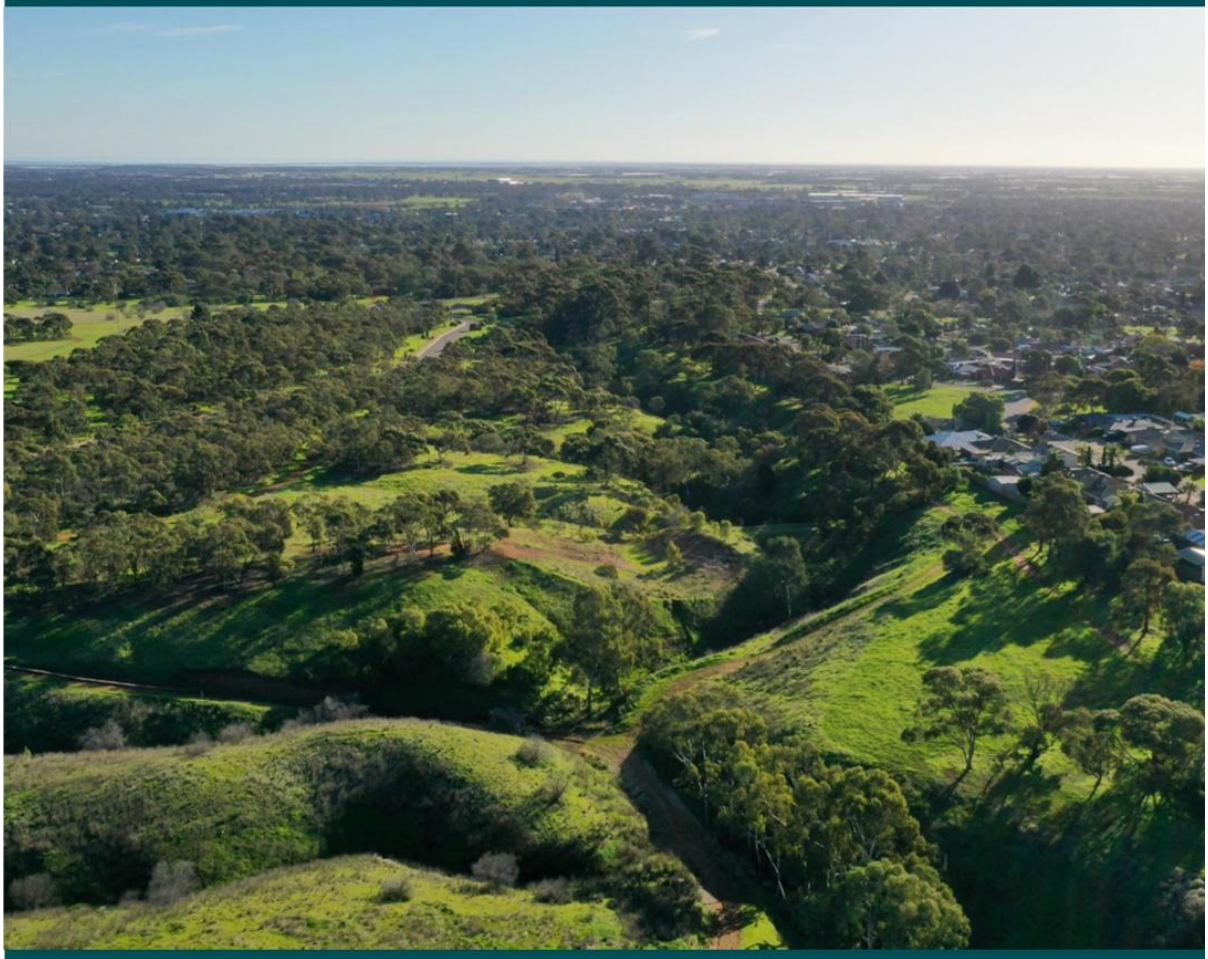
2026/27

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

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.

PLAN

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.

INVEST

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.

REVIEW

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

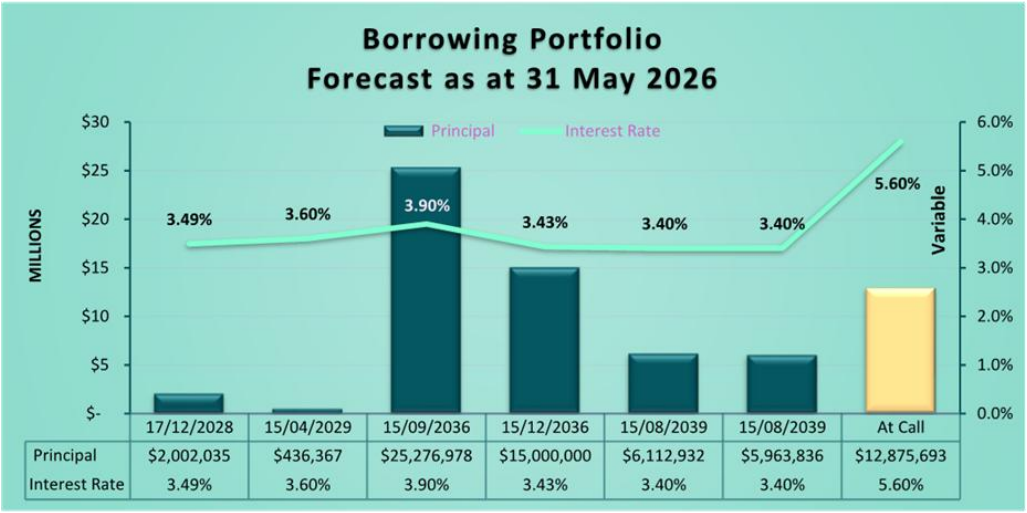
To support a growing community, Council borrows money to invest in the growth of the city. Good debt management ensures we minimise the cost to the community of holding the debt, and that the pathways to repay that debt deliver intergenerational equity – the idea that all ratepayers who benefit from 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.

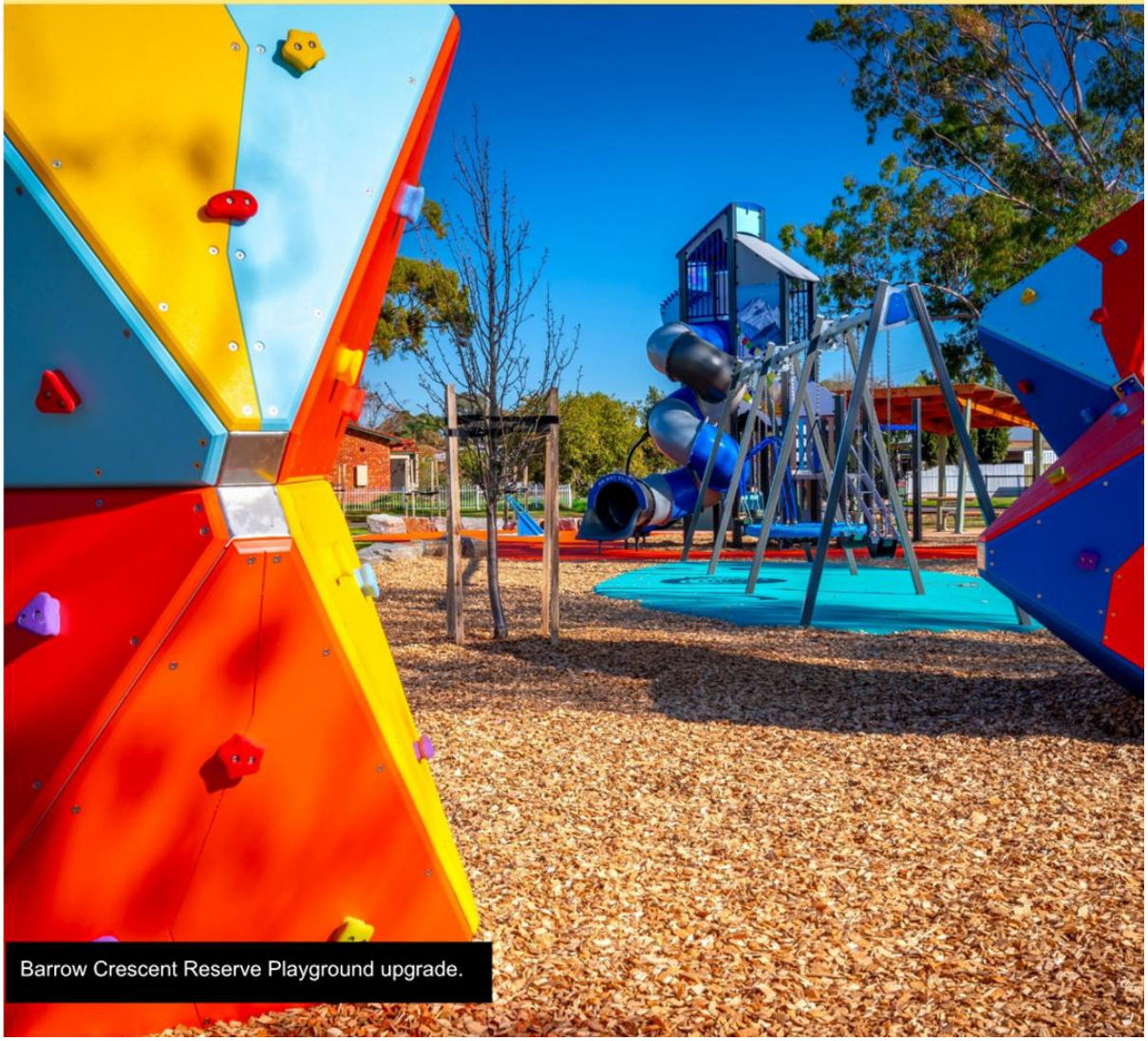
Good treasury management practices ensure sufficient cash flow is available to meet council deliverables with the most appropriate interest cost that supports a risk averse appetite.



	17/12/2028	15/04/2029	15/09/2036	15/12/2036	15/08/2039	15/08/2039	At Call
Principal	$2,002,035	$436,367	$25,276,978	$15,000,000	$6,112,932	$5,963,836	$12,875,693
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.

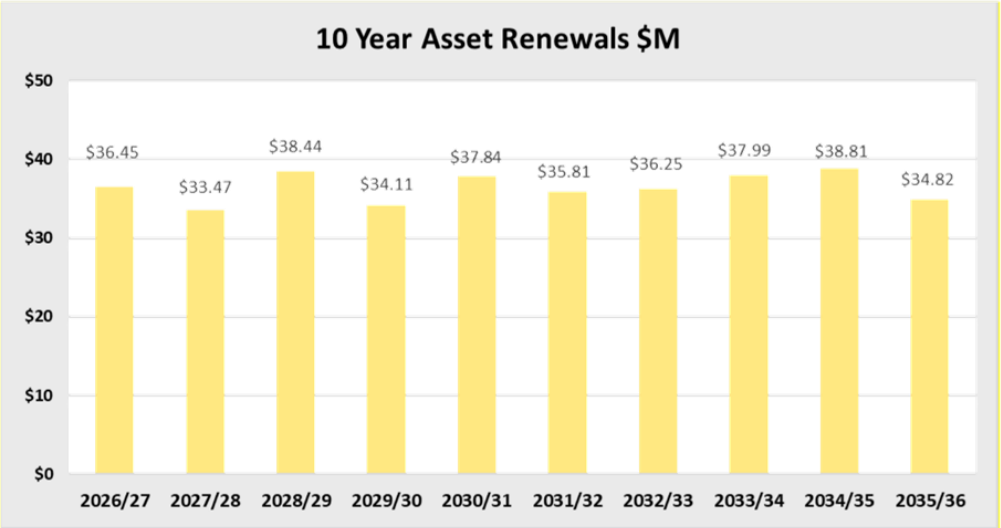
Costs associated with Council's assets form a significant part of Council's operating costs. Depreciation alone accounts for an average of 27% of the Council's annual operating budget over the 10-year plan. Once the cost of maintaining and operating these assets is factored in, this number becomes significantly 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 2.87%.

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

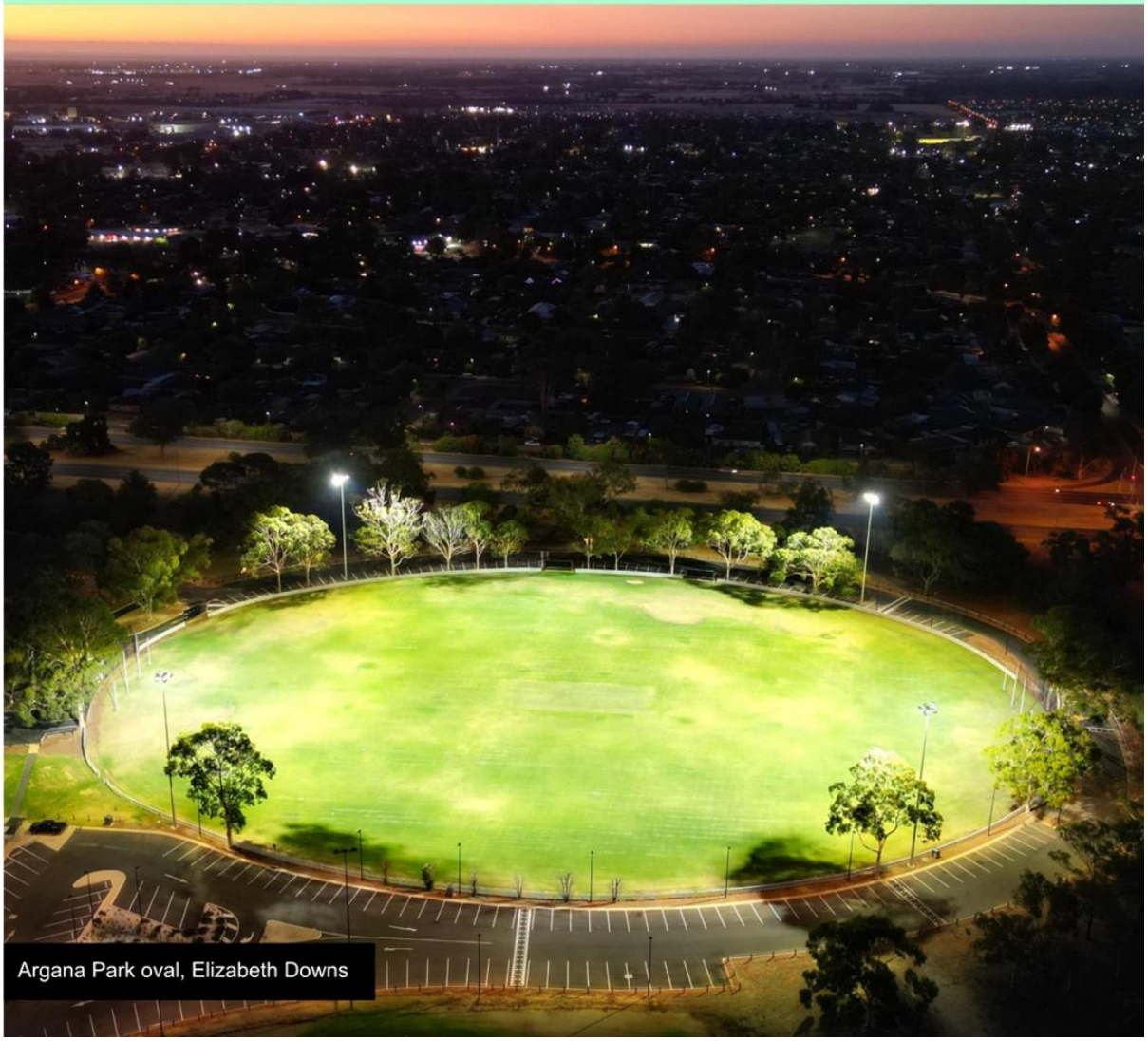
A key direction in our Finance Strategy is the elimination of historic debt incurred to fund deficits (bad debt) through the repurposing of assets. This strategy identifies Council-owned properties that are surplus to community requirements. The identified assets will be disposed of, and the proceeds 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

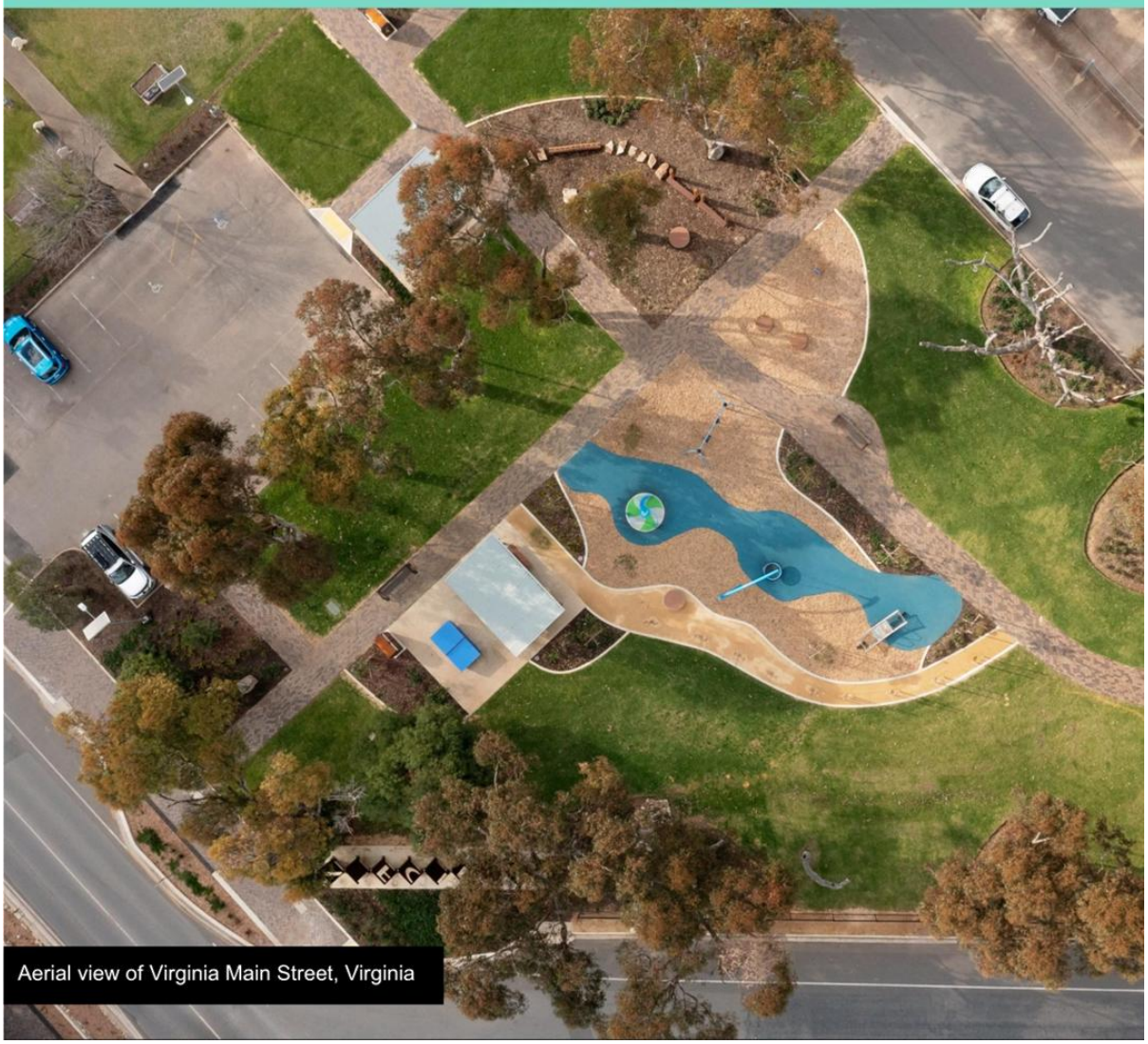
All Investment decisions contain inherent risks and uncertainty. Council has ensured that these risks are minimised via our Risk Management Framework.

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**	**5.6**	**8.8**	**8.9**	**8.5**	**7.9**	**7.8**	**7.6**	**7.9**	**8.0**	**8.0**	**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**	**1.1**	**1.8**	**1.9**	**2.0**	**2.1**	**2.2**	**2.3**	**2.5**	**2.6**	**2.7**	**2.1**
Operating Surplus Ratio	6.7%	3.2%	4.7%	4.5%	4.1%	3.7%	3.4%	3.2%	3.1%	3.0%	2.9%	3.6%
Structural Surplus Ratio	1.1%	0.6%	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**	**138.5**	**120.7**	**111.6**	**96.2**	**86.9**	**72.6**	**56.0**	**37.4**	**23.9**	**20.1**	**76.4**

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 0.6% 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 5.6M, 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	161.5	146.8	140.9	128.6	121.5	109.4	94.5	77.9	66.4	64.6

Financial Indicators

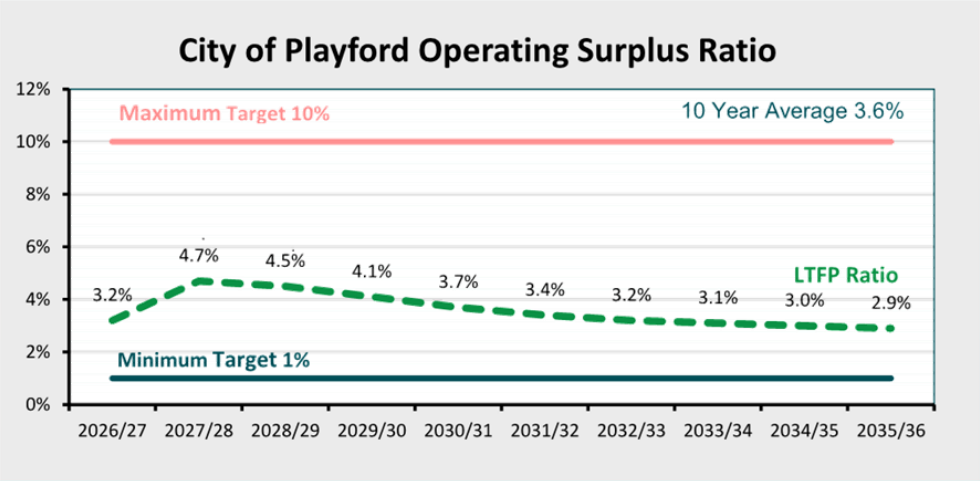
Council has six key performance indicators (KPIs) which it uses to track its financial sustainability. These are reviewed annually as a way of monitoring our performance.

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:

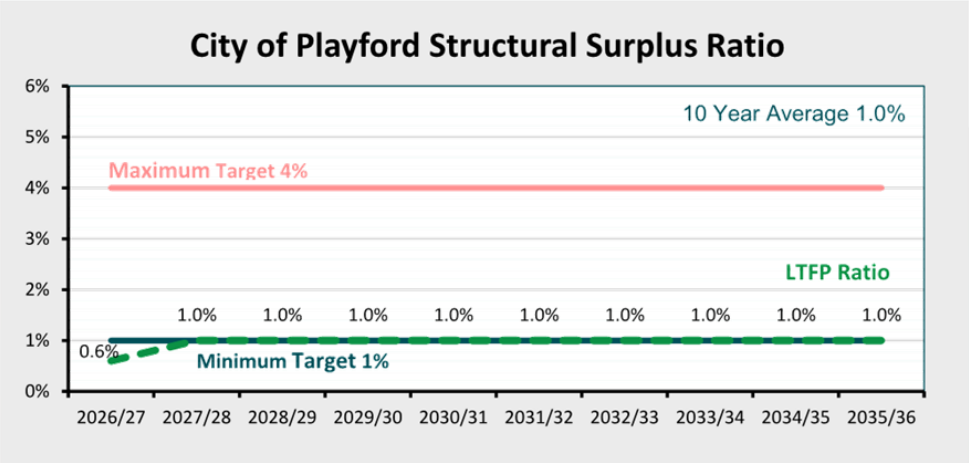
The Operating Surplus Ratio indicates Council's ability to service its operations from expected income, while maintaining long-term financial sustainability. Council is committed to maintaining an operating surplus within the target range over the duration of the LTFP as part of its Finance Strategy.

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%

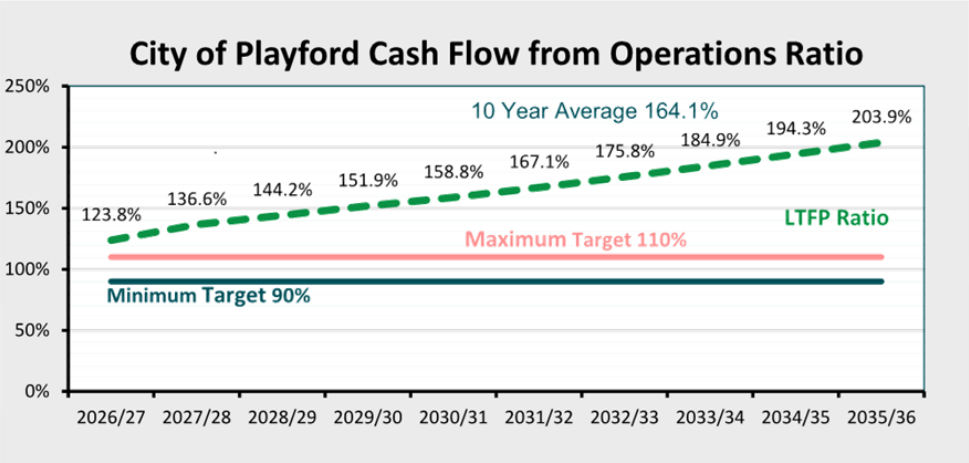
Long Term Financial Plan Commentary:

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:

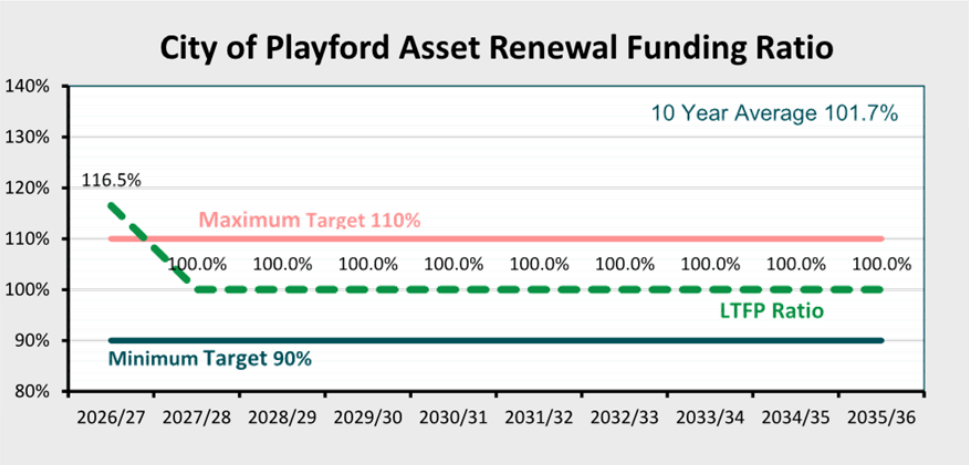
Council's Cash Flow from Operations increases over the life of the Plan. This indicates Council will have sufficient cash reserves to replace infrastructure as it ages.

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%.

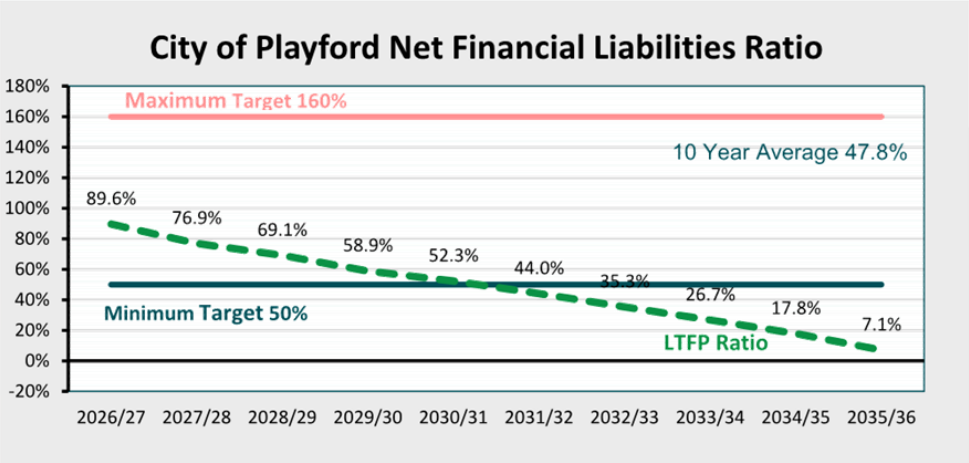
Long Term Financial Plan Commentary:

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.

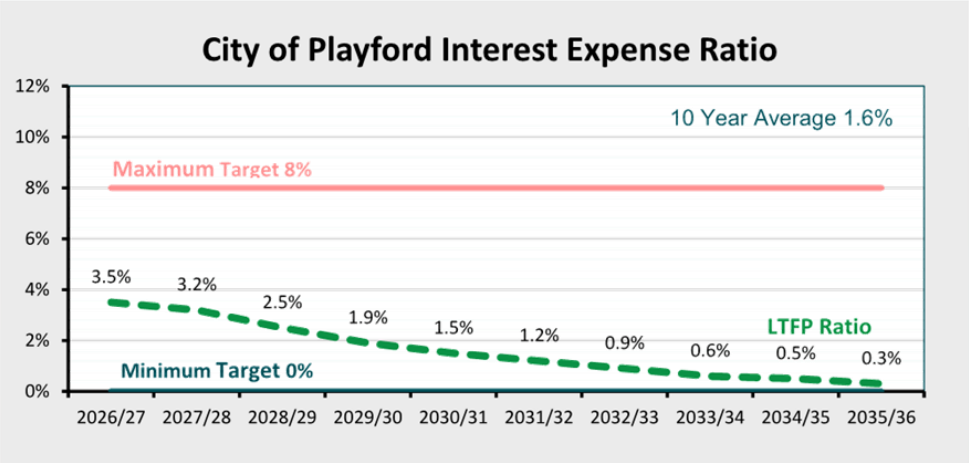
Our considered approach to developing the Annual Business Plan and Budget ensures we remain within the target range for this ratio over the 10-year period.

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	134,026,738	145,296,412	154,367,369	163,557,603	173,084,187	183,345,350	194,080,851	205,294,008	217,185,377	229,699,177
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**	**173,169,737**	**187,784,837**	**197,253,617**	**206,851,839**	**216,590,039**	**227,594,985**	**238,967,240**	**251,378,914**	**264,320,141**	**277,796,526**
Expenses												
Employee Costs	50,877,000	55,998,438	58,591,525	62,212,906	66,015,520	69,940,556	74,046,444	78,355,307	82,827,723	87,435,735	92,303,126	97,464,754
Materials, Contracts & Other Expenses	50,040,000	56,233,804	59,807,992	63,524,716	67,439,265	71,437,263	75,615,015	80,033,177	84,627,614	89,373,331	94,292,692	99,390,952
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	4,717,198	3,840,089	3,220,837	2,702,700	2,231,292	1,724,226	1,313,614	1,053,503	860,756
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**	**167,601,915**	**178,997,745**	**188,390,341**	**198,347,766**	**208,675,795**	**219,782,553**	**231,380,750**	**243,488,869**	**256,286,011**	**269,747,248**
Operating Surplus / (Deficit)	**21,772,000**	**11,113,128**	**5,567,822**	**8,787,092**	**8,863,276**	**8,504,073**	**7,914,244**	**7,812,433**	**7,586,490**	**7,890,046**	**8,034,130**	**8,049,278**
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**	**90,426,848**	**85,406,049**	**85,482,233**	**85,123,030**	**84,533,201**	**84,431,390**	**84,205,447**	**84,509,003**	**84,653,087**	**84,668,235**
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**	**201,215,964**	**161,693,893**	**166,425,674**	**167,032,898**	**171,840,647**	**179,942,590**	**184,593,229**	**188,279,818**	**192,569,591**	**196,720,410**

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	8,842,125	9,396,373	9,850,154	10,309,625	10,777,604	11,301,868	11,844,434	12,431,459	13,044,317	13,682,883
Other Financial Assets	27,000	28,543	30,092	31,701	33,372	35,107	36,907	-	-	-	-	-
Inventories	223,000	303,593	322,889	342,955	364,089	385,673	408,228	432,080	456,885	482,506	509.064	536,589
Other Current Assets	1,280,000	1,316,174	1,399,829	1,486,820	1,578,442	1,672,016	1,769,798	1,873,207	1,980,742	2,091,817	2,206,956	2,326,283
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	16,756,667	17,243,550	17,571,057	13,902,421	14,492,537	15,107,156	15,782,061	16,505,782	17,260,337	18,045,755
Non-Current Assets												
Financial Assets	196,000	167,179	137,087	105,386	72,014	36,907	0	0	0	0	7,667,439	32,396,417
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	4,344,954,729	4,538,912,673
TOTAL ASSETS	**2,307,831,000**	**2,805,264,514**	**3,046,126,203**	**3,197,695,070**	**3,356,421,361**	**3,509,377,519**	**3,673,155,848**	**3,840,313,189**	**4,009,808,788**	**4,181,317,592**	**4,362,215,066**	**4,556,958,428**
LIABILITIES												
Current Liabilities												
Cash Advance Debenture	-	-	-	-	-	-	-	-	-	-	-	-
Trade & Other Payables	19,639,000	20,530,451	18,779,251	26,199,630	27,331,937	28,273,985	29,246,028	30,437,775	31,614,900	33,101,003	34,554,553	36,006,644
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	29,410,497	36,782,614	37,768,854	39,075,539	40,424,399	42,005,631	43,585,263	45,487,141	47,370,373	62,788,360
Non-Current Liabilities												
Cash Advance Debenture	16,769,000	42,734,238	87,473,372	73,345,704	67,640,106	55,350,425	49,151,057	38,118,953	24,903,346	9,824,298	-	-
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	136,228,548	118,731,405	110,045,782	94,662,356	85,251,179	70,884,698	54,207,436	35,534,545	21,979,195	4,584,161
TOTAL LIABILITIES	**103,366,000**	**125,993,321**	**165,639,045**	**155,514,018**	**147,814,636**	**133,737,895**	**125,675,578**	**112,890,329**	**97,792,699**	**81,021,686**	**69,349,568**	**67,372,521**
Net Assets	**2,204,465,000**	**2,679,271,194**	**2,880,487,158**	**3,042,181,051**	**3,208,606,725**	**3,375,639,623**	**3,547,480,270**	**3,727,422,860**	**3,912,016,089**	**4,100,295,906**	**4,292,865,498**	**4,489,585,908**
EQUITY												
Accumulated Surplus	580,781,000	635,107,927	722,259,775	804,512,018	886,854,205	968,970,245	1,051,176,388	1,133,490,720	1,215,925,109	1,298,462,054	1,381,113,083	1,463,859,260
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**	**2,880,487,158**	**3,042,181,051**	**3,208,606,725**	**3,375,639,623**	**3,547,480,270**	**3,727,422,860**	**3,912,016,089**	**4,100,295,906**	**4,292,865,498**	**4,489,585,908**

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	133,574,082	144,778,798	153,950,620	163,135,279	172,646,471	182,873,891	193,587,576	204,778,818	216,639,033	229,124,237
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)	(58,317,819)	(61,930,387)	(65,724,016)	(69,639,987)	(73,736,497)	(78,035,597)	(82,498,038)	(87,095,995)	(91,952,786)	(97,103,168)
Payments for Materials, Contracts & Other Expenses	(56,077,000)	(55,117,271)	(58,888,635)	(62,568,695)	(66,432,360)	(70,408,893)	(74,540,408)	(78,896,731)	(83,445,827)	(88,152,631)	(93,027,327)	(98,079,571)
Finance Payments	(2,739,000)	(6,237,433)	(4,652,226)	(4,717,198)	(3,840,089)	(3,220,837)	(2,702,700)	(2,231,292)	(1,724,226)	(1,313,614)	(1,053,503)	(860,756)
Net Cash provided (or used in) Operating Activities	57,767,000	39,113,948	45,069,959	49,737,756	52,509,833	55,305,648	57,817,514	60,813,093	64,004,294	67,297,688	70,705,883	74,223,196
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	-	-	-	-	-	-	-	-	-	-	(7,667,439)	(24,728,978)
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)	(57,229,875)	(70,432,471)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from CAD	60,427,000	25,965,238	44,739,134	-	-	-	-	-	-	-	-	-
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)	-	-	(14,127,668)	(5,705,598)	(12,289,681)	(6,199,368)	(11,032,104)	(13,215,607)	(15,079,048)	(9,824,298)	-
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	41,123,218	(17,827,924)	(9,123,193)	(15,319,358)	(9,344,307)	(14,296,706)	(16,604,440)	(18,596,857)	(13,476,008)	(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	-	-	-	7,749,318	32,424,564
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**	**9,249,318**	**33,924,564**

Financial Statements

City of Playford												
10 Year Financial Plan for the Years ending 30 June 2036												
STATEMENT OF CHANGES IN EQUITY - GENERAL FUND	Actuals	Current Year	Projected Years									
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
	$	$	$	$	$	$	$	$	$	$	$	$
Opening Balance	1,861,771,000	2,204,465,000	2,679,271,194	2,880,487,158	3,042,181,051	3,208,606,725	3,375,639,623	3,547,480,270	3,727,422,860	3,912,016,089	4,100,295,906	4,292,865,498
Net Surplus / (Deficit) for Year	80,409,000	56,860,933	90,426,848	85,406,049	85,482,233	85,123,030	84,533,201	84,431,390	84,205,447	84,509,003	84,653,087	84,668,235
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	201,215,964	161,693,893	166,425,674	167,032,898	171,840,647	179,942,590	184,593,229	188,279,818	192,569,591	196,720,410
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	**2,204,465,000**	**2,679,271,194**	**2,880,487,158**	**3,042,181,051**	**3,208,606,725**	**3,375,639,623**	**3,547,480,270**	**3,727,422,860**	**3,912,016,089**	**4,100,295,906**	**4,292,865,498**	**4,489,585,908**

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	134,026,738	145,296,412	154,367,369	163,557,603	173,084,187	183,345,350	194,080,851	205,294,008	217,185,377	229,699,177
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**	**173,169,737**	**187,784,837**	**197,253,617**	**206,851,839**	**216,590,039**	**227,594,985**	**238,967,240**	**251,378,914**	**264,320,141**	**277,796,526**
Expenses												
Employee Costs	50,877,000	55,998,438	58,591,525	62,212,906	66,015,520	69,940,556	74,046,444	78,355,307	82,827,723	87,435,735	92,303,126	97,464,754
Materials, Contracts & Other Expenses	50,040,000	56,233,804	59,807,992	63,524,716	67,439,265	71,437,263	75,615,015	80,033,177	84,627,614	89,373,331	94,292,692	99,390,952
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	4,717,198	3,840,089	3,220,837	2,702,700	2,231,292	1,724,226	1,313,614	1,053,503	860,756
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**	**167,601,915**	**178,997,745**	**188,390,341**	**198,347,766**	**208,675,795**	**219,782,553**	**231,380,750**	**243,488,869**	**256,286,011**	**269,747,248**
Operating Surplus / (Deficit)	**21,772,000**	**11,113,128**	**5,567,822**	**8,787,092**	**8,863,276**	**8,504,073**	**7,914,244**	**7,812,433**	**7,586,490**	**7,890,046**	**8,034,130**	**8,049,278**
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**	**483,430**	**1,136,593**	**1,198,777**	**1,312,634**	**1,223,804**	**1,331,994**	**1,452,051**	**1,554,606**	**1,668,691**	**1,763,839**
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)**	**(37,806,296)**	**13,986,854**	**8,591,458**	**14,975,239**	**8,972,768**	**13,757,108**	**16,129,776**	**17,851,975**	**20,451,353**	**27,848,684**

14.6 ADOPTION OF THE 2026/27 STRATEGIC ASSET MANAGEMENT PLAN

Responsible Executive Manager : Dale Welsh

Report Author : Janey Mitson

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

Attachments : 1⇩. 2026/27 Strategic Asset Management Plan

PURPOSE

The purpose of this report is for Council to adopt the 2026/27 Strategic Asset Management Plan (Attachment 1).

STAFF RECOMMENDATION

1. In accordance with Section 122 of the *Local Government Act 1999,* Council adopts the 2026/27 Strategic Asset Management Plan (Attachment 1).

2. The Chief Executive Officer is authorised to make further minor amendments to the 2026/27 Strategic Asset Management Plan (Attachment 1), that do not adjust the overall intent of the Plan.

COMMITTEE RECOMMENDATION **6618**

1. **In accordance with Section 122 of the *Local Government Act 1999,* Council adopts the 2026/27 Strategic Asset Management Plan (Attachment 1).**

2. **Council approves the Chief Executive Officer to make amendments to the 2026/27 Strategic Asset Management Plan (Attachment 1), that are minor in nature and do not adjust the overall intent of the Plan.**

EXECUTIVE SUMMARY

The Strategic Asset Management Plan provides an overview of our assets, including what assets Council is responsible for and their replacement value, the current condition of assets and how they are performing, the service levels they provide, and summarises the finances required to fund the plan over the short, medium and long-term.

The Strategic Asset Management Plan outlines the renewal strategies implemented for each asset class and therefore leads to the development of the annual renewal plans. These plans are then included in the Annual Business Plan for public consultation and approval by Council for the funding to undertake the proposed renewal works.

1. BACKGROUND

The Draft 2026/27 Strategic Asset Management Plan was endorsed for public consultation at the Ordinary Council meeting on 28 April 2026 as per (Resolution 6549) below:

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.*

A 28-day public consultation took place in accordance with the *Local Government Act 1999* (the Act) and the City of Playford Community Engagement Policy. The Draft Strategic Asset Management Plan and feedback forms were made available online, at Council's Customer Contact locations and a public hearing was held on Tuesday 26 May 2026.

2. RELEVANCE TO STRATEGIC PLAN

The 2026/27 Strategic Asset Management Plan (Attachment 1) has been developed in-line with the decision-making filters and themes in Council's Strategic Plan 2025-2028 – Building stronger foundations and connecting our people.

3. PUBLIC CONSULTATION

Under Section 122 and Section 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 and Rate Rebate Policy and Procedure. Specifically, the Act requires Council to make its Annual Business Plan and Budget available for public consultation for a period of not less than 21 days.

The City of Playford Community Engagement Procedure states that any legislatively required consultation will run for a period of 28 days. The Draft 2026/27 Annual Business Plan and Budget, 2026/27 Rating Policy and Procedure and 2026/27 Rate Rebate Policy and Procedure were released for a public consultation period from Thursday 30 April 2026 to Thursday 28 May 2026.

The Draft 2026/27 Strategic Asset Management Plan was also made available for feedback during this period, and a public hearing was held during Council's Ordinary Council Meeting on Tuesday 28 May 2026.

4. DISCUSSION

4.1 40 Feedback forms and eight (8) emails were received during the consultation period. Three (3) verbal submissions were made at the public hearing on Tuesday 28 May. A summary of this feedback is outlined in the Adoption of the 2026/27 Annual Business Plan and Budget report.

4.2 The Strategic Asset Management Plan has undergone the following minor amendments since the draft plan was released for consultation.

Road	Suburb	Details
Beaumont Road	Smithfield Plains	Road reseal postponed from 2026/27 pending further information on adjacent development.
Gardiner Terrace	Munno Para	Road reseal postponed from 2026/27 due to proximity to rail grade separation. Has been partly resurfaced by SA Water trench.
Kingsbury Street	Davoren Park	Road reseal and footpath renewal postponed from 2026/27 due to recent housing trust property sales and potential development. Developers have already reconstructed sections of the footpath.
Peacemarsh Road	Davoren Park	Road reseal and footpath renewal postponed from 2026/27 due to recent housing trust property sales and potential development. Developers have already reconstructed sections of the footpath.
Harvey Road	Elizabeth South	Footpath renewal brought forward to 2026/27 to align with Hannan Street road reseal and ramps (school).
Northampton Crescent	Elizabeth East	Footpath renewal brought forward to 2026/27 to align with road reseal.
Lewis Court	Elizabeth East	Footpath renewal brought forward to 2026/27 to align with road reseal.
Ironbark Avenue	Craigmore	Footpath renewal brought forward to 2026/27 in response to community engagement feedback.

5. OPTIONS

Recommendation

1. In accordance with Section 122 of the *Local Government Act 1999,* Council adopts the 2026/27 Strategic Asset Management Plan (Attachment 1).

2. The Chief Executive Officer is authorised to make further minor amendments to the 2026/27 Strategic Asset Management Plan (Attachment 1), that do not adjust the overall intent of the Plan.

Option 2

The Chief Executive Officer prepare and present to the Council for its consideration at a future meeting, a Strategic Asset Management Plan for 2026/27 based on the City of Playford 2026/27 Strategic Asset Management Plan attached to this report, and incorporating the following amendments and such other amendments as the Chief Executive Officer considers necessary or appropriate:

- _____
- _____
- _____

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

The recommendation presented to Council ensures legislative requirements are met with respect to the Strategic Asset Management Plan and that the 2026/27 Strategic Asset Management Plan reflects the documents that underwent public consultation.

The 2026/27 Strategic Asset Management Plan outlines the renewal strategies and overall renewal programs that Council will deliver. Detailed breakdowns and maps of each program are provided in the Annual Business Plan and Budget, along with the new capital programs.

Risk Appetite

Regulatory Compliance

Council has zero tolerance for non-compliance with applicable legislation including but not limited to: the Local Government Act 1999; Independent Commission Against Corruption Act 2012; Work Health and Safety Act 2012; Environment Protection Act 1993; Planning, Development and Infrastructure Act 2016; Equal Opportunity Act 1984; Return to Work Act 2014; and Public Consultation legislation.

6.1.2 Financial Implications

The 2026/27 Strategic Asset Management Plan (Attachment 1) outlines the funding requirements to deliver the year one renewal programs and further provides the indicative investment levels for renewal for up to a 30-year planning horizon.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

This option provides Council with the opportunity to make more significant amendments to the 2026/27 Strategic Asset Management Plan (Attachment 1). Depending on the nature of any amendments the documents may need to be re-written, and a report prepared prior to being presented to Council for their consideration at a future meeting.

6.2.2 Financial Implications

The financial implications will be dependent on the nature of any changes proposed to the 2026/27 Strategic Asset Management Plan.

City of Playford

Strategic Asset Management Plan

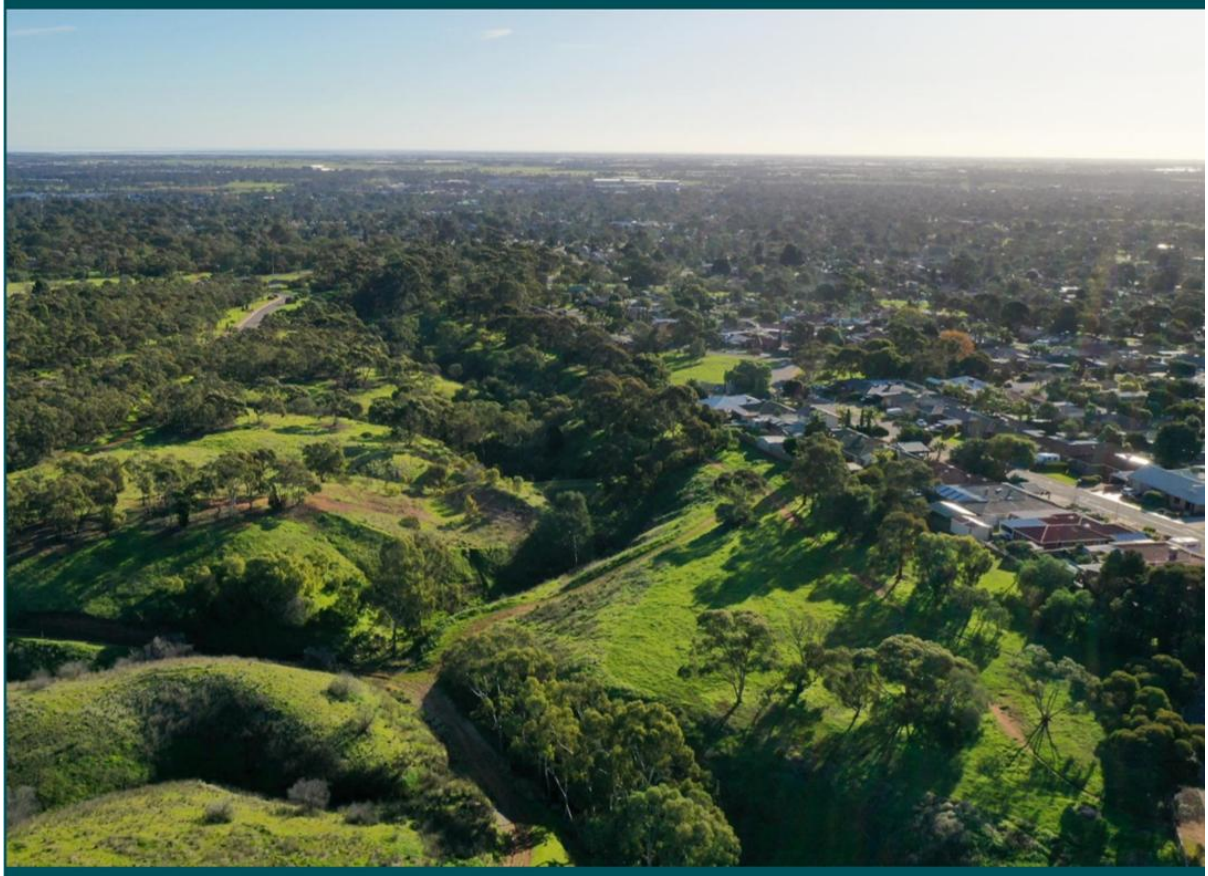
2026/27

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

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.

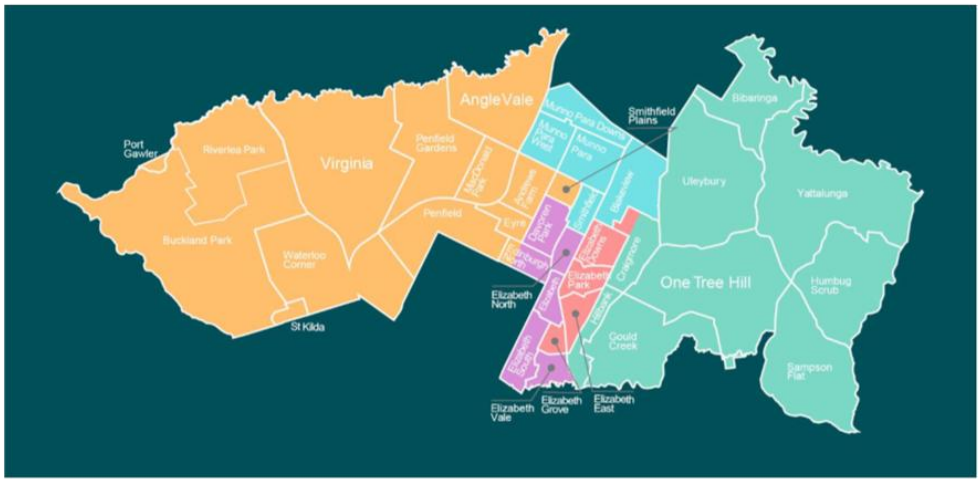
Ultimately, the SAMP provides a framework for the effective management and control of our infrastructure assets to achieve the desired balance of cost, risk and performance in community service delivery. It ensures we continue to provide safe spaces and places for our community to enjoy, as well as contributing 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.



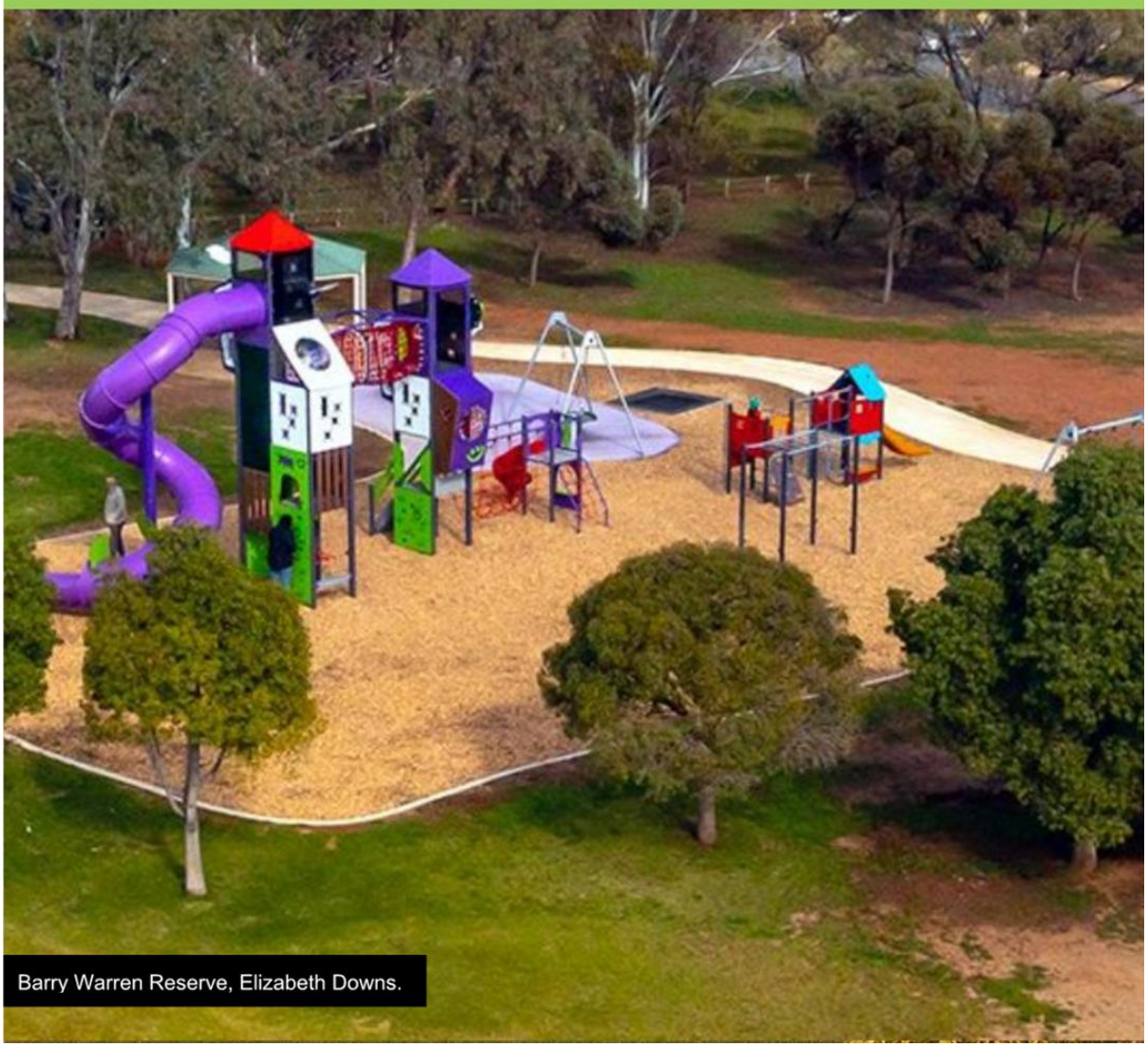
Council is responsible for an asset portfolio with a replacement value of over $3.5 billion, comprising Transport, Bridges, Stormwater, Streetscapes, Parks and Sportsfields, Water Capture and Delivery, Buildings, Technology and Office, Fleet and Minor Plant, and Land.

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

PLAN

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.

INVEST

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.

REVIEW

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

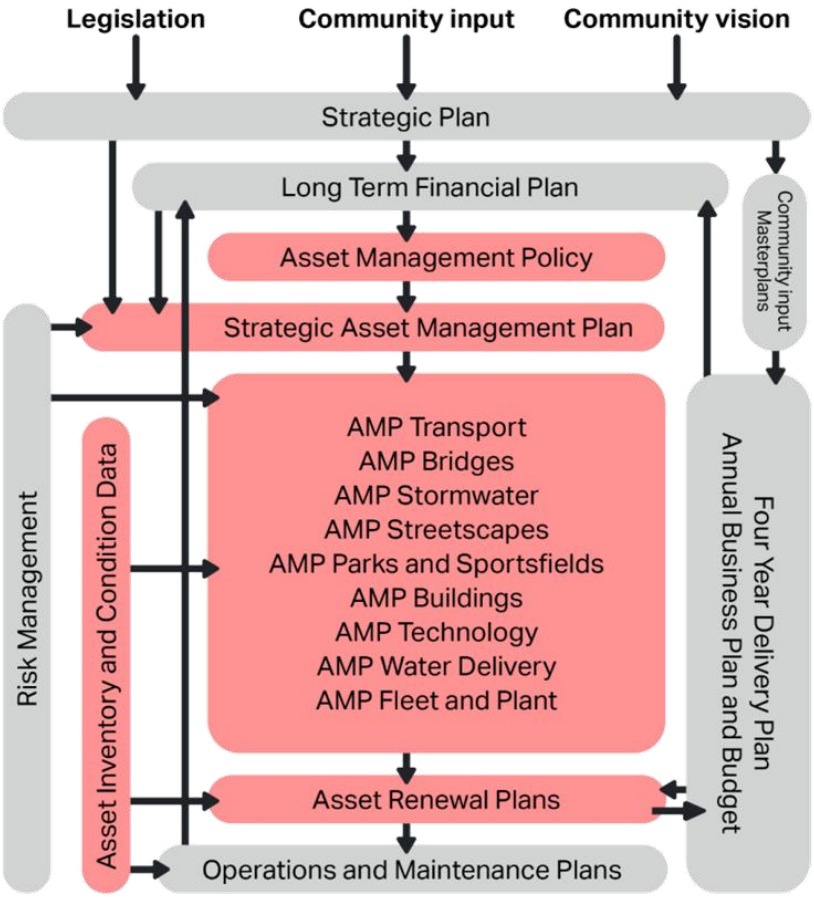
As well as the Strategic Planning Framework, Council operates in accordance with external legislation and industry practice, and multiple internal policies, procedures and organisational management frameworks. These influence our Asset Management operational activities and decision making.

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.

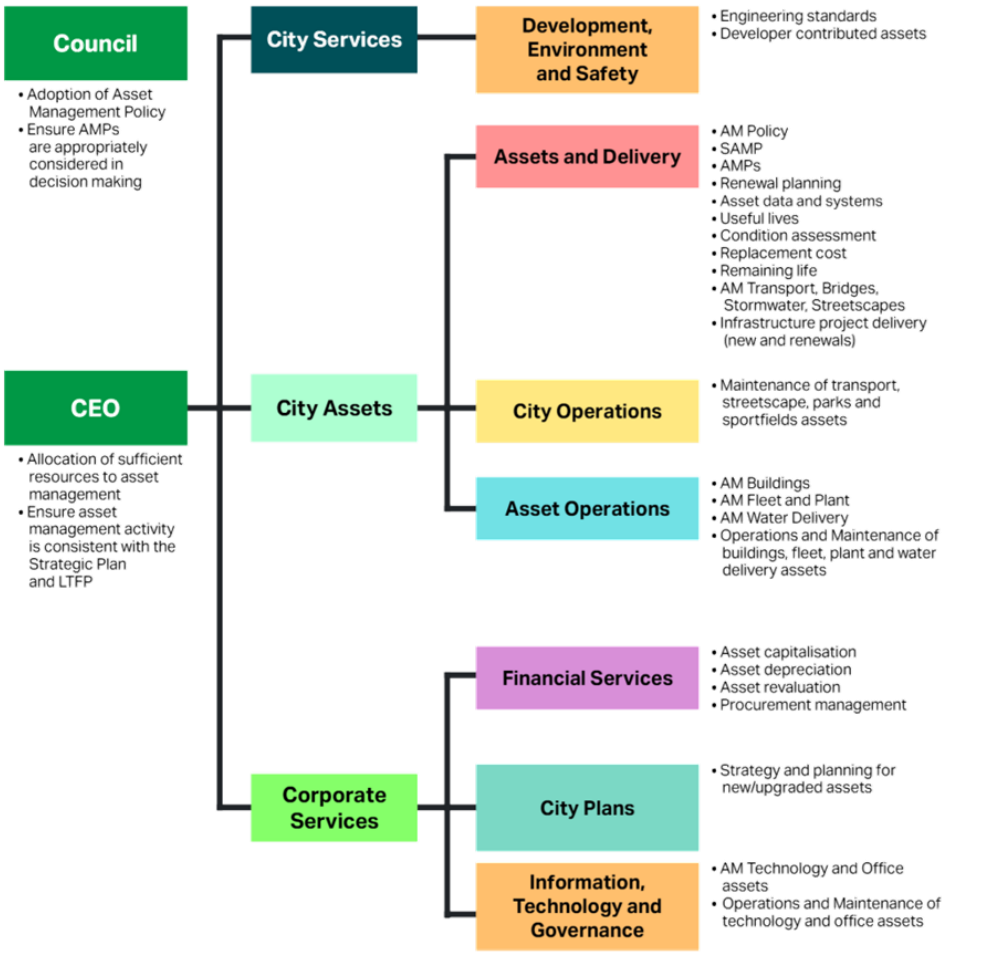
Organisational Context

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.

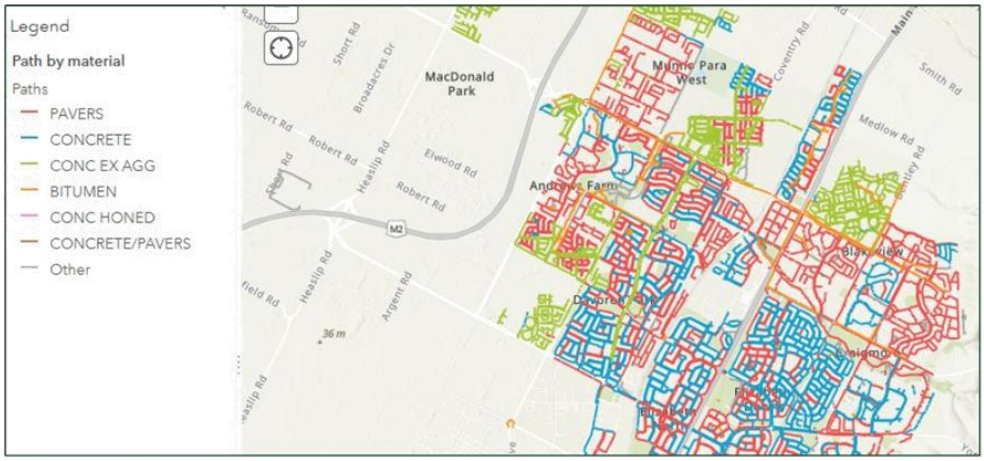
Asset Data

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.

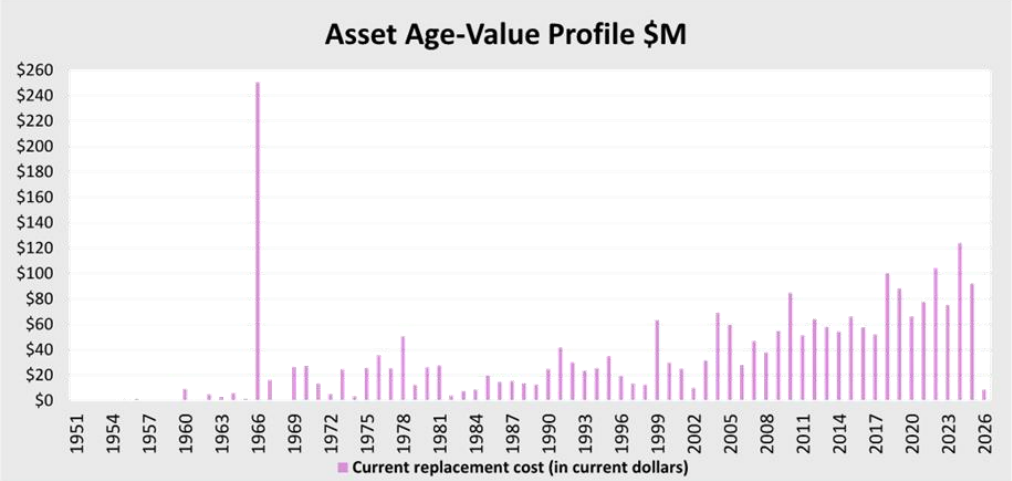
Our Assets

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.

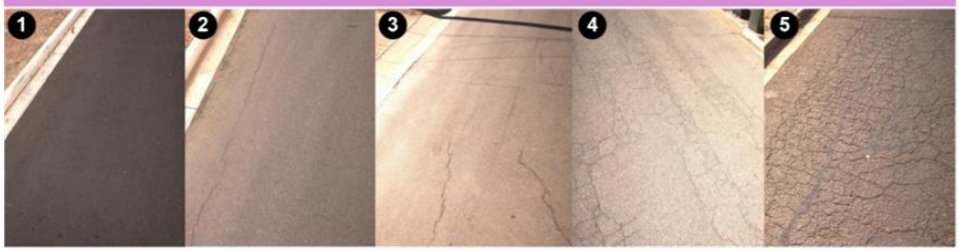
Asset condition is assessed using a 1-5 rating system as detailed in the table below.

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**

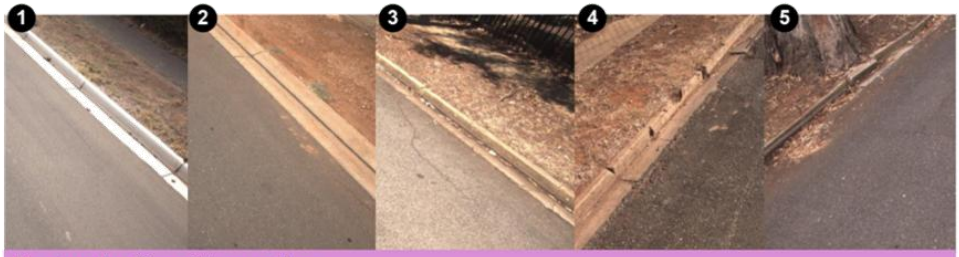
Examples of what this condition rating looks like for road, kerb and footpath assets is shown in the photographs of actual Council assets below.

Our Assets

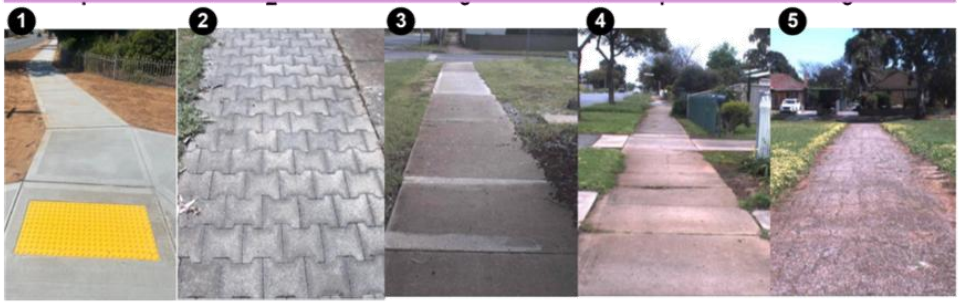
Road: Condition rating



Kerb: Condition rating



Footpath: Condition rating



Asset Condition Assessment Tactics

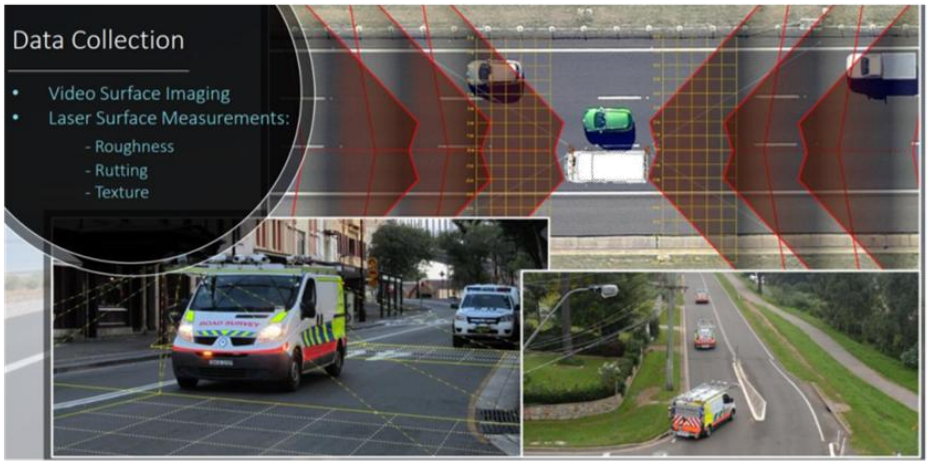
Different tactics are employed for the condition assessment of different asset classes, as summarised below.

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

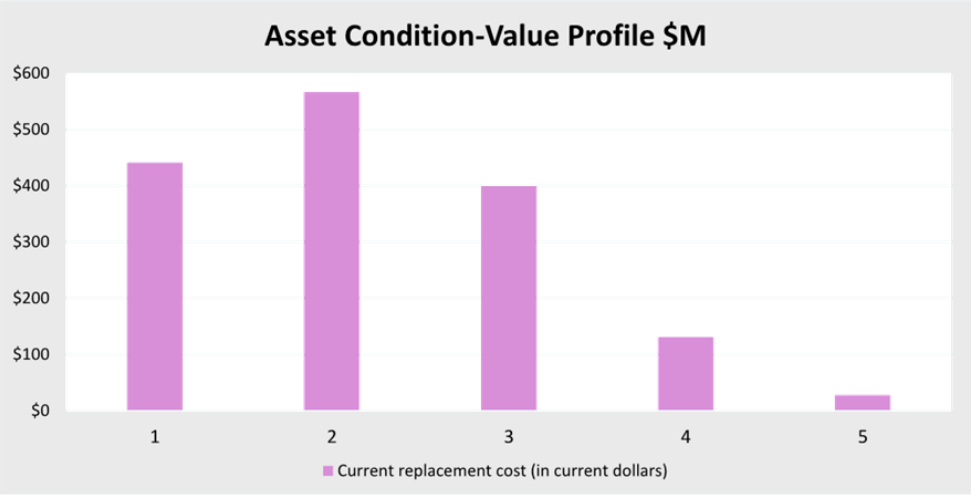
Future areas for improvement are to undertake an audit of each critical asset type to ensure all data is correct and captured within the register as well as automating inspection reminders to ensure frequency periods are met and monitored.

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

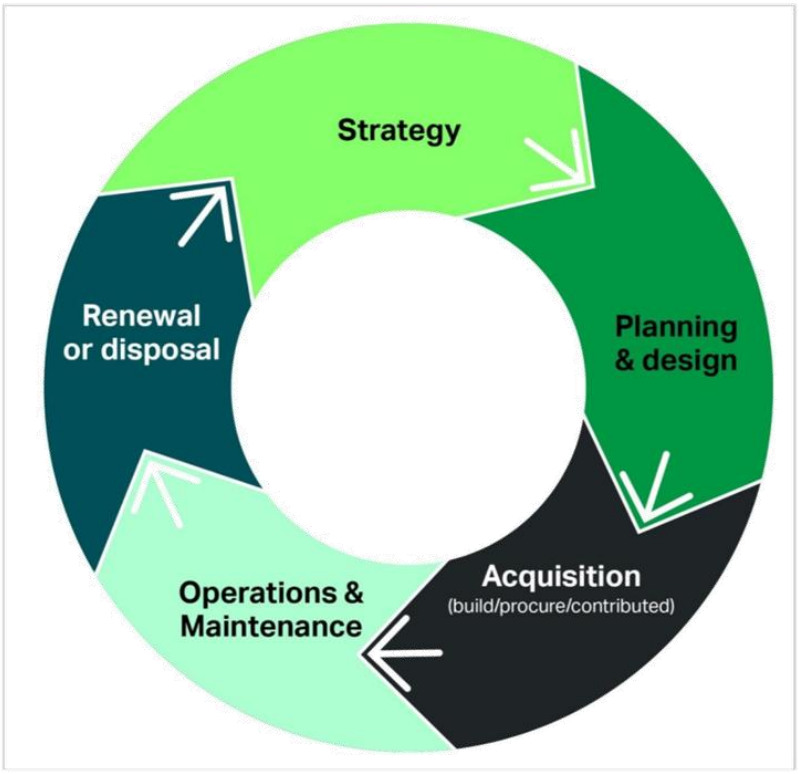
Asset Management Plans (AMPs) are internal documents developed for each asset class to guide us in our daily decision-making and plan for longer term activities and investment. In conjunction with the establishment of Technical Levels of Service and performance targets, AMPs provide a framework for balancing 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

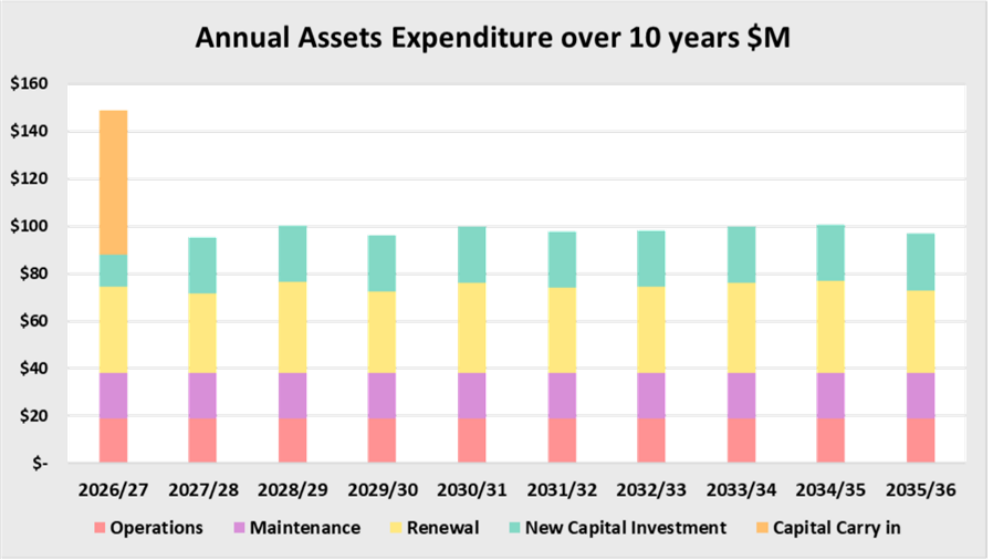
Over the next 10 years, estimated expenditure on Council's asset portfolio ranges between $95.43M and $148.83M per annum.

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.

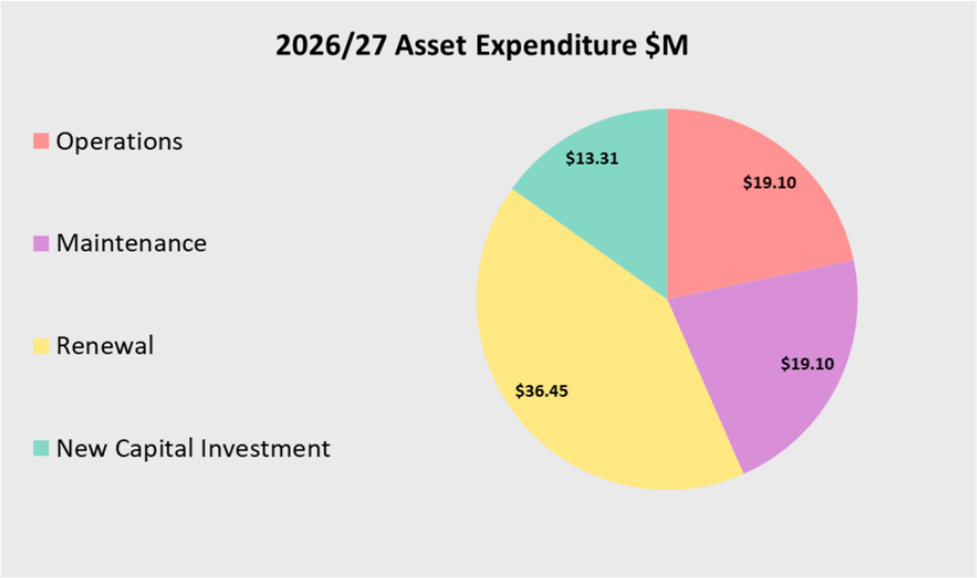
Operations & Maintenance (O&M) expenditure is based on the 2025/26 O&M budgets. A future area for improvement is to review the assumptions made for the allocation of O&M budgets, to forecast the impact of the additional assets (new and contributed) on these budgets in a meaningful way.

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

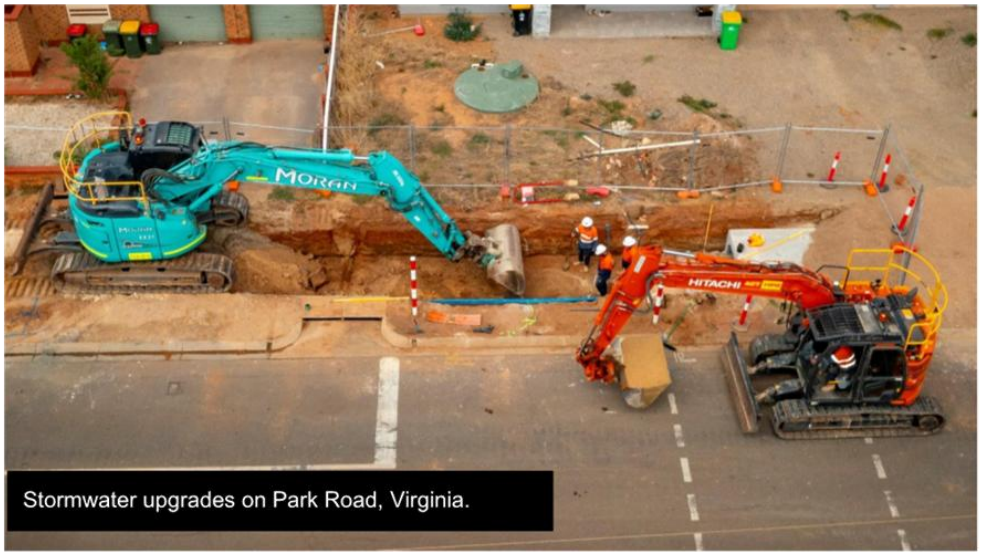
The footpaths selected for renewal are driven by current condition rating, however a paths proximity to community amenity is also considered. The selection criteria are:

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)	13,388
Stormwater	895
Streetscapes	6,760
Parks and Sportsfields	1,899
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)	13,388	-	13,388
Stormwater	895	-	895
Streetscapes	6,760	478	7,238
Parks and Sportsfields	1,899	-	1,899
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.

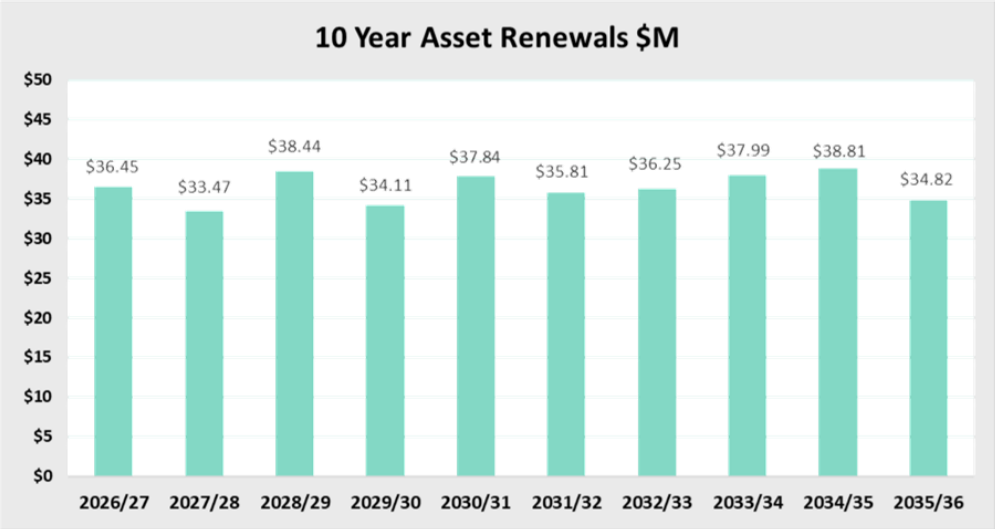
Asset Investment

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.



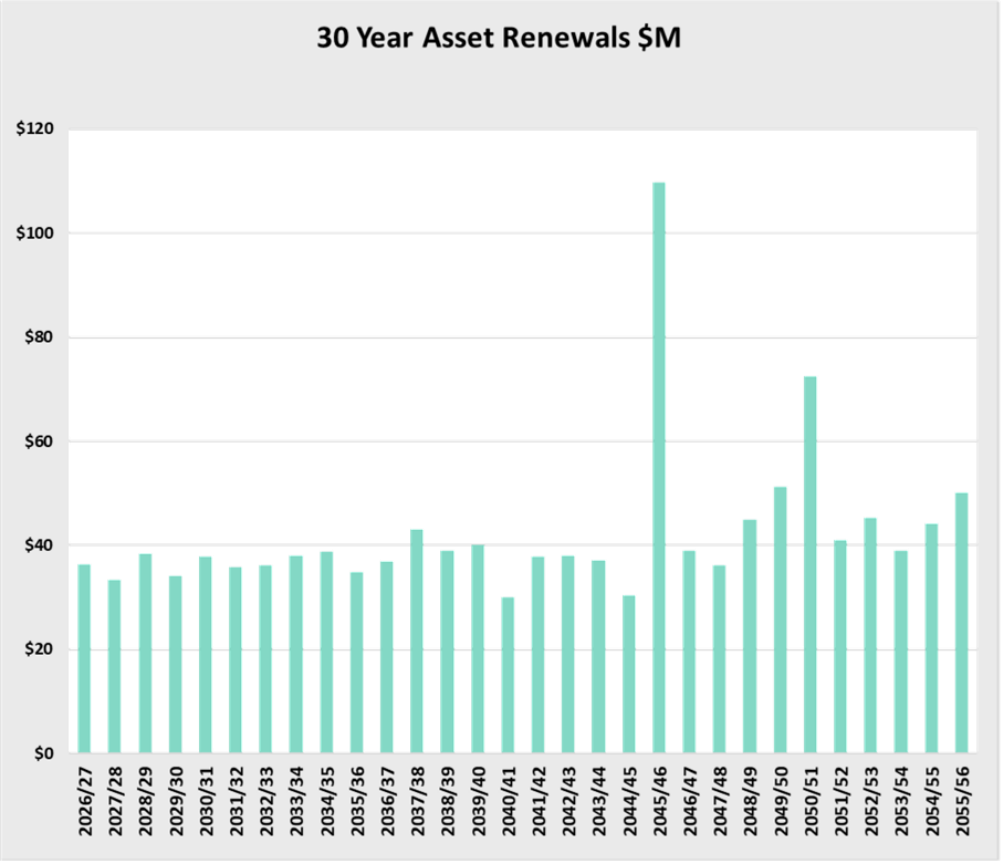
30 Year Investment Profile

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).

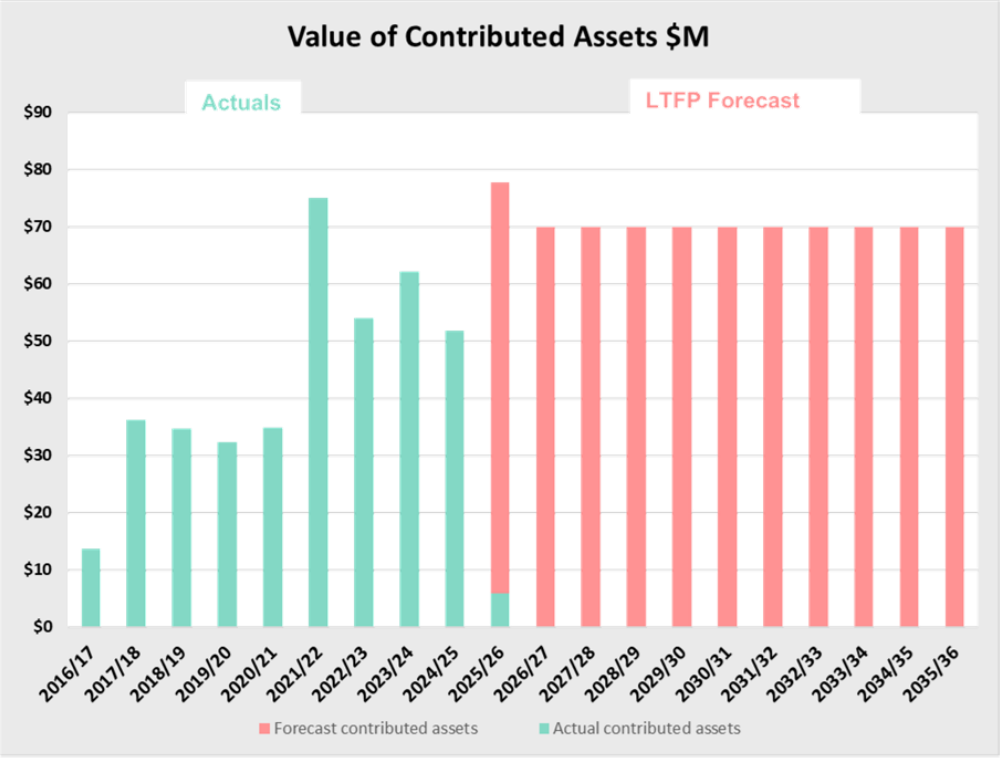
The effect this has on Council's overall asset portfolio value is shown in the Asset Investment and Portfolio Growth chart.

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.

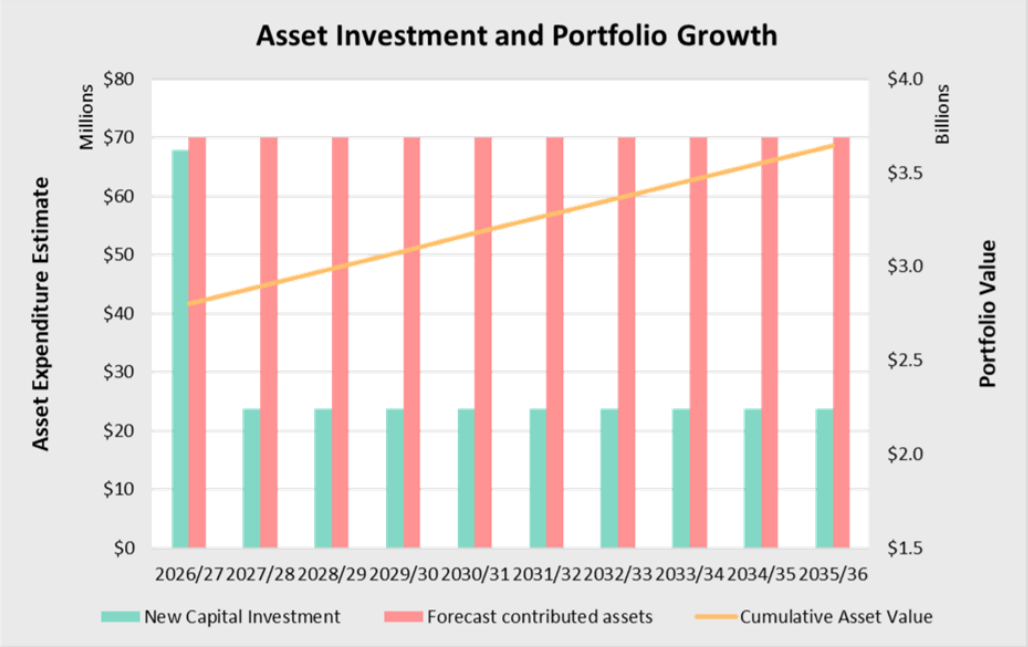
When forecasting future values, Council needs to consider and adopt the 'Council' value of the assets, being what it will cost to renew a specific asset at the end of its life in a brownfield setting not the developer value. These differences include disposal of the existing asset, traffic management 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.

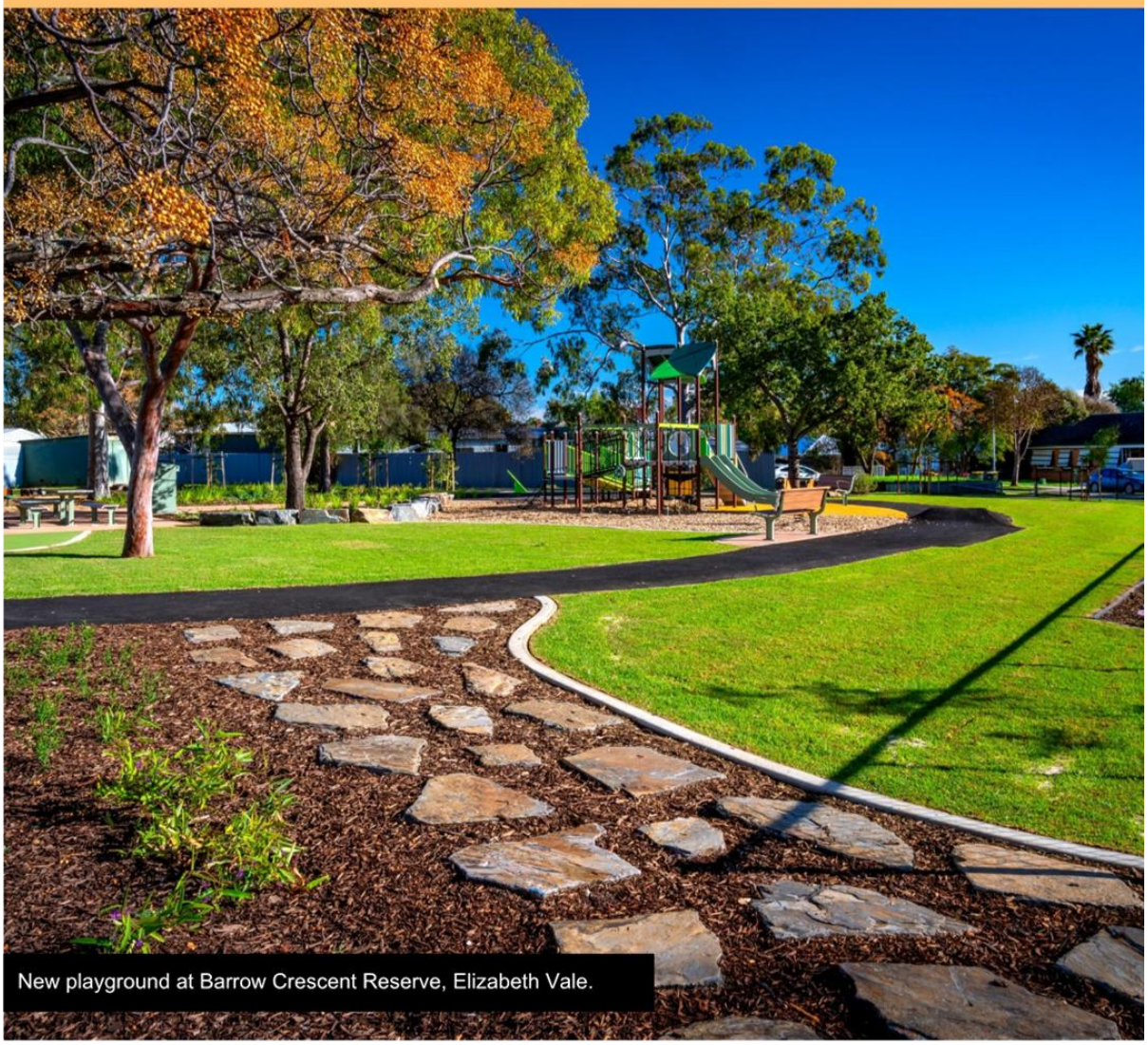
New capital investment shown beyond Year 1 is an estimate based on the average of the forecast for 2025/26 and the actual expenditure for the previous 2 years. The amount is not related to any planned initiatives and is only shown to indicate what investment and portfolio value might look like in that 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

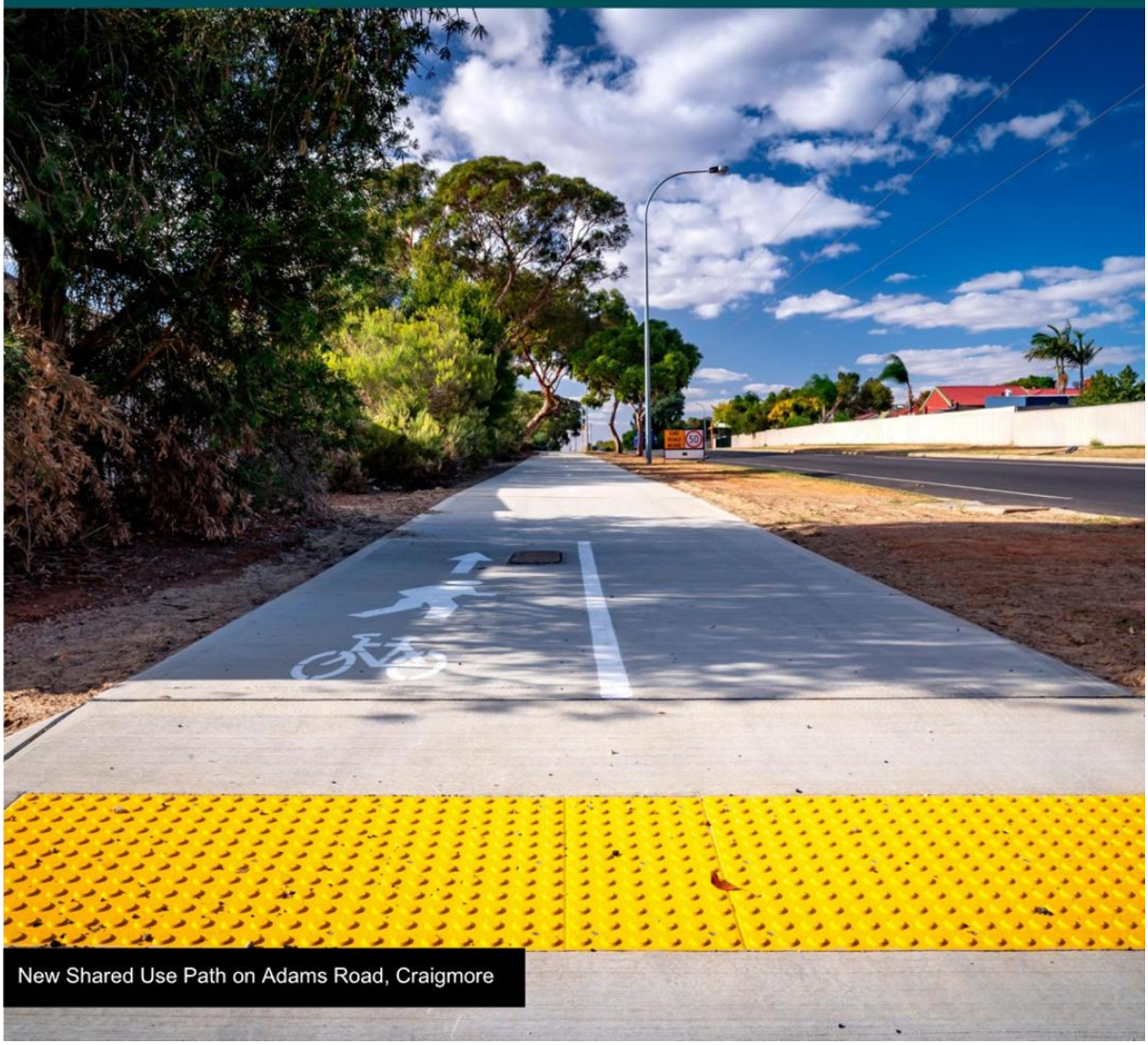
Item	Initiative	Timing
	program reliability, cost control and level of service consistency.	
Complete building inspections	Aligned with building componentisation above, we aim to assess the condition of each building component, using a risk-based prioritisation approach.	Ongoing
Playground componentisation	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