



NOTICE

of

CORPORATE GOVERNANCE COMMITTEE MEETING

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

TO BE HELD IN

**COMMITTEE ROOM
PLAYFORD CIVIC CENTRE
10 PLAYFORD BOULEVARD, ELIZABETH**

MEMBERS MAY PARTICIPATE BY ELECTRONIC MEANS

ON

TUESDAY, 5 AUGUST 2025 AT 5:00 PM

A handwritten signature in blue ink, appearing to read "S Green".

SAM GREEN

CHIEF EXECUTIVE OFFICER

Issue Date: Thursday, 31 July 2025

MEMBERSHIP

MR MARK LABAZ – PRESIDING MEMBER

Mr Peter Brass

Mayor Glenn Docherty

Cr Shirley Halls

Mr Martin White

City of Playford
Corporate Governance Committee Meeting

AGENDA
TUESDAY, 5 AUGUST 2025 AT 5:00 PM

1 ATTENDANCE RECORD

- 1.1 Present
- 1.2 Apologies
- 1.3 Not Present

2 CONFIRMATION OF MINUTES

RECOMMENDATION

The Minutes of the Corporate Governance Committee Meeting held 6 May 2025 be confirmed as a true and accurate record of proceedings.

3 DECLARATIONS OF INTEREST

4 DEPUTATION / REPRESENTATIONS

Nil

5 STAFF REPORTS

Matters to be considered by the Committee Only

Matters delegated to the Committee

- 5.1 Review of the 2014 Commercial Rating Strategy (Including Presentation) (Attachment)6
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7 INFORMAL ACTIONS**8 CONFIDENTIAL MATTERS****STAFF REPORTS**

Matters which cannot be delegated to a Committee or Staff

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9 CLOSURE

STAFF REPORTS

MATTERS TO BE CONSIDERED BY THE COMMITTEE ONLY

***Matters delegated to the
Committee***

5.1 REVIEW OF THE 2014 COMMERCIAL RATING STRATEGY (INCLUDING PRESENTATION)

Responsible Executive Manager : Sam Green

Report Author : Luke Culhane

Delegated Authority : Matters delegated to the Committee

Attachments : 1 [↓](#). Discussion Paper - 2014 Commercial Rating Strategy

PURPOSE

The purpose of this report is to seek a recommendation from the Corporate Governance Committee (the Committee) to Council to revoke the 2014 Commercial Rating Strategy.

STAFF RECOMMENDATION

1. The Corporate Governance Committee receive and note the Discussion Paper - 2014 Commercial Rating Strategy (Attachment 1).
2. The Corporate Governance Committee recommends Council revoke the 2014 Commercial Rating Strategy, recognising the following tools in place that contribute to increased commercial and industrial investment, as well as employment growth:
 - Incentives for commercial and industrial development
 - Strategic land use planning
 - Advocacy/promoting sectoral growth
 - Investing in critical infrastructure
 - Rating policy.

EXECUTIVE SUMMARY

A Commercial Rating Strategy, introduced in 2014, was developed on the back of feedback from the business community and independent experts, who provided evidence for the need to reduce commercial rates. A recent review of the performance of the 2014 Commercial Rating Strategy revealed the outcomes were mixed.

JLL were engaged to undertake an analysis of commercial growth dynamics within the City of Playford. The analysis focussed on evidence-based insights into regional economic performance, infrastructure investment, employment trends, and land supply issues. A Discussion Paper (Attachment 1) was prepared to align with the desired outcome of the 2014 Commercial Rating Strategy.

1. BACKGROUND

There has been a longstanding perception, which may still exist, that commercial rates in the City of Playford are too high. In response to this concern, a Commercial Rating Strategy was introduced in 2014 (Attachment 1 - Appendix 2) with strong support from Elected Members. The development of the 2014 Commercial Rating Strategy was informed by significant feedback from the business community and independent experts, who provided evidence for the need to reduce commercial rates.

The aim of the 2014 Commercial Rating Strategy was to reduce the proportion of commercial rates paid relative to property value from 203% to 135% of the residential rate. This adjustment sought to lower the rate in the dollar applied to commercial properties, in order to improve business competitiveness, attract investment and create employment opportunities.

The 2014 Commercial Rating Strategy proposed setting aside and reinvesting \$5.5 million dollars from new rate revenue generated through expected commercial property growth across the city. Based on then projected average annual growth in commercial property value of \$75 million dollars, it was estimated that achieving the target would require approximately 13 years and result in \$1 billion dollars of new investment.

It is understood that Elected Members do not currently support undertaking a rate review.

A discussion paper (Attachment 1) has been developed to assess whether current commercial rates are inhibiting business growth at scale.

On 8 July 2025, an Information Session on the 2014 Commercial Rating Strategy Review was presented to Council.

2. RELEVANCE TO STRATEGIC PLAN

Community Vision 2043

Playford is the City of Opportunity, supporting the community's hopes and aspirations to be vibrant, thriving and sustainable. It provides an enviable lifestyle that is connected, healthy, happy, ambitious and proud, where each individual can take advantage of the many opportunities offered, making the City prosperous, liveable and happy.

This report, including the Discussion Paper (Attachment 1), includes analysis of commercial growth dynamics within the City of Playford which provides an insight into the overall strength of the local economy, business confidence, infrastructure investment and employment growth.

3. PUBLIC CONSULTATION

There is no requirement to engage the community as part of this report.

4. DISCUSSION

Strategy Performance

- 4.1 After a decade of implementation, the financial outcomes of the Commercial Rating Strategy have been mixed. The 2014 Commercial Rating Strategy was focussed on measuring the rating environment and not the economic conditions the commercial and industrial sectors operated within. The 2014 Commercial Rating Strategy contained two (2) financial targets.
- 4.2 The target to reduce the share of rates paid per dollar of property value by the commercial and industrial sectors has not been achieved. In fact, the ratio has increased over time from 203% at the inception of the 2014 Commercial Rating Strategy to 212% as of the most recent financial reporting period. This upward trend reflects a divergence from the 2014 Commercial Rating Strategy's intended equity outcome.

- 4.3 The target to reduce the commercial rate in the dollar by 40% has been partially achieved. Over the 10-year period, the commercial rate in the dollar has declined by approximately 20.7%. While this represents a material reduction, it falls short of the target established at the outset of the 2014 Commercial Rating Strategy.
- 4.4 A number of interrelated factors have contributed to the 2014 Commercial Rating Strategy not achieving its intended objectives. These influences have affected both the ability to reduce the relative share of commercial and industrial rates and the reduction in the rate in the dollar.
- 4.5 The 2014 Commercial Rating Strategy aimed to realise its outcome after 13 years, however, it is evident that this will not be achieved within this timeframe due to disparities in property valuation growth, 80/20 split of rate revenue and economic conditions and service provision.

Analysis

- 4.6 JLL were engaged as an independent, nationally recognised commercial property consultancy to undertake an analysis of commercial growth dynamics within the City of Playford. The analysis focussed on evidence-based insights into regional economic performance, infrastructure investment, employment trends, and land supply issues.
- 4.7 The focus of the Discussion Paper (Attachment 1) has been prepared to align with the desired outcome of the 2014 Commercial Rating Strategy, specifically, to attract investment and create employment growth.
- 4.8 The review of the 2014 Commercial Rating Strategy reveals that while the intention of reducing the relative burden of commercial rates on businesses has not been fully achieved, the overall economic performance of the City of Playford has been positive. The City's Gross Regional Product (GRP) has grown substantially, positioning the City of Playford as a key growth area in northern Adelaide. Other factors including infrastructure investment, precincts, government policy, employment growth and employment land supply were analysed within the paper.
- 4.9 The Discussion Paper (Attachment 1) identifies the key measures and influences of business growth in the City of Playford in which are either directly, indirectly or not influenced by commercial rates:

Factor	Description	Do Commercial Rates Influence this Factor?
Economic Performance (GRP)	Reflects the overall strength of the local economy and business confidence.	No – Driven by productivity, investment, and industry mix, not impacted directly by level of rates.
Infrastructure Investment	Enhances transport, logistics, and accessibility, supporting business expansion.	Indirectly – May influence future demand and future rate levels (for future infrastructure provisions by Council), but not current rates.
Urban Growth Precincts	Stimulate targeted development and attract business clusters in priority areas.	Yes – Rates may impact business location decisions within these precincts. Rates are one factor, of many, that businesses consider.
Government Policy & Zoning	Affects land availability, planning certainty, and development.	No – Zoning is primarily determined by state planning policy.

Employment Growth Trends	Indicates the region's capacity to support workforce needs and attract new industries.	No – Employment growth is driven by industry dynamics and population, not current rates.
Employment Land Supply	Availability and cost of suitable land is critical for new business formation and expansion.	Yes – Rates can directly affect the operating costs and business viability. Rates are one factor, of many, that businesses consider.

4.10 The Discussion Paper (Attachment 1) observes tools in place by the City of Playford that contribute to increased commercial and industrial investment, as well as employment growth:

Tool	Observation
Incentives for Commercial/Industrial Development	To support key precinct developments, incentives are offered or negotiated to stimulate investment usually associated with an expression of interest in a market approach.
Strategic Land Use Planning	With significant demand for employment lands by 2051, opportunities are initiated and identified to ensure adequate land is available through initiating code amendments.
Advocacy/Promote Sectoral Growth	The Marketing and Communications Strategy and Business and Growth Team strategically promote and advocate investment in key sectors within key precincts e.g. health, defence, CBD, etc.
Invest in Critical Infrastructure	City-wide strategies (i.e. Transport and Stormwater) identify crucial infrastructure that supports and attracts large-scale investment. An updated Transport Strategy is currently in draft.
Rating Policy	Council's Rating Policy statement of intent outlines the aim to have a competitive rating environment for commercial properties by gradually reducing the rate in the dollar for commercial properties. Commercial rate in the dollar has decreased 20.7% over the past 10 years. Continue to manage rates holistically, ensuring fair and equitable treatment between all classes of ratepayers, whilst ensuring financial sustainability.

4.11 The Discussion Paper (Attachment 1) concludes that current commercial rates are not acting as a significant barrier to business growth in the City of Playford. The City's economic fundamentals such as infrastructure investments, sectoral diversification, and employment growth are driving investment. Accordingly, this report recommends revoking the 2014 Commercial Rating Strategy.

5. OPTIONS

Recommendation

1. The Corporate Governance Committee receive and note the Discussion Paper - 2014 Commercial Rating Strategy (Attachment 1).
2. The Corporate Governance Committee recommends Council revoke the 2014 Commercial Rating Strategy, recognising the following tools in place that contribute to increased commercial and industrial investment, as well as employment growth:
 - Incentives for commercial and industrial development
 - Strategic land use planning
 - Advocacy/promoting sectoral growth
 - Investing in critical infrastructure
 - Rating policy.

Option 2

1. The Corporate Governance Committee receive and note the Discussion Paper - 2014 Commercial Rating Strategy (Attachment 1).
2. The Corporate Governance Committee provides the following feedback to staff:
 - _____
 - _____
 - _____

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

The recommendation to revoke the 2014 Commercial Rating Strategy recognises several initiatives in place that contribute to increased commercial and industrial investment, as well as employment growth. The Discussion Paper, prepared by staff, is supported by an economic analysis of the commercial growth dynamics within the City of Playford undertaken by an independent nationally recognised commercial property consultant.

Risk Appetite

Reputation

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

This decision will revoke the 2014 Commercial Rating Strategy. The Discussion Paper (Attachment 1) outlines the Strategy outcomes have been mixed since 2014.

The Discussion Paper observes tools in place by the City of Playford that contribute to increased commercial and industrial investment, as well as employment growth. The tools observed mitigate reputational risk associated with the recommendation.

6.1.2 Financial Implications

There are no financial or resource implications associated with this recommendation. In revoking the 2014 Commercial Rating Strategy, future budgets will continue to be developed in accordance with Financial Sustainability Ratios and Targets Policy and Procedure.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

Option 2 provides the Committee with the opportunity to review the Discussion Paper (Attachment 1) and provide additional feedback to staff relating the analysis of the financial outcomes of the 2014 Commercial Rating Strategy and economic analysis of the commercial growth dynamics within the City of Playford.

6.2.2 Financial Implications

There are no financial implications associated with this option unless the feedback provided by the Committee contains financial implications.



2014 Commercial Rating Strategy - Discussion Paper **June 2025**

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Executive Summary

This discussion paper assesses the effectiveness of the 2014 Commercial Rating Strategy with a particular focus on its impact on business competitiveness, investment attraction, and employment growth – the key outcomes of the 2014 Strategy. While the strategy initially aimed to reduce the share of commercial rates relative to property value, the financial outcomes have been mixed, with the target reductions not fully realised. Factors such as disparities in property valuation growth, upward pressure on overall rates, and broader economic shifts have contributed to these outcomes.

Despite this, the report concludes that commercial rates are not a significant constraint on business growth in the City of Playford. The City of Playford has experienced positive economic growth, particularly in sectors such as logistics, health services, and advanced manufacturing. Therefore, the focus should shift towards broader economic development strategies, such as promoting targeted growth sectors, ensuring sufficient land supply, and continuing infrastructure investment.

This shift in focus for the City of Playford can further diversify its economy, attract new investment, and create long-term employment opportunities, positioning itself as a leader in regional economic growth.

Background

There has been a longstanding perception, which may still exist, that commercial rates in the City of Playford are too high. In response to this concern, a Commercial Rating Strategy was introduced in 2014 with strong support from Elected Members. The development of the strategy was informed by significant feedback from the business community and independent experts, who provided evidence for the need to reduce commercial rates.

The aim of the 2014 Strategy was to reduce the proportion of commercial rates paid relative to property value from 203% to 135% of the residential rate. This adjustment sought to lower the rate in the dollar applied to commercial properties, in order to improve business competitiveness, attract investment and create employment opportunities.

To facilitate this, the strategy proposed setting aside and reinvesting \$5.5 million dollars from new rate revenue generated through expected commercial property growth across the city. Based on projected average annual growth in commercial property value of \$75 million dollars, it was estimated that achieving the target would require approximately 13 years and result in \$1 billion dollars of new investment.

It is understood that Elected Members currently do not support undertaking a rate review. Therefore, a formal review of the rating structure will not be included in the scope of this discussion paper.

Introduction

The purpose of this discussion paper is to assess whether current commercial rates are inhibiting business growth at scale. If it is determined that commercial rates are acting as a barrier, the discussion paper will explore potential strategies to address this issue. Conversely, if commercial rates are not a significant constraint, the discussion paper will consider whether a commercial rating strategy remains necessary.

In doing so, the report aims to evaluate the broader role of the Commercial Rating Strategy in supporting business competitiveness, attracting investment, and fostering employment growth – the key outcomes of the 2014 Strategy. Additionally, it will examine other key factors beyond commercial rates that contribute to the overall success and development of commercial business profiles.

Overview of the Changing Landscape of the City of Playford

Over the past decade, the City of Playford has undergone significant transformation across its business, commercial, and industrial sectors. Once heavily reliant on traditional manufacturing and automotive industries, the local economy has diversified in response to broader structural changes and the closure of major employers such as Holden. In the years since, the City of Playford has emerged as a key centre for northern Adelaide's economic renewal, with growing sectors including logistics, health services, defence-related industries, and advanced manufacturing.

Commercial precincts within the city have expanded and evolved, catering to the increasing demands of a growing population and workforce. New mixed-use developments have contributed to the revitalisation of key urban areas. Furthermore, the growth of the health precinct has generated demand for commercial and professional services, further diversifying the local economy.

Industrial development has also progressed, particularly in areas such as the Greater Edinburgh Parks precinct, which have become strategic locations for logistics and defence supply chains. These areas benefit from their proximity to major road, freight, and rail infrastructure, positioning Playford as a competitive location for large-scale investment in warehousing, distribution, and manufacturing. Over the past ten years, steady land release and investment in industrial infrastructure have supported this shift toward high-growth, employment-intensive industries.

Looking Ahead: The Next 30 Years

Looking forward, the Greater Adelaide Regional Plan identifies the City of Playford as a strategic location for future economic and employment growth, particularly in the northern growth corridor. The Plan anticipates the creation of approximately 254,000 new jobs across Greater Adelaide by 2051, with a substantial proportion expected to be located in northern metropolitan areas, including the City of Playford. Industry sectors targeted for growth include advanced manufacturing, clean energy, logistics, health and medical technologies, and defence.

The Plan also projects a major increase in commercial and industrial land demand, with the City of Playford well-placed to accommodate this through existing employment zones and future land supply. Planned infrastructure investments such as road upgrades, freight routes, and utility services will be critical in unlocking new industrial and commercial precincts.

Demographic changes will continue to support economic growth. Playford's young and culturally diverse population presents an emerging workforce, ready to support growing industries. The intersection of strategic planning, population growth, and infrastructure delivery positions the City of Playford as a future hub for innovation, investment, and regional economic leadership.

In summary, the City of Playford is transitioning from its manufacturing legacy to become a dynamic centre for commercial and industrial opportunity. Strategic investment in business-enabling infrastructure, land development, and industry partnerships will be essential to realising the economic potential outlined in the Greater Adelaide Regional Plan.

Review of the 2014 Commercial Rating Strategy

In June 2014, Council adopted the Commercial Rating Strategy to address concerns regarding the commercial rates within the City of Playford. The Strategy was developed in alignment with key principles intended to maintain equity, transparency, and financial sustainability. Specifically, the following guiding principles were applied:

- The rating framework would continue to align with established principles of taxation
- Rates would be set at levels considered fair and equitable for all ratepayers within the municipality
- The long-term financial sustainability of Council would be preserved
- Residential ratepayers would not experience adverse financial impacts as a result of the Strategy.

The primary objective of the Commercial Rating Strategy was to reduce the relative share of rates paid per dollar of property value by the Commercial and Industrial sector from 203% to 135% of the residential rate. This objective aimed to enhance business competitiveness, stimulate investment, and support employment growth.

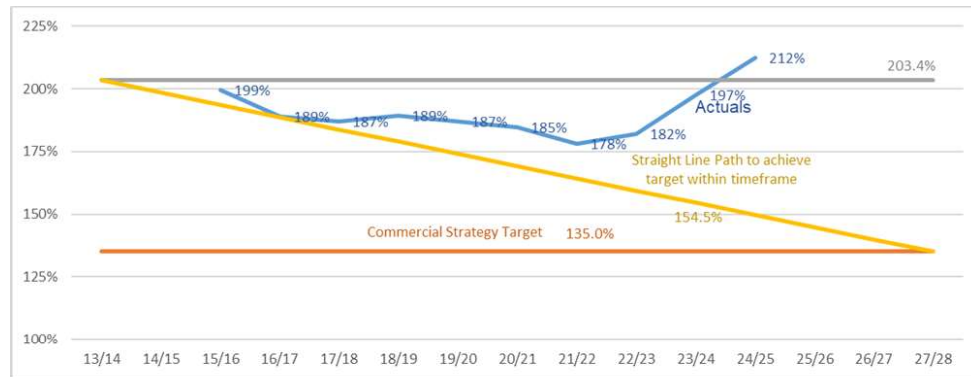
To support the transition, Council committed to quarantining and reinvesting \$5.5 million from new rate revenue generated by expected commercial growth in commercial property investment. It was anticipated that by achieving the targeted growth trajectory, the commercial rate in the dollar could be reduced by approximately 40% over time.

Strategy Performance

After a decade of implementation, the financial outcomes of the Commercial Rating Strategy have been mixed.

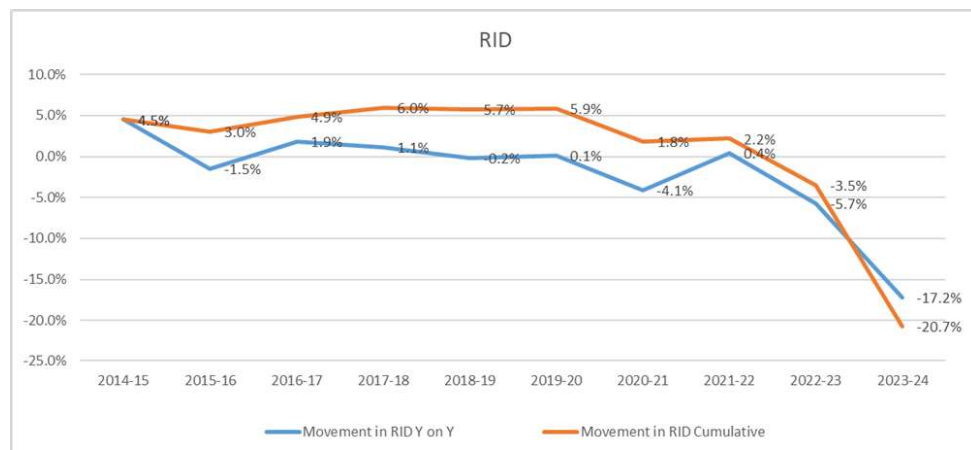
The target to reduce the share of rates paid per dollar of property value by the Commercial and Industrial sector has **not been achieved**. In fact, the ratio has increased over time from 203% at the inception of the Strategy to 212% as of the most recent financial reporting period. This upward trend reflects a divergence from the Strategy's intended equity outcome.

Graph: Trend of rates paid per dollar of property value by the Commercial Sector



The target to reduce the commercial rate in the dollar by 40% has been **partially achieved**. Over the 10-year period, the commercial rate in the dollar has declined by approximately 20.7%. While this represents a material reduction, it falls short of the target established at the outset of the Strategy.

Graph: Trend of rate in the dollar for the Commercial Sector



These outcomes have been influenced by several factors, including differences in valuation growth between commercial and residential properties, upward pressure on total rates, and broader shifts in the local economic and property landscape.

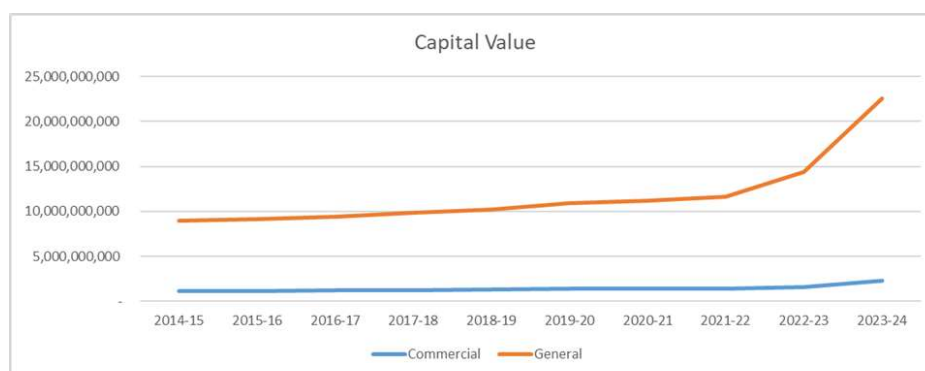
Factors Contributing to the Strategy's Performance

A number of interrelated factors have contributed to the Commercial Rating Strategy not achieving its intended objectives. These influences have affected both the ability to reduce the relative share of commercial and industrial rates and the reduction in the rate in the dollar. It should be noted the Strategy aimed to realise its outcome after 13 years, however, it is evident that this will not be achieved within this timeframe.

Disparities in Property Valuation Growth

One of the primary challenges has been the differential growth rates between residential and commercial property valuations. Over the past decade, residential property values within the City of Playford have increased at a significantly faster rate than commercial and industrial properties. As the rating system is based on capital value, and despite efforts to reduce the rate in the dollar for commercial properties, their relative share of total rates has continued to increase.

Graph: Residential versus Commercial Capital Values



80/20 Split of Rate Revenue

Council has maintained the 80/20 split in rate revenue ensuring the commercial sector continues to contribute no more than approximately 20% of total rate revenue. This has been maintained to follow the key Strategy principle of *Rates would be set at levels considered fair and equitable for all ratepayers within the municipality*. The impact of maintaining this principle is that capital values for residential sector, as explained above, have increased at a rate higher than the commercial sector.

Economic Conditions and Service Provision

The build-up and reinvestment of \$5.5 million from new rate revenue, generated by anticipated growth in commercial property investment, has not occurred consistently each year. This inconsistency is primarily due to the Council's key strategic principle of preserving

long-term financial sustainability. The challenges posed by high inflation coupled with the need to support the delivery of services and infrastructure for a growing community, have contributed to ongoing annual budgetary pressures. These economic conditions have hindered the expected reinvestment whilst maintaining financial sustainability and meeting the demands of a growing population.

Analysis of the Commercial Sector in the City of Playford

JLL were engaged as an independent, nationally recognised commercial property consultancy to undertake an analysis of commercial growth dynamics within the City of Playford. Their analysis offers evidence-based insights into regional economic performance, infrastructure investment, employment trends, and land supply issues. Some of their report has been incorporated into the following sections mainly, key highlights. The full report is included as Appendix 1. In addition to the JLL Report, additional information was obtained from economy.id, an online economics profile to councils across Australia.

With the desired outcome of the 2014 Strategy to improve business competitiveness, attract investment and create employment opportunities, the following discussion follows this structure.

Business Competitiveness

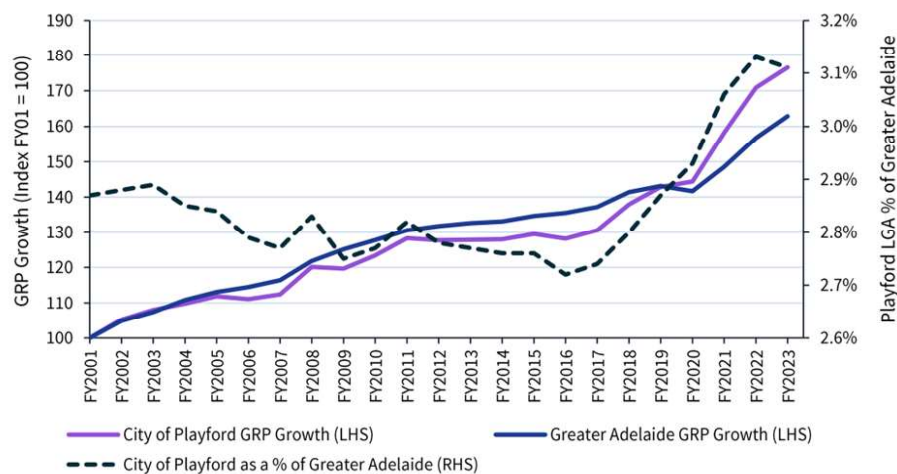
Gross Regional Product Growth

Gross Regional Product (GRP) is a key indicator of the economic performance of a region, reflecting the total value of goods and services produced locally. It provides insight into economic activity, business health, and regional competitiveness.

Over the past two decades, the City of Playford has demonstrated consistent GRP growth, with notable acceleration from financial year 2020 onwards. In the year ending June 2023, Playford's GRP was estimated at \$4.18 billion, reflecting a 3.8% increase from the previous year. Over the past five years, Playford's GRP has increased by approximately 26.5%, which underscores a consistent upward trajectory in the region's economic performance. The expansion is largely attributed to ongoing infrastructure investments, business growth in key sectors like transport and logistics, and increasing residential developments. It is also the one of the fastest growing GRP LGA in SA.

In financial year 2016, Playford's GRP accounted for 3.56% of Greater Adelaide's total output. By financial year 2023, this figure had risen to 4.01%, indicating a rising contribution to the regional economy.

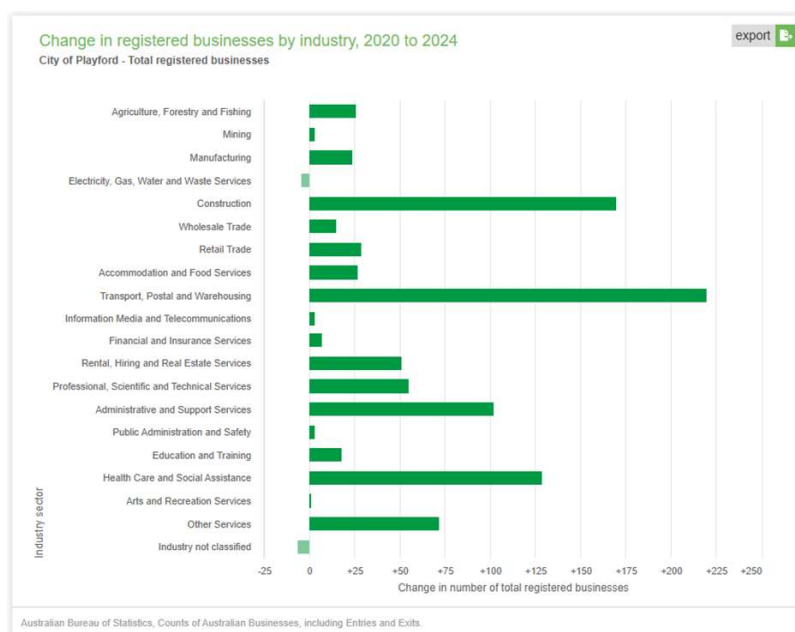
While Playford's GRP has historically lagged behind Greater Adelaide, its more recent trajectory indicates strong momentum, positioning the area as a growing economic node in Adelaide's north.

Figure: City of Playford and Greater Adelaide Gross Regional Product Growth, FY2001-23

Source: economy.id, ABS, JLL

Business Growth

As at 2024, the City of Playford had 4,420 registered businesses which was a net increase of 942 (27.8%) businesses between 2020-2024. The increase was driven by growth in Transport, Construction, and Health Care.

Figure: Change in registered businesses 2020-2024 City of Playford

Employment Land Supply

Land supply levels have an impact on land values, which can influence affordability for businesses more generally.

The 2021 Land Supply Report for Greater Adelaide has identified 1,214 ha* of zoned employment land within Greater Adelaide (879 ha* in the City of Playford). As of 30 June 2020, there were 893 ha of occupied employment land within Greater Adelaide (746* ha of occupied employment land within the City of Playford) and 151 ha of vacant zoned land (133* ha of vacant zoned land in the City of Playford).

This suggests that the City of Playford employment lands have significant amounts of opportunity to provide further business and job growth and will likely be the primary contributor for Greater Adelaide's future employment lands.

**Denotes some land included within other LGA not separately identifiable within the 2021 Land Supply Report.*

As of 2024 in the Outer North region, the Greater Adelaide Regional Plan (GARP) identified 94 ha of land as currently vacant, while there is estimated demand for 956 ha land to 2051, reflecting a gap of -862 ha in available land to 2051.

The projected significant residential growth will see an additional 150,000 sqm of activity centre floor space required by 2051 in Outer North. This demand could be partially met by intensifying existing regional centres.

Over the past five years, the Outer North Region experienced a 10% population growth from 140,000 in 2021 and is facing significant infrastructure challenges due to rapid population growth and requires extensive investment in infrastructure, to bring land to market and meet the increasing demands of the growing population. As highlighted in the GARP, key considerations include:

- Transport improvements
- Addressing increased demand for health services
- Additional education capacity needs
- Water and wastewater infrastructure investments
- Stormwater management planning
- Connecting growth areas with recreational facilities
- Electricity network upgrades to accommodate renewable energy transmission.

For the Outer North Region, the following table provides a comparison and changes across the region from the land supply from the 2021 Land Supply Report to the latest employment land supply 2024.

Table: Outer North Region Employment Land Supply, 2024

	Hectares (ha)			
	2020	2024	Change	% Change
Occupied Land	893	1,235	+342	38.3%
Vacant Land	151	94	-57	-37.7%
Other	170	-*	N/A	N/A
Future Land	1,732	3,295**	+1,563	90.2%
Total	2,946	4,624	+1,678	57.0%

Source: PlanSA, JLL

*Figure not provided

** Identified as Total Future Area in GARP



The Outer North region has the largest reserve of identified future employment land in Greater Adelaide. While the demand for 956 ha of industrial land has been predicted in Outer North, land constraints in the Inner North and Adelaide West regions will further drive demand particularly for freight and logistics, drawn to the availability of land with rail and road infrastructure in Outer North.

Investment Attraction

Infrastructure Investment and Urban Growth Precincts

Strategic infrastructure investment has had a transformative impact on the City of Playford, improving access, connectivity, and liveability—factors that directly influence where businesses choose to locate. Some of the notable infrastructure investments within/benefiting City of Playford include:

North-South Corridor

The Northern Expressway enhances freight and commuter movement across the LGA, encouraging industrial expansion and improving business logistics capacity.

Penfield Intermodal Rail Facility

This key freight terminal improves regional and national connectivity, reinforcing Playford's role in the state's supply chain and supporting the growth of transport and warehousing sectors.

Urban growth precincts, particularly any precincts with specific incentives for jobs or commercial land uses, will be areas where businesses and industry growth will be greatest. Some of the notable precincts within the City of Playford include:

Elizabeth CBD

The redevelopment of Elizabeth into a mixed-use CBD aims to attract investment by creating a centralised hub for diverse activities.

Health Precinct

With a focus on healthcare infrastructure and services, the precinct is intended to meet growing community health needs while generating professional and allied health employment.

Lionsgate Business Park

This modern industrial park provides flexible sites for businesses in logistics, manufacturing, and advanced industries, benefitting from its proximity to key transport links.

Greater Edinburgh Parks

The Greater Edinburgh Parks Precinct is one of the most significant employment and industrial growth areas within the City of Playford and the broader northern Adelaide region. It is located with excellent access to key transport corridors, including the Northern Expressway and major freight routes, the precinct is designed to support large-scale industrial, logistics, and advanced manufacturing activities. It offers substantial parcels of land, state-of-the-art infrastructure, and planning support tailored to attract investment and drive job creation.

Government Policy and Regulatory Environment

Recent rezoning and planning policy changes, particularly in employment lands and infrastructure corridors, demonstrate strong alignment between state and local government

priorities to stimulate economic activity. These regulatory changes aim to unlock critical parcels of industrial and commercial land to address ongoing supply constraints.

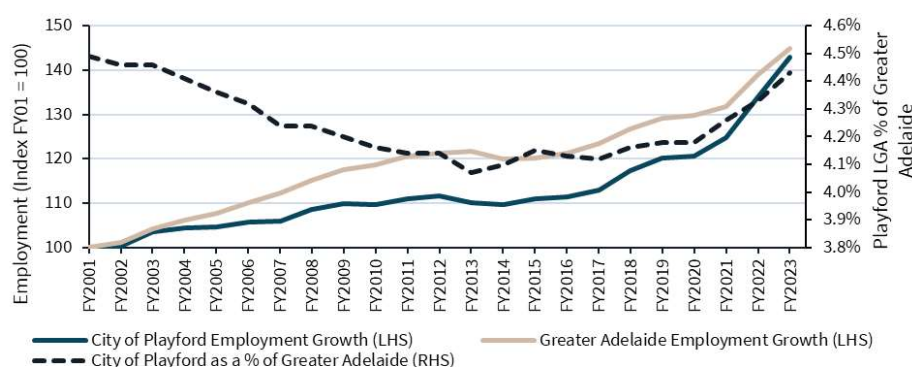
Both the state government and City of Playford have initiatives across key sectors and employment lands including manufacturing, defence, health and agriculture. For further information, refer to page 12 of Appendix 1.

Employment Growth

Employment Growth

As of June 2023, the City of Playford supported approximately 33,900 jobs, accounting for 4.4% of Greater Adelaide's workforce. Employment growth in the City of Playford has outpaced Greater Adelaide averages in the last decade, with a 29.6% increase compared to 19.0% for Greater Adelaide.

Graph: City of Playford and Greater Adelaide Employment Growth, FY2001-23



The largest employment industry within the City of Playford in FY2023 was the Health Care and Social Assistance industry, with 9,330 jobs. This was followed by Retail Trade industry (4,234), and Education and Training industry (3,853).

Employment Self-Sufficiency & Capacity

Self-sufficiency (the share of jobs filled by local residents) and self-containment (residents working locally) have both declined slightly, with increasing numbers commuting to surrounding areas, reflecting a mismatch between residential and employment growth.

Playford continues to have fewer local jobs than workers, with an employment capacity ratio of 0.71 as of 2021, indicating a need for over 12,000 new jobs to achieve balance. This deficit highlights the importance of employment precincts and business investment.

Summary of Key Measures and Influences of Business Growth in the City of Playford

The following table summarises the key measures and influences of business growth within the City of Playford and includes the impact of commercial rates against each factor.

Factor	Description	Do Commercial Rates Influence this Factor?
Economic Performance (GRP)	Reflects the overall strength of the local economy and business confidence.	No – Driven by productivity, investment, and industry mix, not impacted directly by level of rates.
Infrastructure Investment	Enhances transport, logistics, and accessibility, supporting business expansion.	Indirectly – May influence future demand and future rate levels (for future infrastructure provisions by Council), but not current rates.
Urban Growth Precincts	Stimulate targeted development and attract business clusters in priority areas.	Yes – Rates may impact business location decisions within these precincts. Rates are one factor, of many, that businesses consider.
Government Policy & Zoning	Affects land availability, planning certainty, and development.	No – Zoning is primarily determined by state planning policy.
Employment Growth Trends	Indicates the region's capacity to support workforce needs and attract new industries.	No – Employment growth is driven by industry dynamics and population, not current rates.
Employment Land Supply	Availability and cost of suitable land is critical for new business formation and expansion.	Yes – Rates can directly affect the operating costs and business viability. Rates are one factor, of many, that businesses consider.

Observations

The following table outlines current tools already in place within the City of Playford that contribute to increased commercial and industrial investment, as well as employment growth.

Tool	Observation
Incentives for Commercial/Industrial Development	To support key precinct developments, incentives are offered or negotiated to stimulate investment usually associated with an expression of interest in a market approach.
Strategic Land Use Planning	With significant demand for employment lands by 2051, opportunities are initiated and identified to ensure adequate land is available through initiating code amendments.
Advocacy/Promote Sectoral Growth	The Marketing and Communications Strategy and Business and Growth Team strategically promote and advocate investment in key sectors within key precincts e.g. health, defence, CBD, etc.
Invest in Critical Infrastructure	City-wide strategies (i.e. Transport and Stormwater) identify crucial infrastructure that supports and attracts large-scale investment. An updated Transport Strategy is currently in draft.
Rating Policy	Council's Rating Policy statement of intent outlines the aim to have a competitive rating environment for commercial properties by gradually reducing the rate in the dollar for commercial properties. Commercial rate in the dollar has decreased 20.7% over the past 10 years. Continue to manage rates holistically, ensuring fair and equitable treatment between all classes of ratepayers, whilst ensuring financial sustainability.

Conclusion

The review of the 2014 Commercial Rating Strategy reveals that while the intention of reducing the relative burden of commercial rates on businesses has not been fully achieved, the overall economic performance of the City of Playford has been positive. The City of Playford's economic landscape has experienced considerable transformation over the last decade, driven by diversification away from traditional manufacturing and automotive industries to new sectors such as logistics, health services, and advanced manufacturing. As a result, the city's Gross Regional Product (GRP) has grown substantially, positioning the City of Playford as a key growth area in northern Adelaide.

However, challenges remain in terms of achieving the financial objectives outlined in the original rating strategy, particularly the target reductions in the commercial rate in the dollar and the relative share of commercial rates. Factors such as the disparities in property valuation growth and broader shifts in economy have contributed to these mixed outcomes.

Despite these challenges, this discussion paper concludes that current commercial rates are not acting as a significant barrier to business growth in the City of Playford. The City's economic fundamentals such as infrastructure investments, sectoral diversification, and employment growth are driving growth and competitiveness.

City of Playford

2014 Commercial Rating Strategy – Discussion Paper

Appendix 1



Commercial Growth Observations

City of Playford

Report
Prepared for City of Playford Council
April 2025



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1. Introduction

Background & Scope

Introduction

Background

City of Playford Council is looking to investigate the impact of commercial ratings on the growth of businesses and industries, across the Playford LGA. Council is looking to evaluate both the direct financial impacts (i.e., the commercial rates) and indirect barriers (i.e., economic and strategic factors) that may influence businesses' consideration for establishing themselves or expanding their current business within the LGA.

Council sought a study to comprise the following items:

- *Analysis of economic and strategic factors, (e.g. land availability, land zoning, Government Policy, etc.) that may be impeding business and industrial growth and expansion within the City of Playford*
- *Analysis of economic trends and potential indirect factors affecting commercial growth within the City of Playford (e.g. infrastructure, regulatory environment, workforce challenges)*
- *Insight into the future potential of economic trends and other factors affecting commercial growth within the City of Playford (land availability, Government Policy etc.)*
- *Development of a comprehensive report summarising findings, analysis and recommendations (if relevant)*

We note, Council is not seeking comparative analysis to other LGAs/comparable regions, nor is Council seeking a Rating Review to be part of this study.

Scope

Economic Observations & Implications

- **Macro-Economic Factors:** Macro-economic factors generally impact business and industry growth. We've provided broader observations on how these factors can impact

commercial growth for the LGA as an outer Adelaide region.

- **Infrastructure investment:** Infrastructure has an indirect impact on demand levels for employment growth in regions by influencing where businesses, and therefore jobs and industries, may choose to locate. This has considered recent and future infrastructure projects and how this may have implications on historic and future employment/business growth of the LGA.
- **Government Policy & Regulatory Environment:** An overview of the key Government policies and regulatory changes that have potential implications on business and industry growth for the LGA.

Employment Growth & Employment Land Use Trends

- **Employment growth:** Utilising historic employment growth data for the region to make observations on an LGA-wide basis and across industries of employment. Provided forecast employment, including observations on growth industries where available.
- **Trends impacting employment:** Provides commercial property and industry-specific trends that may influence employment land use growth (and in turn business growth) across the LGA now and into the future.

Employment Land Supply & Availability Observations

Land supply levels have an impact on land values, which can influence affordability for businesses more generally. This has required research into employment land supply reports and data to consider land supply and availability observations.

In addition, we have looked at the positive and negative rezoning changes that have occurred for employment land zones over the last few years. The observations look to provide indications on how levels of employment land supply may dictate business and industry growth in areas of Playford LGA.

Key findings

Introduction

The following provides the key findings of the analysis of how Playford's economy, employment and employment land have performed historically, recently and into the future.

Economic Observations & Implications

- Macro-economic factors generally favour business and industry growth in Playford LGA, with strong business, wealth and population growth.
- High unemployment remains a challenge, with **Playford's 9% rate** (4,553 unemployed people) **significantly higher than Greater Adelaide's 4.1% as of September 2024.**
- While Playford LGA's Gross Regional Product has historically lagged behind Greater Adelaide's, it has shown accelerated growth since FY2020, and increasing its share of the region's economy, indicating improved business and individual wealth in recent years.
- Significant infrastructure investments like the North-South Corridor and Penfield Intermodal Rail Facility are enhancing connectivity and supporting economic development.
- The revitalisation of Elizabeth CBD, including the new 6,345 sqm Playford Innovation Hub, and development of the 123 ha Lionsgate Business Park, are creating new opportunities for businesses and jobs.
- Government policies and initiatives are targeting key industries like manufacturing, defence, and agriculture to drive growth in the region.

Employment Growth & Employment Land Use Trends

- Playford LGA has experienced strong employment growth in recent years with **29.6% growth over the last 10 years**, outpacing Greater Adelaide's 19.0%.
- The **Health Care (9,330 jobs), Retail (4,234 jobs), and Education (3,853 jobs)** sectors are the largest employers in the LGA as of FY2023.
- Employment self-sufficiency has decreased slightly from 40.5% in 2011 to 38.8% in 2021, indicating **more worker residents are finding work outside the LGA.**
- In 2024, there were 0.73 jobs for every Playford worker, meaning that **currently over 12,000 jobs are needed to achieve one job for every resident worker.**
- Key trends impacting employment and land uses include the rise of e-commerce, decline of traditional manufacturing and the rise of advanced manufacturing, growth in service-based retail, increasing automation in logistics, and rising ESG considerations.
- The LGA has seen a shift towards advanced manufacturing and growth in health care businesses, nearly doubling from 142 to 271 between 2020-24.

Employment Land Supply & Availability Observations








- Playford LGA contains significant employment land supply, particularly in precincts like **Greater Edinburgh Parks (101 ha) and Edinburgh North (229 ha)** (as of June 2020).
- Total employment land in the Outer North Region has increased from 2,946 ha to 4,143 ha from June 2020 to 2024, representing a 40.6% increase.
- As of 2024, there is a **projected shortfall of 862 ha of employment land to meet demand through 2051**, indicating a need for further land release and intensification of existing areas.
- The region faces infrastructure challenges to support rapid job growth and employment land development, with extensive investment needed in transport, health services, education, water, and energy infrastructure.
- Strong population growth (10% over the past five years) is driving demand for local services and strategically located employment land.
- The Outer North region, including Playford, is projected to **require an additional 150,000 sqm of activity centre floor space by 2051** to support residential growth.

2. Economic Observations & Implications

Macro-Economic Factors

Economic Observations & Implications

Overall, economic indicators favour Playford LGA's business and industry growth, including strong business growth, individual wealth growth and population growth. However, high unemployment suggests a large number of Playford's residents are looking for work.

Economic Indicator			Description	Implications
Inflation 	+2.5% Adelaide Capital City CPI Index	as of Dec 2024 Y-o-Y	Australia's headline Consumer Price Index (CPI) increased 2.4% year-on-year as at December 2024, with Adelaide Capital City CPI Index increasing 2.5% over the same period.	With underlying inflation moderating, this suggests inflationary pressures are easing and moving sustainably towards the midpoint of the 2-3% target range. This implies price growth is moderating but will see improved consumer spending as a result, influencing business growth.
Interest Rates 	4.1% (-25 bps) Australia	as of Feb 2025	Australia's cash rate target has been reduced by 25 basis points to 4.1% after remaining stagnant for 15 months at 4.35%.	Lowered interest rates improve housing affordability and improve household income and therefore improving household spending.
Gross Regional Product 	+3.3% Playford LGA	as of 2022/23 Y-o-Y	The City of Playford's GRP was \$4,182m in financial year 2022/23, increasing 3.3% year-on-year from the previous, in comparison to Greater Adelaide's growth of 2.9% over the same period.	City of Playford's GRP indicates strong growth, albeit lower than the previous two years, and above Greater Adelaide's growth, indicating strong wealth growth for business and individuals.
Unemployment Rate 	9% (+0.6 p.p) Playford LGA	as of Sep 24 Y-o-Y	Unemployment rate of City of Playford increased by 0.4% over the quarter to reach 9% (4,553 unemployed people) as of September 2024. This is lower than Greater Adelaide's unemployment rate at 4.1% as of September 2024.	A high unemployment rate generally negatively impacts businesses, by reducing consumer spending due to a lack of available jobs for workers who may need to look further from where they live, i.e. outside of Playford LGA.
Population Growth 	+3.6% Playford LGA	as of 2022/23 Y-o-Y	City of Playford: 107,069 (3.6% FY22-FY23) Greater Adelaide: 1,446,380 (2.0% FY22-FY23) South Australia: 1,852,284 (1.7% FY22-FY23)	With City of Playford having strong population growth, well above both Greater Adelaide and SA, generally drives demand for local jobs and new business to the area.
Retail Turnover Growth 	+2.2% South Australia	as of Dec 2024 Y-o-Y	South Australia's retail turnover recorded a 2.2% annual growth as at December 2024. This is slightly lower than the Australian annual retail turnover growth at 2.4%	Positive retail turnover growth will generally have a positive impact on retail, albeit noting this is only available on a state basis.
Wages Growth 	+7.0% South Australia	as of Nov 2024 Y-o-Y	South Australia's average weekly earnings recorded 7.0% annual growth in the year to November 2024. In comparison, Australia's wages growth over the same period was 5.5%	With wages growth for South Australia being above Australia's would indicate income growth, improving household wealth, which may indicate increased consumer spending, albeit noting this is state-wide.

Source: JLL, RBA, ABS, National Institute of Economic and Industry Research (NIEIR)

Macro-Economic Factors

Economic Observations & Implications

Historic Gross Regional Product Growth Observations

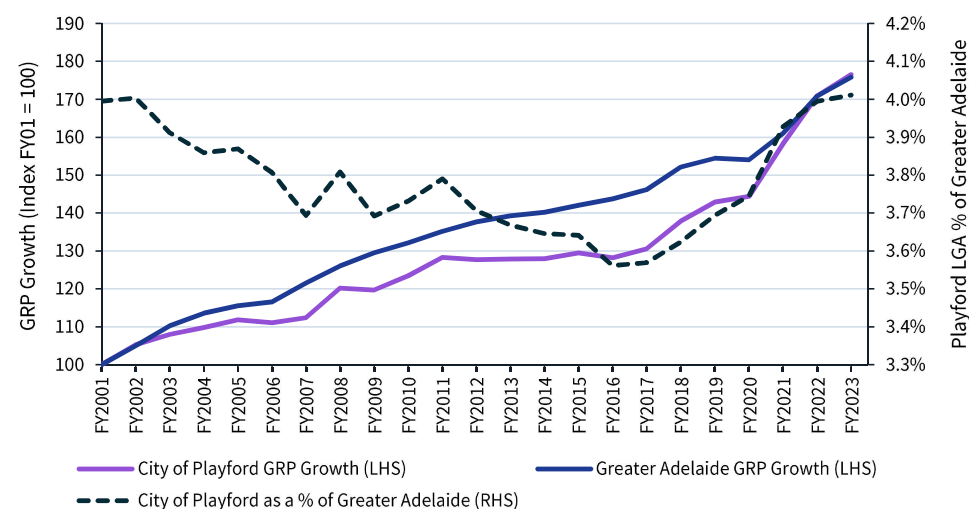
The Gross Regional Product of Playford LGA and Greater Adelaide has experienced an overall upward trend over the past 22 years. Historically, the Greater Adelaide GRP growth has been steadier and higher than Playford LGA over time. Both regions showed accelerated growth from FY2020 onwards, with the growth rate of Playford outpacing Greater Adelaide's.

Playford LGA's GRP as a percentage of Greater Adelaide's has risen since FY2016 when it was 3.56%, with the most recent data being from FY2023, indicating Playford LGA's GRP at 4.01% of Greater Adelaide's. This makes Playford LGA one of the fastest growing regions of Greater Adelaide.

The impact of stronger GRP growth of Playford generally implies business growth and individual wealth growth. However, the general tracking of Playford over time has been slightly below Greater Adelaide's over the longer term, with GRP tracking lower up until FY2023, suggesting stronger business wealth and individual wealth recently.

From FY2019 to FY2023, Playford's GRP growth is largely attributed to Health Care and Social Assistance industry producing \$180 million of value-add, generating \$780 million in FY2023. This is a 30% increase for Playford compared to Greater Adelaide's 21% increase over the five years. Another significant value-add was by the Construction industry in Playford, generating a \$176 million increase in the five years to FY2023, and equivalent to a 74% increase in comparison to Greater Adelaide's -2% decrease.

Figure: City of Playford and Greater Adelaide Gross Regional Product Growth, FY2001-23







Source: economy.id, ABS, JLL

Infrastructure Investments & Urban Growth Precincts

Economic Observations & Implications

The South Australian Government and local authorities have invested significantly in infrastructure development that has impacts on Playford LGA and its surrounding areas. Infrastructure has an indirect impact on demand levels for employment growth in regions by influencing where businesses, and therefore jobs and industries, may choose to locate. The infrastructure investments and urban growth precincts within Playford LGA enhance the area's overall liveability and attractiveness. These further support property values and rental demand, providing investors with a solid foundation for long-term growth and appreciation.

Table: Infrastructure Investments

Major Infrastructure Projects	
 <p>Adelaide's North South Corridor</p> <ul style="list-style-type: none"> Covering 78 kilometres, running between Gawler and Old Noarlunga, the dedicated non-stop North South Corridor for Greater Adelaide. The current and final stage is Torrens to Darlington (T2D), which supports 5,500 jobs and is jointly funded by the Federal and State Governments for \$15.4 billion and expected to be opened in 2031. The Northern Expressway runs across City of Playford and has been operational since 2010 with a project cost of \$564 million. This section of the project has the greatest influence on industry and business growth for the LGA, enabling greater freight vehicle and resident movements to get to jobs and businesses across the LGA. The \$867 million Northern Connector is a six-lane 15.5 kilometre motorway completed in 2010, connecting City of Playford for up to 10 minutes closer to Adelaide CBD, key employment precincts, and infrastructure including Adelaide airport, Outer Harbor and Kilburn railway freight terminal. 	 <p>Penfield Intermodal Rail Facility</p> <ul style="list-style-type: none"> The intermodal freight terminal set on 92 hectares of land on the Adelaide-Port Augusta railway line is operated by SCT Logistics. It is a major rail hub intersecting Perth, Adelaide and Parkes rail services with warehouses and major distribution centres. The intermodal hub's \$150 million expansion in 2015 caters for increased state import and export freight movements, with daily rail shuttles from Penfield to the Port of Adelaide. The site acts as a centre for freight consolidation and distribution, making it an attractive location for organisations as an anchor point into northern Adelaide, the surrounding region, the interstate rail network and with direct access to Port Adelaide. Specifically, this improves overall export and import movements for Playford LGA, along with job creation in the Transport, Postal and Warehousing industry.
 <p>Gawler East Link Road Project</p> <ul style="list-style-type: none"> Opened in October 2020, a new 5.5-kilometre road that provides direct access to Main North Road, bypassing Gawler Town Centre, which reduces travel times and congestion. Project costs totalled ~\$60 million and created approximately 110 local construction jobs. Whilst not within Playford LGA itself, the project has flow-on benefits to Playford through improving connectivity and travel times for workers who live outside of the LGA. 	 <p>Gawler Rail Electrification Project</p> <ul style="list-style-type: none"> Completed in late 2023, involving electrification works, replacement of signalling and fencing of the rail corridor, which covers 42 kilometres of the Gawler Rail Line. The works commenced in 2018, supporting on average 675 FTEs per year over the life of the project and were jointly funded by the State and Federal Governments (\$842 million). Not within Playford LGA itself; however, seen to have improved travel for Playford LGA workers living outside the LGA, giving enhanced accessibility to jobs.

Source: Town of Gawler, Government of South Australia | Department for Infrastructure and Transport, Department of Finance

Infrastructure Investments & Urban Growth Precincts

Economic Observations & Implications

Urban growth precincts, particularly any precincts with specific incentives for jobs or commercial land uses, will be areas where business and industry growth will be greatest.

Table: Urban Growth Precincts

Playford Growth Precincts

Elizabeth CBD



- The revitalisation of Elizabeth CBD into a thriving retail, business and entertainment precinct to foster the growing community, with new developments enhancing the offerings and activities for residents and visitors.
- The Elizabeth CBD is home to the largest shopping centre in northern Adelaide. Over 7 million guests from a catchment of 234,000 people (and growing) visit the city centre each year.
- Investment commenced in 2017, including the redevelopment of Prince George Plaza, new multi-deck carpark, and infrastructure improvements. Developer Pelligra Group will be delivering a sports entertainment venue and a commercial office and innovation hub to the precinct.
- The new 'Playford Innovation Hub' will provide circa 6,345 sqm of A-Grade office space and 468 sqm of ground floor office / retail space.

Lionsgate Business Park



- A 123 ha manufacturing site, formerly home to Holden until 2017, has been transformed into a \$250 million development with an expansive multi-purpose business precinct by Pelligra Group, now housing high tech manufacturers including German battery giant Sonnen, Genis Steel and Levett Engineering.
- The on-site rooftop solar and an ancillary battery storage facility in Lionsgate offer tenants discounted electricity rates.
- The business park is currently offering up to 30,000 sqm of floor space, consisting of office / warehouse and hardstand options.

Source: Town of Gawler, Government of South Australia | Department for Infrastructure and Transport, Department of Finance

Figure: Playford Innovation Hub



Source: City of Playford

Figure: Lionsgate Business Park



Source: realcommercial.com.au

Government Policy & Regulatory Environment

Economic Observations & Implications

There are various Government policies and regulations that have potential implications on business and industry growth for the LGA. We've focused on the key focus areas most relevant to Playford in providing observations on the key initiatives by State Government and relevancy within City of Playford Council.

	State Government Initiatives	Playford Council Initiatives
 Manufacturing	Manufacturing Growth Accelerator: In 2022, the South Australian Government committed to providing \$4 million for a new manufacturing growth accelerator at Flinders University's Factory of the Future, in addition to \$10 million by the Federal Government, to strengthen local manufacturing sector. The initiative aims to connect the industry in particular the SMEs with enabling technologies, research capabilities, and training to modernise and transform manufacturing.	Manufacturing: As Adelaide's traditional manufacturing heartland, Playford is home to Adelaide's imminent industrial precinct Lionsgate Business Park and Edinburg Defence Precinct, one of Australia's only two super bases. The proximity between both allows for business expansions and growth particularly in the defence manufacturing industry.
 Defence	Defence industry: The State Budget 2024-25 has allocated \$6.8 million over four years for the growth of the industry. It aims to increase Defence SA presence at major exhibitions locally and overseas, in the United States and United Kingdom, to increase brand awareness and industry promotion in AUKUS projects.	P-8A Poseidon Deep Maintenance Facility: A new \$160 million P-8A Poseidon maintenance facility on the northern perimeter of RAAF Base Edinburgh will be developed in a partnership between Boeing Defence Australia and Australian Department of Defence.
 Employment Lands	Greater Adelaide Regional Plan: The Greater Adelaide Regional Plan maps the 30-year planning vision for Greater Adelaide to 2051 and beyond, identifying and guiding future urban growth. Significant opportunity for economic growth is identified, through capitalising global green transition, construction of AUKUS nuclear-powered submarines, production and export of premium produce, and renewables industry. Approx. 4,900 ha of employment land is expected to be in demand to 2051, to support the projected population growth and economy. One target (3.2) identified for employment land supply is to maintain a 15-year rolling supply of employment land.	Unlocking Industrial Land in Northern Adelaide Key To State's Economic Future: City of Playford has identified key industrial and employment land that requires state government's investment to be unlocked to accommodate for future sector growth. The State is experiencing critical shortage of development-ready employment and industrial land. The release of industrial land in Northern Adelaide is critical for the future employment prospects of local communities supporting the economic growth.
 Health & Medical	Lyell McEwin Hospital Upgrades: SA Health is investing 80 new beds in 2025 including 20 new acute beds and 12 acute surgical unit beds, as well as 23 additional treatment spaces in the emergency department.	Playford Health and Wellbeing Precinct: With Lyell McEwin Hospital as the centrepiece in the development of the health precinct, the new Older Person's Emergency Review and Assessment (OPERA) clinic aims to ease demand at the hospital's Emergency Department, focusing on treating patients aged over 65.
 Agriculture	Net Zero Agriculture: SA Budget 2024-25 committed \$24.4 million over five years to reduce agricultural emissions, develop and deliver innovation, on-farm solutions and to support the upskilling of the agricultural sector to reduce emissions through low emission intensity farming systems.	Agriculture and Horticulture: Northern Adelaide Plains is Southern Hemisphere's largest undercover cropping region with over 1,000 ha of greenhouse production and is expanding by 100 ha per year. City of Playford is currently investing in significant upgrade to Virginia Horticulture Centre on the main street, including entry statement, streetscape and intersection improvements.

3. Employment Growth & Employment Land Use Trends

Employment growth

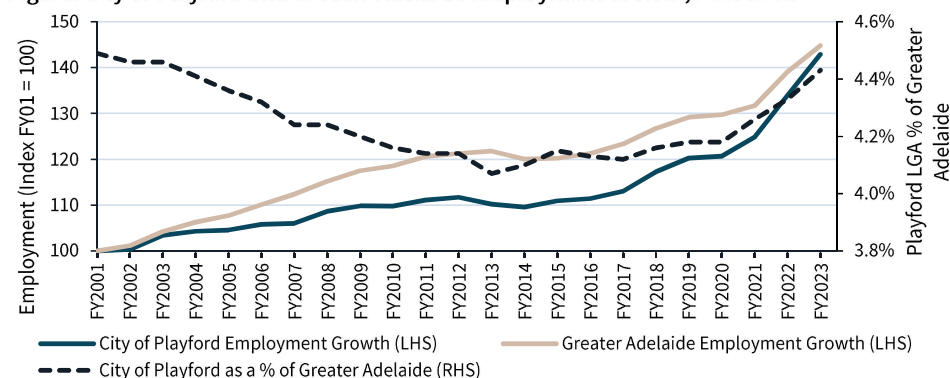
Employment Growth & Employment Land Use Trends

Historic Employment Growth Observations

Over the past 22 years, employment growth has experienced significant fluctuation in both Playford LGA and Greater Adelaide. As of year ending 30 June 2023, there are ~33,900 jobs within Playford LGA, representing 4.4% of the total jobs of Greater Adelaide. As per the graph below, employment growth has improved since FY2013 when Playford LGA represented 4.1% of Greater Adelaide's total jobs. Over the total period from FY01 to FY23, Playford LGA has experienced 42.9% total employment growth, in comparison to Greater Adelaide's 44.8%. However, in the last 10 years, Playford LGA's total employment growth of 29.6% has outpaced Greater Adelaide's at 19.0%.

This large growth in employment over the last 10 years has been backed by Playford LGA's significant growth in population, with the estimated resident population (ERP) increasing from 87,380 in 2014 to 111,135 in 2024, representing a percentage increase of 27.2% (ABS). Greater Adelaide's ERP growth totalled 12.8% from FY2014 to FY2024.

Figure: City of Playford and Greater Adelaide Employment Growth, FY2001-23



Source: economy.id, ABS, JLL

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The largest employment industry within Playford in FY2023 was the Health Care and Social Assistance industry, with 9,330 jobs. This was followed by Retail Trade industry (4,234), and Education and Training industry (3,853). Greatest employment increase was experienced in Health Care and Social Assistance industry (+748), Agriculture, Forestry and Fishing industry (+488), and Accommodation and Food Services industry (+339).

Employment Self-sufficiency & Self-containment Observations

The Playford LGA in 2021 had a total of 28,196 local workers in the area, within which 38.8% of employment was self-sufficient, where the local workers were residents. The other residents of Playford largely work in the immediate surrounding LGAs such as Salisbury (19.2%), and Tea Tree Gully (9.1%). Employment self-sufficiency was 39.3% in 2016, and 40.5% in 2011, indicating a decrease of sufficient local jobs to employ all working residents.

Conversely, there were 39,614 employed residents of Playford LGA in 2021, where 27.6% were employed locally. It had decreased from 29.2% in 2016, signalling lowering employment self-containment and increasing number of residents finding employment outside of the LGA. The period between 2011 to 2016 experienced a 0.5% increase in self-containment.

Table: City of Playford Employment Self-sufficiency & Self-containment, 2011-2021

	2011	2016	2021
Employment self-sufficiency			
Total local workers	21,656	24,247	28,196
Local workers living in the region	8,773	9,531	10,935
% Local workers living in the region	40.5%	39.3%	38.8%
Employment self-containment			
Total resident workers	30,595	32,660	39,614
Resident workers employed in the region	8,773	9,531	10,935
% Resident workers employed in the region	28.7%	29.2%	27.6%

Source: ABS, JLL



Employment growth

Employment Growth & Employment Land Use Trends

Employment Capacity

There are consistently insufficient jobs available in Playford LGA for the employed residents, as indicated in the total employment capacity in 2011 (0.71), 2016 (0.74), and 2021 (0.71). A ratio less than 1 means there are fewer jobs than workers, suggesting some residents are required to commute outside the area for work.

Throughout the period, there were only 3 industries that provided more jobs than residents employed in the industry: Agriculture, Forestry and Fishing, Education and Training, and Health Care and Social Assistance. In contrast, the lowest ratio was found in Financial and Insurance Services, remaining below 0.30 over the years.

Implications

- A greater number of jobs are needed in the industries where the job to resident workers ratio is lowest, so as to ensure residents can stay within the LGA for work. This includes typical white collar employment industries (e.g., Financial and Insurance Services), which require greater office land uses to support business and job creation.
- Noting the larger industries of employment, such as Construction and Retail Trade, some explanation can be made on the nature of these industries for why they may have more resident workers than local jobs:
 - The construction industry is 'fluid' due to workers' mobility between project sites. While construction companies' main offices don't need to be near current worksites, they serve as the administrative hub and official registration point for workers, thus this may not reflect an accurate quantum of industry jobs for the LGA.
 - While retail industry growth typically follows population growth, Playford LGA's retail job opportunities may not have kept pace with its strong population increase. As a result, many residents likely seek retail employment in surrounding areas with more developed retail sectors, indicating potential for future retail job growth within

Playford LGA itself. We note, employment in retail has increased ~10% in five years (2016-21), suggesting a large number of retail jobs in Playford have been created, albeit has been outpaced by the increase of resident workers in the same period.

- Less job creation would be needed for where there is a higher jobs to worker ratio, such as Agriculture, Education and Health Care, as these industries require worker residents outside of the LGA to support the businesses.

Table: City of Playford Employment Capacity

	2011			2016			2021		
	No. Local Jobs	No. resident workers	Jobs to Workers Ratio	No. Local Jobs	No. resident workers	Jobs to Workers Ratio	No. Local Jobs	No. resident workers	Jobs to Workers Ratio
Agriculture, Forestry and Fishing	964	635	1.52	1,456	840	1.73	1,961	1,090	1.80
Mining	112	183	0.61	76	199	0.38	91	313	0.29
Manufacturing	4,438	5,235	0.85	2,697	3,755	0.72	1,572	3,935	0.40
Electricity, Gas, Water and Waste Services	198	369	0.54	212	425	0.50	191	569	0.34
Construction	1,019	2,477	0.41	1,083	2,770	0.39	1,490	3,697	0.40
Wholesale Trade	542	1,271	0.43	367	1,047	0.35	543	1,250	0.43
Retail Trade	3,213	4,018	0.80	3,372	4,283	0.79	3,717	4,804	0.77
Accommodation and Food Services	1,139	1,650	0.69	1,420	1,936	0.73	1,632	2,152	0.76
Transport, Postal and Warehousing	559	1,892	0.30	820	2,061	0.40	1,049	2,450	0.43
Information Media and Telecommunications	93	319	0.29	85	307	0.28	104	244	0.43
Financial and Insurance Services	169	604	0.28	169	555	0.30	164	677	0.24
Rental, Hiring and Real Estate Services	187	264	0.71	218	307	0.71	160	333	0.48
Professional, Scientific and Technical Services	298	786	0.38	399	925	0.43	414	1,123	0.37
Administrative and Support Services	620	1,384	0.45	872	1,500	0.58	1,028	1,999	0.51
Public Administration and Safety	1,092	2,310	0.47	1,365	2,534	0.54	1,452	2,700	0.54
Education and Training	1,997	1,474	1.35	2,592	1,850	1.40	3,371	2,451	1.38
Health Care and Social Assistance	4,260	3,599	1.18	5,366	4,372	1.23	7,231	6,038	1.20
Arts and Recreation Services	134	273	0.49	182	290	0.63	212	351	0.60
Other Services	493	1,126	0.44	627	1,273	0.49	830	1,617	0.51
Industry not classified	129	726	0.18	869	1,431	0.61	984	1,821	0.54
Total	21,656	30,595	0.71	24,247	32,660	0.74	28,196	39,614	0.71

Source: ABS, JLL



Employment growth

Employment Growth & Employment Land Use Trends

Business Trends

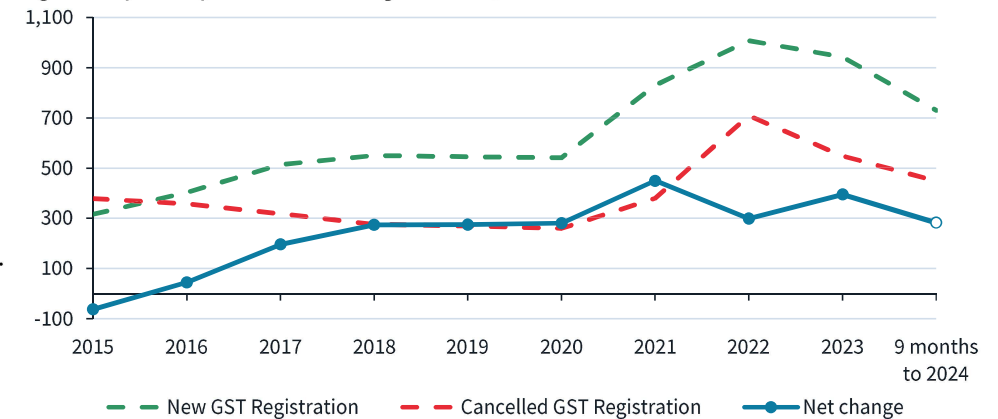
As at Q3 2024, Playford LGA recorded a total net increase of 282 GST registered businesses. There were 730 new GST registrations and 448 GST cancellations 9 months into the year. The industries with the greatest growth in the 9 months to Q3 2024 were Transport, Postal and Warehousing (+97), Construction (+78), and Health Care and Social Assistance (+33), while the greatest decrease was observed in Wholesale Trade (-8).

Over the past 9 years from 2015, the only negative growth was recorded in 2015 (-63), whereas the highest growth of GST registered businesses was in 2021 with 450 net increase. In the following year, the highest record of new GST registrations and cancellations both occurred in the same year in 2022.

Since 2015, the Transport, Postal and Warehousing industry remained the highest growing industry, with a record net increase of 119 new businesses in 2022. Mining and Public Administration and Safety both totalled a net decrease of 1 business over the same 9-year period.

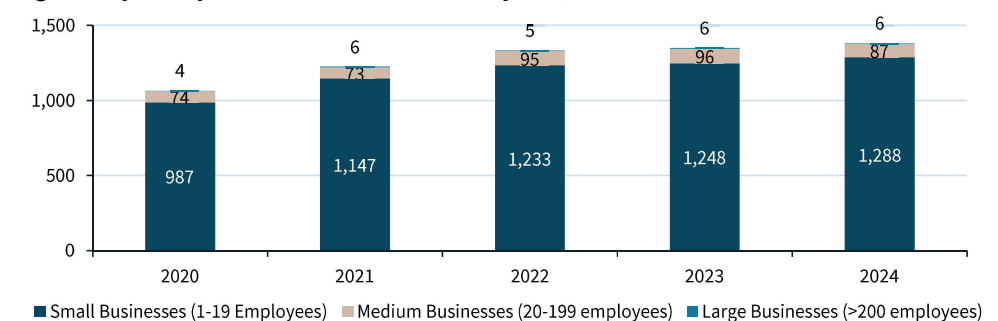
The registered businesses in Playford LGA totalled 4,420 in 2024, an increase of 30% from 2020 (including non-employing businesses). Playford is predominantly made up of small businesses of 1 to 19 employees, which has increased from 987 to 1,288 businesses over the last 5 years. Only 6 businesses are considered large businesses which employ over 200 employees. Note that registered non-employing businesses have been excluded from the graph to the right as it may include sole traders and registered ABNs which are part of larger enterprises.

Figure: City of Playford Business Registrations, 2015 – Q3 2024



Source: .id community, ABS, JLL

Figure: City of Playford Number of Businesses by Size, 2020 – 2024



Source: .id community, ABS, JLL

Employment growth

Employment Growth & Employment Land Use Trends

Due to a lack of employment forecasts for Playford LGA itself, JLL have utilised Greater Adelaide's forecast employment growth to make observations and the forecast for any specific industries of employment of significance for Playford LGA.

Greater Adelaide Employment Forecast

Employment growth in South Australia is expected to moderate over the next few years, with the 2024-25 State Budget forecasting employment to grow by 0.5% in 2024-25 followed by subdued growth in the following years.

According to Jobs and Skills Australia, the employment for South Australia 5 years from May 2024 to May 2029 would grow by 3.7% (CAGR 0.7%), while a 9.5% growth (CAGR 0.9%) is projected 10 years to May 2034.

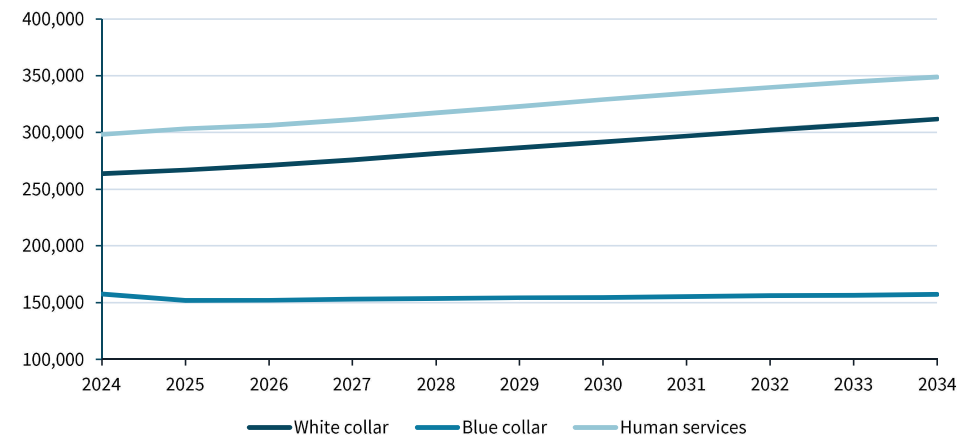
As of February 2025, DAE forecast Greater Adelaide's workforce to grow by 0.4% (2,766 workers) in 2025 with an improvement to 1.0% (6,862 workers) in 2026. A total growth of 6.2% (CAGR 1.2%) is projected from 2024 to 2029, and a 13.7% (CAGR 1.3%) employment growth in the 10-year period to 2034. We have focused on the growth industries identified by Playford LGA:

- **Health Care and Social Assistance** – Forecasted growth over 16,000 workers (total growth 11.8%, CAGR 2.2%) in the next 5 years, and ~31,000 workers (total growth 22.0%, CAGR 2.0%) over the next 10 years across Greater Adelaide.
- **Education and Training** – Nearly 5,000 workers increase (total growth 8.1%, CAGR 1.6%) in the next 5 years, and ~10,000 workers (total growth 16.3%, CAGR 1.5%) over 10 years.
- **Defence (Public Administration and Safety)** – An increase of over 4,000 (8.3%, CAGR 1.6%) forecasted to 2029, and over 7,500 additional workers (14.4%, CAGR 1.4%) to 2034.
- **Retail Trade** – A total growth of 2.1% (CAGR 0.4%) expected in 5 years to 2029, and 6.5% growth (CAGR 0.6%) expected in 10 years to 2034.

- **Manufacturing** – No growth is forecasted in the next 5 years, while a small increase of ~2.3k workers (total growth 4.3%, CAGR 0.4%) is forecasted in the next 10 years.
- **Agriculture** – A decrease of ~600 workers (-8.0%, CAGR -1.7%) over 5 years to 2029, and ~450 workers decrease (-6.2%, CAGR -0.6%) over 10 years to 2034.

City of Playford has identified that in 2024, there were 0.73 jobs for every Playford worker meaning that currently over 12,000 jobs are needed to achieve one job for every resident worker and over 6,000 additional jobs are needed by 2046.¹

Table: Greater Adelaide – Forecast 10 years growth by employment type, 2024-2034



Source: DAE, JLL

1. Unlocking industrial land in northern Adelaide key to state's economic future - City of Playford

Trends impacting employment / employment land uses

Employment Growth & Employment Land Use Trends

For this section, JLL have had close regard to the key trends that we consider as most relevant to Playford's existing and future employment and land uses, and how these trends may impact Playford specifically.

Return to office & changing occupier preferences

Work from home ('WFH') levels have reduced demand for office floor space requirements by businesses and industries since the onset of the pandemic. The impact of work from home has hit hardest in metropolitan office markets as occupiers reconsidered office spaces that became underutilised over the pandemic period. Occupiers looked to either reduce the amount of leased space, sublease space they didn't need, or consolidate operations to their major office locations.

A large number of businesses are mandating a return to the office for employees. Public sector employees in South Australia have the ability to request flexibility in work patterns, although it is 'encouraged' that workers return to their office environments. Adelaide's office occupancy is one of the highest in the country at 83% as of December 2024 (after Brisbane at 88% and Perth at 90%), albeit was less impacted initially than other CBDs such as Sydney and Melbourne, by the work from home patterns.

The Adelaide CBD office market, as tracked by JLL, showed recovery in office vacancy levels by the end of 2024, tracking at 15.6%, after vacancy was at 18.0% a year earlier in Q4 2023.

Organisations now prioritise collaboration as the primary purpose of their office space. Occupiers will want their offices to be located in central places to enable collaboration and connection for staff. Overall, these factors will impact the demand for physical office space and occupier location decisions.

Observations for Playford LGA:

- Despite the above noted impacts on non-CBD office markets, there has historically been minimal office land uses currently in the LGA. However, this may impact on the new A-Grade office development of 'Playford Innovation Hub' in Elizabeth CBD as it is both the newest and will be the largest office building in the LGA, supplying over 6,000 sqm of office floor space.
- Across Playford LGA, office supply has generally been single/double storey product for ancillary uses to other commercial/retail businesses. There is a lack of supply for investment grade/multi-storey office buildings.
- In 2022/23, Playford LGA's white-collar industries* employment represented only 12% of the total workforce. It experienced slow growth not exceeding 50 additional workers each year, and total growth of ~350 workers since 2018/19.
- Playford LGA employment growth prior to COVID-19 tended to fluctuate around ~3% p.a. or less, with the highest in FY2018 at 3.75% and lowest in FY2013 at -1.31%. Post COVID-19, employment growth reached a 20-year historic high at 7.27% in FY2022. It remained high at 6.68% in FY2023.

1. <https://www.afr.com/property/commercial/the-return-to-office-gathers-pace-except-in-melbourne-20250219-p5ldce#:~:text=More%20office%20workers%20are%20spending,levels%2C%20according%20to%20industry%20data.>
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*Note: White collar typical industries mentioned are inclusive of Information Media and Telecommunications, Financial and Insurance Services, Rental Hiring and Real Estate Services, Professional Scientific and Technical Services, Administrative and Support Services, and Public Administration and Safety

Trends impacting employment / employment land uses

Employment Growth & Employment Land Use Trends

E-Commerce

mpacting industrial and retail employment land uses, the rise in e-commerce has continued to grow in Australia. Over the last 10 years, online sales in Australia have grown considerably in both quantum and as a proportion of total retail sales.

Over the 12 months to January 2015, online sales totalled \$16.6 billion, representing 6.9% of total retail sales. Over the 12 months to January 2025, online sales totalled \$60.5 billion, accounting for 13.9% of total retail sales.

This growth has underpinned demand for industrial floorspace, particularly warehousing, and is expected to continue to do so. Going forward, it is expected that the e-commerce penetration rate will continue to grow, but at a marginal rate, as JLL Research has observed consumers shifting their spending back toward brick-and-mortar stores.



The pandemic exposed more people to the online shopping experience, which in the future could potentially add to the existing pool of shoppers as preferences change. It is clear that lockdowns accelerated the upward trend of e-commerce.

Initially, the growth in e-commerce was described as a threat to traditional 'bricks-and-mortar' retail; this view is now changing. They no longer compete but complement. This has in part been a result of the growth in retailers' adoption of omni-channel strategies. The significance of omni-channel operations has never been more important, with the integration of both online and offline behaviours vital for retailer success.

Existing retail facilities in well-located population hubs can meet the needs of these networks quite well. While this could also be serviced from the development of well-located industrial properties, some challenges exist.

There has been a significant increase in industrial land values in recent years. In addition, the recent growth in building prices only exacerbates this challenge, with total growth between March 2020 and March 2025 at 36.5% in Adelaide (RLB TPI % Change).

Observations for Playford LGA:

- Playford LGA's Transport, Postal and Warehousing industry has seen strong growth in employment over 5 years, from 1,133 in FY19 to 1,318 in FY23. The retail trade industry recorded 4,234 jobs in FY23 and has the second-highest number of employees in Playford LGA. Growth of these industries is expected to continue as the rise in e-commerce progresses.
- JLL tracked the land values in Edinburgh as at Q4 2024 for industrial land is \$285/sqm, growing significantly in the past 5 years from \$65/sqm. This reflects the growing demand for Northern Adelaide's industrial land, noting Edinburgh is to the immediate south of Playford LGA.
- Particular logistics hubs in the LGA which will benefit from the rise in e-commerce are Edinburgh North and Greater Edinburgh Parks, with key projects of:
 - **Edinburgh North** – The Drakes Distribution Centre at Edinburgh North spans 51,000 sqm with a further 53,000 sqm of hard stand for truck movements. The vertically integrated facility holds \$60 million in stock, with 23,000 separate grocery product lines and 54,000 dry grocery pallet spots. The efficiency is enhanced by a \$12 million robotics system. Noting that, while the facility itself will likely have a low number of workers given the automated processing of products.
 - **Greater Edinburgh Parks** – The Treasury Wine Estate Intermodal Facility is a purpose-built temperature-controlled and ambient distribution facility of ~11 ha with more development land. With immediate access through SCT Penfield Rail Freight Centre, the rail freight line provides access to Port Adelaide, Melbourne, Perth and Darwin.



Trends impacting employment / employment land uses

Employment Growth & Employment Land Use Trends

Decline of traditional manufacturing and growth of advanced manufacturing

Manufacturing is undergoing a transformation across the industrialised world. As the sector is changing, manufacturing businesses that use new technology or advanced business models are increasingly being termed 'advanced manufacturers'. The definition relates to the sophistication of a business's process rather than the products it makes.

Manufacturing is South Australia's largest sector, accounting for ~17% of the state's total output by revenue. However, consistent with the rest of Australia, domestic manufacturing in South Australia has contracted, with industry Gross Value Added (GVA) dropping from 9.7% in 2011-12 to 6.3% in 2021-22.

Advanced manufacturing in Australia has grown as a result of government initiatives (e.g., Future Made in Australia Plan and the Industry Growth Program), industry collaboration, and the adoption of Industry 4.0 technologies (e.g., robotics, AI, and IoT). The SA Government has a number of support programs associated with manufacturing, including the Economic Recovery Fund, Manufacturing Growth Accelerator, and SiGREEN Pilot Program, all providing assistance to manufacturing businesses and supporting growth.

Observations for Playford LGA:

- Manufacturing represents 4.3% of all total businesses in Playford LGA in 2024, compared to 4% in South Australia. Within Playford it has grown by 24 new businesses despite comprising less of all total registered businesses than in 2020 (4.8%). Employment in manufacturing has declined by 662 workers, representing 8.7% of Playford's jobs in FY19 and dropping to 5.3% in FY23.
- The loss of the Holden plant in Elizabeth in 2017 is viewed as a recent contributor to the decline of manufacturing jobs in the LGA, decreasing by 42% to 1,572 workers from 2016 to 2021. This is further represented by the low jobs-to-workers ratio at 0.4 in 2021 from 0.7 in 2016.

Growing demand in retail underpinned by service-based occupiers

The increasing popularity of e-commerce, rapidly advancing technology and shifting consumer patterns is resulting in a need to re-think and re-format traditional retail offerings. This has led to an increase in provision of food, beverage, health and entertainment (F, B & E) in shopping centres. The strong consumer trend towards dining out supports the need for revitalised and expanded dining precincts in shopping centres, while the social aspect of retail has become more important.

Owners and managers of shopping centres have been gradually re-weighting the specialty tenant mix in line with evolving consumer behaviours over the past decade. For instance, the floorspace occupied by retail services in sub-regional centres has almost doubled from 10% in 2009 to 18% in 2024 (Urbis Shopping Centre Benchmarks).

The demand being driven by these non-traditional occupiers will continue as these industries experience significant employment growth going forward. Over the next ten years DAE expects that across Australia, the fastest employment growth will be experienced across the Professional, Scientific and Technical Services; Health Care and Social Assistance and Accommodation and Food Services industries.

Observations for Playford LGA:

- Elizabeth City Centre, a major regional centre with a Total Retail Area of 68,476 sqm (GLAR), is considered the leading destination for dining and leisure in Adelaide's northern suburbs. In addition, the recent redevelopment of Prince George Plaza nearby has further enhanced Elizabeth's CBD service-based retail offerings, providing activities, events and cultural experiences for Playford LGA.
- The number of businesses in the health care and social assistance industry in Playford LGA almost doubled in 2020-2024, increasing from 142 to 271 businesses. It is also the largest employment industry for the LGA as of the 2021 Census.

Trends impacting employment / employment land uses

Employment Growth & Employment Land Use Trends

Automation & Smart Logistics

The rise in robotics and automation is providing for fully autonomous, lights-out warehousing and distributing facilities, also known as “dark sheds”. This has been a result of consumers rising demand and needs for speed of delivery, but also the organisations of these warehouses wanting to have a complete omni-channel strategy that will improve profitability.

Leading the rise in autonomous facilities in Australia is the grocery giants of Coles and Woolworths, leading the revolutionary charge by harnessing robotic technology and AI across their supply chains. The use of robots and autonomous drones inspecting inventory allow for high volumes and a variety of products to drive efficiencies that can continue running 24/7, leading to faster dispatch times and accuracy in order fulfilment.

The next evolution of this is what’s being referred to as “grey stores”, which act as part walk-in retail, part distribution hubs. The further progression of the omni-channel mix is prohibited by constrained industrial land supply, infrastructure and connectivity.

Observations for Playford LGA:

- Intelligent logistics facilities reduces jobs within facilities, despite taking up a large amount of ‘employment’ land area.
 - Drakes Supermarket’s 51,000 sqm distribution centre with a \$12m robotics system has little requirement for processing jobs within the facility itself as a result, but creates jobs for logistics through the accommodation of 200 daily truck movements.

ESG now a key focus

The industrial real estate sector is looking to meet the requirements of investors with a focus on ESG. Though operational cost savings can justify investment, to date, there has been limited evidence of a rental premium for sustainable industrial assets. However, we

expect this to change as the relatively small group of largely institutional property owners take a proactive approach to sustainability and expect to gain from potential premiums in asset values and rents.

As developers respond to stronger occupancy drivers, new assets with built-in sought-after sustainability features, or repositioned existing assets are likely to lease faster and with higher rents to tenants with environmental targets. From a capital value perspective, terminal yields will be sharper, debt costs lower, and pricing differentials will start to emerge reflecting lower re-leasing and capex risk attached to sustainable assets.

Of Australia’s top 100 industrial occupiers by gross take-up since 2007, 53% have net zero carbon targets.

As more governments and corporates look to Net Zero targets, greater emphasis will be towards sustainable buildings for investment choices. Green Star provides both performance rating and design-built ratings for industrial assets and has become a common design rating tool for Australian industrial AREITs, despite the number of rated industrial assets still very low.

Observations for Playford LGA:

- New developments need to consider ESG within construction, increasing upfront costs and property value on completion but the right is likely to reduce business costs for electricity and water usage.
 - Drakes Supermarket distribution centre features an 800kWh solar system generating around 1.0GWh of electricity annually, providing around 35% of the site’s annual energy needs.
 - The new 6,000 sqm Playford Innovation Hub in Elizabeth CBD is to be the only 5-star National Australian Built Environment Rating System rated building in the area.
 - Playford Council has installed ~500kWh worth of solar panels across council buildings.

4. Employment Land Supply & Availability Observations

Employment Lands Supply

Employment Land Supply & Availability Observations

Land supply levels have an impact on land values, which can influence affordability for businesses more generally. The following provides indications on how levels of employment land supply may dictate business and industry growth in areas of Playford LGA.

Employment Lands Supply Overview

The 2021 Land Supply Report for Greater Adelaide has identified 1,214 ha of zoned employment land in the Outer North region, accommodating ~11% of total zoned employment land within Greater Adelaide. As of June 2020, there were 893 ha (74%) of occupied employment land and 151 ha (12%) of vacant zoned land, while the remaining 170 ha (14%) in Roseworthy was used for other uses of primary production purposes which would require remediation.

The employment lands within the Outer North region are largely allocated in Greater Edinburgh Parks, Roseworthy, and Edinburgh North. The below table specifies the distribution of employment lands.

Table: Outer North Region Employment Precincts, June 2020

Precinct	Hectares (Ha)					Future Land
	Playford LGA	Occupied Land	Vacant Land	Other Use	Total Area	
Greater Edinburgh Parks	✓	51	50	-	101	1,618
Roseworthy	X	147	18	170	335	114
Edinburgh North	✓	192	37	-	229	-
Elizabeth South	✓	173	19	-	192	-
Balance*	*	330	27	-	357	-
Total		893	151	170	1,214	1,732

Source: PlanSA, JLL

*Includes land at Buckland Park (✓), Angle Vale (✓), Virginia (✓), Smithfield (✓) and Willaston (x) – noting only Willaston does not reside in Playford LGA

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This suggests that Playford LGA's employment lands have significant amounts of opportunity to provide further business and job growth and will likely be the primary contributor for Greater Adelaide's future employment lands.

Employment Lands Zoning Changes

Some of the key changes to zoned employment land from 2008 to 2020 include:

- Rezoning of 252 ha to employment land
- Addition of 115 ha employment land attributed to Buckland Park Urban Growth DPA
- Addition of ~50 ha land to enable new Penfield Intermodal Rail facility, and ~39 ha for its expansion within the Greater Edinburgh Parks precinct
- Construction of major infrastructure projects including Northern Expressway and Northern Connector
- Rezoning of ~48 ha to Light Industry to the west of Northern Expressway in Angle Vale and urban growth precincts in Playford North and Virginia
- Closure of former General Motors Holden (GMH) site in Elizabeth with a trickle-down effect to suppliers and other aligned businesses in the region.

Precinct Snapshots

Employment Land Supply & Availability Observations

Precinct Snapshots

Below are some key points of the Outer North precincts within Playford (i.e. excluding Roseworthy) providing further context on the key employment lands:

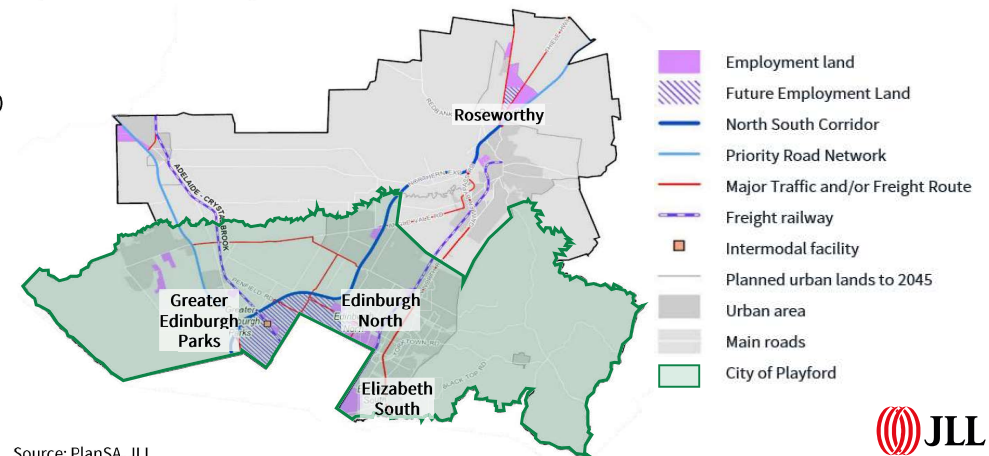
- **Greater Edinburgh Parks**
 - Accommodates 95% of Greater Adelaide's identified future employment land
 - Well-served by road for freight / logistics
 - Direct access to Penfield intermodal facility
 - Significant infrastructure issues around stormwater management
 - Projected to be one of Adelaide's most important freight and logistics precincts
- **Edinburgh North**
 - Adjacent to RAAF base and DSTO
 - Well-served by road for freight / logistics
 - High proportion of Manufacturing employment although projected to decline by 2030
 - Demand expected from population serving
- **Elizabeth South**
 - Former GMH manufacturing site transitioned into integrated industrial business park
 - Well-served by road for freight / logistics
 - Residential interfaces providing opportunities for higher intensity development and activity

Comparative Advantages of Employment Lands

The Outer North employment lands provides excellent access to trade gateways, attributed to key freight routes (Northern Expressway and Northern Connector), which will drive future land use and demand. Some of the key comparative advantages include:

- Traditional employment activities in Outer North are benefitted by affordable land, access to worker pools, and separation distance to sensitive land uses.
- Greater Edinburgh Parks is well-suited for freight and logistics due to proximity to major transport infrastructure.
- Strong population growth will drive demand for local services, emphasising the need for strategically located employment land, particularly in the Playford growth corridor, to support productivity and liveability.

Figure: Outer North Region Employment Land



Source: PlanSA, JLL

Current Employment Lands

Employment Land Supply & Availability Observations

Current Employment Lands Observations

As of 2024, the Greater Adelaide Regional Plan (GARP) identified 94 hectares of vacant land in the Outer North region. However, estimated demand projects a need for 956 hectares by 2051, indicating a shortfall of 862 hectares.

This significant projected residential growth will require an additional 150,000 square metres of activity centre floor space in the Outer North by 2051. This demand could be partially met by intensifying existing regional centres, particularly those with government land holdings and good public transport connections, such as Elizabeth and Angle Vale. New retail centres will also need to be established in developing areas like Concordia, along with smaller suburban and local centres.

Further strategic work by the government is required to determine the optimal distribution of new activity centre floor space across the north. This will maximise the benefits of Living Locally initiatives, infrastructure utilisation, and employment activity agglomeration.

Outer North Land Supply Region

The Outer North Land Supply Region includes Gawler, Elizabeth, Angle Vale, Riverlea Park, Roseworthy, Concordia, and a portion of Two Wells. It encompasses:

- Retail and commercial centres: Elizabeth, Munno Para, Gawler
- Health precinct: Lyell McEwin Hospital, Elizabeth
- Industrial employment zones: Elizabeth, Edinburgh
- Defence land: Royal Australian Air Force Base Edinburgh
- Agriculture region: Virginia, Roseworthy

Over the past five years, the region experienced 10% population growth from 140,000 in 2021. Significant opportunities exist to support future growth by leveraging greenfield

growth fronts and strategic infill development. However, the Outer North faces significant infrastructure challenges due to rapid population growth and requires extensive investment to bring land to market and meet the increasing demands of the growing population. As highlighted in the GARP, key considerations include:

- Transport improvements
- Addressing increased demand for health services
- Additional education capacity needs
- Water and wastewater infrastructure investments
- Stormwater management planning
- Connecting growth areas with recreational facilities
- Electricity network upgrades to accommodate renewable energy transmission

In addition to providing the latest employment land supply data (2024), we have included previously mentioned land supply data from the 2021 Land Supply Report to provide a comparison and show changes across the region over the period from 2020 to 2024.

Table: Outer North Region Employment Land Supply, 2024

	Hectares (ha)			
	2020	2024	Change	% Change
Occupied Land	893	1,235	+342	38.3%
Vacant Land	151	94	-57	-37.7%
Other	170	-*	N/A	N/A
Future Land	1,732	3,295**	+1,563	90.2%
Total	2,946	4,624	+1,678	57.0%

Source: PlanSA, JLL
*Figure not provided
** Identified as Total Future Area in GARP



Current Employment Lands

Employment Land Supply & Availability Observations

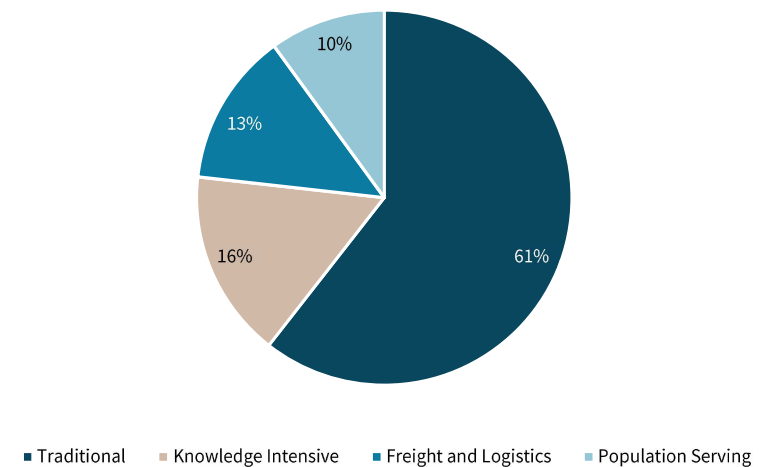
Current Employment Lands Observations (Cont.)

The employment land use mix within Outer North is comprised of strategic uses, including Traditional, Freight and Logistics, and Knowledge Intensive, as well as general use for Population Serving.

- **Traditional:** Industrial activities including manufacturing, storage, and other conventional industrial uses, as well as key urban services including materials recycling, automobile servicing and repair, and building services.
- **Freight and Logistics:** Encompasses activities related to the movement and storage of goods, including transportation, warehousing, and distribution centres.
- **Knowledge Intensive:** Industries and businesses that rely heavily on intellectual capital and technology, such as research and development, high-tech industries, and professional services.
- **Population Serving:** Locally important employment land which directly caters to local needs such as retail, healthcare, education, etc. Prone to rezoning for residential and mixed-use developments due to higher land values.

As identified by the Greater Adelaide Regional Plan, employment lands are dominated by Traditional uses (61%) across the Outer North region. The remaining uses include Knowledge Intensive uses (16%), Freight and Logistics uses (13%), and Population Serving uses (10%). This is illustrated in the figure to the right.

Figure: Outer North Region Employment Land Use Mix



Source: PlanSA, JLL

The Outer North region has the largest reserve of identified future employment land in Greater Adelaide. While the demand for 956 ha of industrial land has been predicted in Outer North, land constraints in the Inner North and Adelaide West regions will further drive demand, particularly for freight and logistics. This is drawn to the availability of land with rail and road infrastructure in Outer North.

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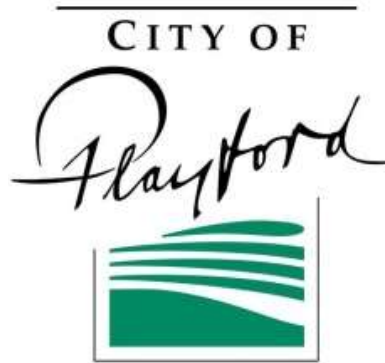
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Appendix 2

Attachment 1



Rating Policy Review: Commercial Rate Strategy

June 2014

Customer Service Centres & Libraries

Playford Civic Centre
10 Playford Boulevard
Elizabeth SA 5112

Shop 51
Munno Para Shopping City
600 Main North Road
Smithfield SA 5114

Postal Address

City of Playford
12 Bishopstone Road
Davoren Park SA 5113

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Background

Council has interviewed businesses and analysed its level of rates to determine if changes are needed to its commercial rating structure.

There is overwhelming evidence from the business community and independent experts supporting the need to reduce the level of rates. It has been made clear that Council's rates, being substantially higher than all other large metropolitan councils, are holding back investment in our city.

This has proved to outweigh many of the positive reasons to invest in the City of Playford, which include land availability, affordability, population growth and proximity to the Lyell McEwin Hospital, Greater Edinburgh Parks industrial zone, Virginia horticultural zone and the defence precincts.

Based on this feedback, a strategy has been developed proposing a reduction in the commercial rate.

Developing the Strategy

Principles

In developing the strategy, Council has ensured the following principles were adhered to:

- Any new rating policy would remain in line with the principles of taxation.
- Rates would be at a level that is fair and equitable across all ratepayers in the Council area.
- Council's long term finances would remain financially sustainable; and
- Residential ratepayers would not be affected

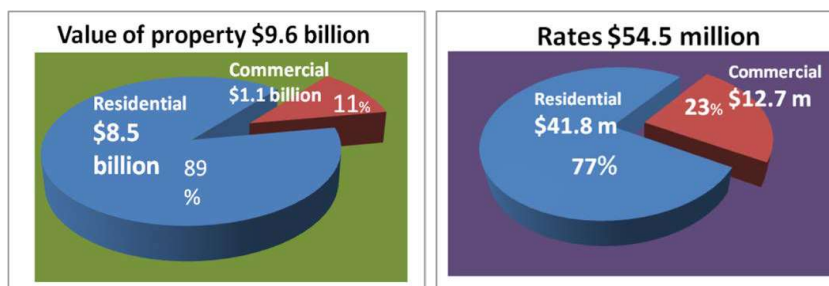
It is important to highlight that rates are a form of taxation and not a fee for service. The taxation principles are listed on the Office for State/Local Government Relations website (www.localgovt.sa.gov.au).

Fair and Equitable: What is a Fair Level ?

Finding a fair and equitable level of rates involves balancing two objectives: ensuring Council's rates are competitive with other metropolitan councils, and the rates are fair amongst all ratepayers in the City of Playford.

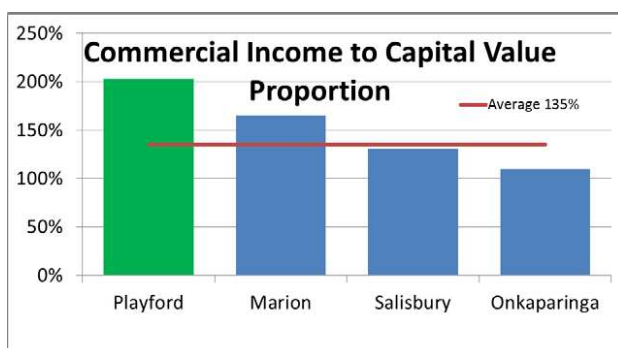
Measuring fairness requires comparison of vacant land, primary producer and residential properties (residential sector) with commercial and industrial properties (business sector).

The approach adopted in comparing these two categories involved analysing each category's share of rates paid per property value. This is illustrated below:



Currently the business sector owns 11% of property in the city and pays 23% of the rates. Therefore, the proportion of rates the business sector pays relative to its property value is more than double (203%) that of the residential and other sector.

Similar metropolitan councils to the City of Playford ask businesses to pay an average of only 135% in rates relative to business property value, thus demonstrating the need for Council to reduce its level of rates.



The Strategy

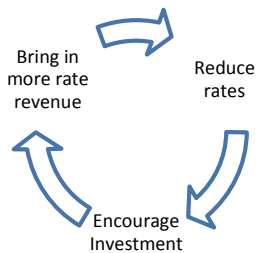
Council's strategy aims to reduce the share of rates paid per property value by the Commercial and Industrial sector from 203% to 135%.

This significant reduction to their rates will enable businesses to become more competitive, encourage investment and increase employment opportunities.

Encouraging investment is vital to improving the diversity of businesses in the city from all sectors including retail, industrial, hospitality and professional services. This diversity will increase the resilience of the local economy and improve the long term certainty of employment.

Implementing the Strategy

Council sees a positive future for business development in our city and will fund the strategy by investing the revenue from 'new growth' rate income from the business sector.



To achieve the rate reduction target, Council plans to quarantine and invest \$5.5 million of the new rate revenue received annually from expected growth in property investment in our city over time.

Based on an average growth in property value from business investment of \$75 million each year, we expect it will take 13 years to achieve the growth target – in effect, \$1 billion worth of new investment. Council is currently developing a broader economic development strategy that will further contribute to achieving this goal.

As financial sustainability is important to Council, the rate reduction investment will start when Council returns its budget to surplus, which is forecast to occur in 2015-16.

Relationship to the Overall Rates Structure

The strategy will not affect the existing rating policies approved as part of the Annual Business Plan.

Whilst the level of commercial and industrial rates will reduce, the level of rates for residents, vacant land and primary production properties will remain unchanged, as will the township and phase-in rebates currently offered.

Council will still retain a policy for fixed charges per tenancy and 50% of rate revenue will continue to be collected from this source. This will be applied per commercial tenancy and is set at \$795 for the 2013-14 financial year.

The level of rates to be paid by businesses will continue to be higher than other ratepayers. This level of rates is representative of businesses having greater capacity to pay than the residential sector and because many businesses receive a greater benefit from Council services than other ratepayers.

Council deems businesses as having a higher capacity to pay based on their higher than average value of property owned and their ability to generate profit from the property.

The retail sector comprises a large portion of businesses in the city. This sector relies heavily on Council infrastructure and services including roads, drainage and street lighting to provide access for their customers.

Likely Impact on Ratepayers

By achieving the growth target, the commercial rate in the dollar will reduce by approximately 40%, with the fixed charge remaining unchanged.

Using the 2013-14 level of Commercial and Industrial rates as an example, it will result in rates reducing from 1.32138 cents in the dollar to 0.792828 cents in the dollar.

The table below details the potential rate impact over 13 years on various sized properties. These estimated rates exclude rate increases Council may impose due to inflation or for new services. The rates are based on Council achieving a breakeven financial result before implementing any rate decrease.

Property Type	Valuation	No. of tenants	Existing Rates (1)	New Rates (1) (2)	% Change
Small Office	\$150,000	1	2,777	1,984	-29%
Retail Shop	\$300,000	1	4,759	3,173	-33%
Warehouse	\$10,000,000	1	132,933	80,078	-40%
Large Shopping Centre	\$50,000,000	30	684,540	420,264	-39%

(1) Includes a fixed charge of \$795 per tenancy

(2) This is based on 2013-14 rating levels assuming no variation for CPI, rates growth or changes to property values.

Equity in the Community

Businesses currently pay more than twice as much as other ratepayers in the City of Playford. The reductions proposed in this strategy will ensure their rates become comparable to the average of other metropolitan councils similar to the City of Playford, and are at an equitable level when compared with all ratepayers in the Council area.

Although the implementation of the strategy will take time, Council will remain in a financially sustainable position and continue to service all ratepayers in the community.



5.2 APPOINTMENT OF PRESIDING MEMBER

Responsible Executive Manager : Luke Culhane

Report Author : Sarah Schutz

Delegated Authority : Matters delegated to the Committee

Attachments : 1 [↓](#). Corporate Governance Committee Charter

PURPOSE

The purpose of this report is to appoint a Presiding Member to the Corporate Governance Committee (the Committee) for a period of two (2) years, in accordance with the Committee's Charter (Attachment 1).

STAFF RECOMMENDATION

The Committee appoint _____ as Presiding Member of the Corporate Governance Committee for a period of two years commencing 4 October 2025 and concluding 4 October 2027.

If required, the Private Ballot process outlined in the Code of Practice for Council and Committee Meetings – Section 16 will be utilised to elect a Presiding Member, with the results of the ballot becoming the outcome.

EXECUTIVE SUMMARY

In accordance with the Committee's Charter (Attachment 1), the Presiding Member must be an Independent Member and is determined by the Committee for a period of two (2) years, after which the appointed Independent Member may stand for re-election.

In October 2023, the Committee resolved (Resolution 5585) to re-appoint Mr Mark Labaz as Presiding Member of the Corporate Governance Committee for a period of two (2) years from 3 October 2023 to 3 October 2025.

The term of the current Presiding Member is due to expire on 3 October 2025 at which point the position will be vacant.

1. BACKGROUND

The Committee has been established to fulfil Council's obligations under Section 126 of the *Local Government Act 1999* (the Act) to have an audit and risk committee. The purpose of the Committee is to provide independent assurance and advice to Council on accounting, financial management, internal controls, risk management and governance matters.

The Committee's Charter (Attachment 1) states that the Committee shall comprise of five (5) members consisting of the Mayor, one (1) Council Member, and three (3) Independent Members. The Presiding Member must be an Independent Member and will be determined by the Committee for a period of two (2) years, after which the appointed Independent Member may stand for re-election.

Mr Mark Labaz currently holds this position with his term expiring on 3 October 2025.

2. RELEVANCE TO STRATEGIC PLAN

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

The Committee has been established to meet legislative requirements under Section 126 of the Act for Council to have an audit and risk committee.

3. PUBLIC CONSULTATION

There is no requirement to undertake public consultation as part of this report.

4. DISCUSSION

- 4.1 In accordance with the Committee Charter (Attachment 1), the Presiding Member must be an Independent Member and will be determined by the Committee for a period of two (2) years, after which the appointed Independent Member may stand for re-election.
- 4.2 The role of the Presiding Member as outlined within the Committee Charter (Attachment 1) is to:
 - 4.2.1 Oversee the conduct of meetings in accordance with the Act and Code of Practice for Council and Committee Meetings.
 - 4.2.2 Ensure all Members have the opportunity to participate in debate and discussions in an open and encouraging manner.
 - 4.2.3 Where a matter has been debated significantly and no new information is being discussed, the Presiding Member may call the meeting to order and ask for the debate to be finalised and proceed to voting.
- 4.3 The term of the current Presiding Member is due to expire on 3 October 2025 after which the position will be vacant.

5. OPTIONS

Recommendation

The Committee appoint _____ as Presiding Member of the Corporate Governance Committee for a period of two years commencing 4 October 2025 and concluding 4 October 2027.

If required, the Private Ballot process outlined in the Code of Practice for Council and Committee Meetings – Section 16 will be utilised to elect a Presiding Member, with the results of the ballot becoming the outcome.

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

The staff recommendation ensures the Committee appoints a Presiding Member in accordance with the Committee Charter, ensuring the Committee continues to function as required.

If only one (1) nomination is received for the position the Committee will not need to undertake the Private Ballot process.

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 continues to meet its legislative obligations in accordance with Section 126 of the Act and its Charter.

6.1.2 Financial Implications

In accordance with the Committee Charter, Independent Members on the Committee are entitled to receive a sitting fee of \$550 per meeting, with the Presiding Member entitled to receive 125% of the Independent Member Allowance per meeting, being \$687.50 per meeting. If the Presiding Member is required to attend an Ordinary Council meeting, other Committee meetings or mandatory training, payment of a sitting fee of 50% of the standard sitting fee is applicable.

The sitting fees for Independent Members of the Committee have been allocated in Council's recurrent budget.

CORPORATE GOVERNANCE COMMITTEE CHARTER



1. Role

The role of the Corporate Governance Committee (the 'Committee') is to provide independent assurance and advice to Council on accounting, financial management, internal controls, risk management and governance matters.

The Committee shall:

- 1.1 Fulfil the role of the Council's audit committee as required by Section 126 of the *Local Government Act 1999*.
- 1.2 Review Council's annual financial statements to ensure that they present fairly the state of affairs of the Council.
- 1.3 Propose and provide information relevant to the review of the Council's strategic management plans and annual business plans.
- 1.4 Monitor the responsiveness of the Council to recommendations for improvement based on previous audits and risk assessments, including those raised by Council's External and Internal Auditors.
- 1.5 Propose, and review the exercise of powers under Section 130A – Other Investigations of the *Local Government Act 1999*.
- 1.6 Liaise with Council's External Auditor.
- 1.7 Reviews the adequacy of the accounting, internal control, reporting and other financial management systems and practices of Council on a regular basis.
- 1.8 Provides oversight of the Internal Audit function in planning and scoping of the Internal Audit Work Plan.
- 1.9 Reviews and comments on the Internal Auditor's Reports on a quarterly basis.
- 1.10 Reviews and evaluates the effectiveness of policies, systems and procedures established and maintained for the identification, assessment, monitoring, management, and review of strategic, financial, and operational risks on a regular basis.
- 1.11 Reviews any report obtained by Council that addresses prudential issues of a project as per Section 48(1) of the *Local Government Act 1999*.
- 1.12 Performs any other function determined by Council or prescribed by regulations.

2. Terms of Reference

The Committee's terms of reference are to consider all matters outlined in Section 126(4) of the *Local Government Act 1999* being the functions of an audit and risk committee.

2.1 Financial Reporting

The Committee shall review the Council's Annual Financial Statements to ensure that they present fairly the state of affairs of the Council and review significant financial reporting issues and judgements which they contain.

The Committee shall review and challenge where necessary:

- a. The consistency of, and any changes to, accounting policies on a year-on-year basis;
- b. The methods used to account for significant or unusual transactions where different approaches are possible;
- c. Whether the Council has followed appropriate accounting standards and made appropriate estimates and judgements, taking into account the views of the External Auditor;
- d. The clarity of disclosure in the Council's financial reports and the context in which statements are made; and
- e. All material information presented with the financial statements, such as the operating and financial review and the External Auditor statement (insofar as it relates to the audit and risk management).

2.2 Strategic Management Plans and Annual Business Plans

The Committee shall propose and provide information relevant to a review of the Council's strategic management plans including the Annual Business Plan and Long Term Financial Plan, and review and provide recommendations on the sustainability of Council's financial performance giving consideration to Council's financial indicators.

2.3 Monitor Auditor Recommendations

The Committee shall:

- a. Review management responses to External and Internal Auditor recommendations.
- b. Monitor the timeliness of response.

2.4 Other Investigations or Evaluations

- a. The Committee may, when necessary, propose and review the exercise of Council's powers under Section 130A of the *Local Government Act 1999*, in relation to the conduct of efficiency and economy Audits in relation to any matter relating to financial management or the efficiency and economy with which Council manages or uses its resources to achieve its objectives, that would not otherwise

be addressed or included as part of an annual external audit and that is considered by Council to be of such significance as to justify examination.

- b. A report under Section 130A of the *Local Government Act 1999* is to be provided to the principal member of Council and the Committee.
- c. The Committee may review and consider reports or recommendations from external agencies where an investigation or evaluation relates to the role of the committee.

2.5 Council's External Auditor

The Committee shall:

- a. Provide input and make recommendation to Council on the appointment of the External Auditor.
- b. Meet with the External Auditor, as needed.
- c. Meet with the External Auditor at least once a year, on a confidential basis where the majority of members of the committee are present and without staff or other elected members being present, to discuss their remit and any issues arising from the External Audit.
- d. Annually review the performance of the External Auditor.

2.6 Accounting, Internal Control, Reporting and other Financial Management Systems

The Committee shall:

- a. Review the policies, practices, and procedures of internal control.
- b. Keep under review the effectiveness of the Council's internal controls systems.
- c. Review and recommend the approval, where appropriate, of statements to be included in the annual report concerning internal controls.

2.7 Internal Audit Function

The Chief Executive Officer (CEO) shall consult with the Committee before the appointment or assignment of an internal auditor.

The Committee shall:

- a. Oversee the planning and scoping of the Internal Audit Work Plan.
- b. Receive a report annually from the CEO on Council's internal audit processes.
- c. Directly receive any reports from the Internal Auditor.
- d. Review and comment on the Internal Auditor's reports on a quarterly basis.
- e. Review management's response to audits.
- f. Consider and make recommendations on the adequacy of resources and access

to information to enable the internal audit program to perform its function effectively and in accordance with the relevant professional standards.

2.8 Risk Management

The Committee shall:

- a. Review and evaluate the effectiveness of policies, systems and procedures established and maintained for the identification, assessment, monitoring, management, and review of strategic, financial, and operational risks on a regular basis.
- b. Review and recommend the approval, where appropriate of statements to be included in the annual report concerning risk management.
- c. Receive and review strategic risk reports.

2.9 Prudential Reports

The Committee shall review all Prudential Reports as per Section 48(1) of the *Local Government Act 1999*.

2.10 Public Interest Disclosures

The Committee shall review the Council's arrangements for its employees to raise concerns, in confidence, about possible wrongdoings in financial reporting, fraud and corruption and other matters.

The Committee shall ensure these arrangements allow for independent investigations and appropriate follow-up action where appropriate.

3. **Delegations**

3.1 Subject to paragraph 3.2 below, the Committee may:

- 3.1.1 Approve Committee Minutes as a true and accurate record of proceedings.
- 3.1.2 Develop and approve the Committee's Work Plan.
- 3.1.3 Appoint a Presiding Member from within the Committee.

3.2 Any other business referred to the Committee in accordance with its Purpose and Functions, and Terms of Reference, or where the Committee does not hold the delegated authority, may be debated with a recommendation referred to the next Ordinary Council Meeting for consideration.

3.3 The Executive Officer in consultation with the Presiding Member may approve a deputation request for business that falls in-line with the Committee's Purpose and Functions, and Terms of Reference. The Committee may resolve to seek further information on the business of a deputation; although no further resolution may be passed for the business of a deputation at the meeting the deputation was provided.

3.4 Petitions are not delegated to the Committee and are only to be presented to Council.

4. Meetings

- 4.1 The Committee will meet on the first Tuesday of the month, starting at 5:00pm. The Committee will meet a minimum of six (6) times per annum. The Committee will determine an annual schedule of meetings. Meetings must occur at least quarterly.
- 4.2 The Executive Officer, in consultation with the Presiding Member, is authorised to vary the meeting schedule (including the date and commencement time), if required due to business needs, ensuring legislated public notification obligations are fulfilled.
- 4.3 The CEO, in consultation with the Presiding Member may determine on reasonable grounds that a meeting is not required to take place where there:
 - a. are insufficient items for consideration by the Committee to warrant a meeting being held;
 - b. there are unforeseeable, unusual or emergency circumstances for the meeting not being held.
- 4.4 The Committee will meet in the Committee Room at the Playford Civic Centre, 10 Playford Boulevard, Elizabeth, unless otherwise determined by the Committee prior to the meeting.
 - a. Meetings may be conducted via electronic means. A member of the Council participating in a Committee meeting by electronic means is taken to be present at the meeting provided that the member:
 - i. can hear all other members present at the meeting;
 - ii. can be seen and heard by all other members present at the meeting; and
 - iii. can be heard by the person recording the minutes of the meeting.
- 4.5 The agenda will be prepared and distributed to all Members at least three clear days before the date of the meeting, with the preference being to distribute electronically.
- 4.6 Special Meetings of the Committee may be necessary from time to time and may be called in accordance with Section 87 of the *Local Government Act 1999*. Notice of a Special Committee Meeting may be at a minimum of four hours' notice, due to the urgency of the matters on the agenda.

5. Membership

- 5.1 The Committee is comprised of five members consisting of the Mayor, one (1) Council Member and three (3) Independent Members.
- a. The term of the Council Member appointment will be for a period determined by Council but not exceeding the next General Election.
 - b. Independent Members who are appointed to the Committee may carry over past an election term.
 - c. The Presiding Member must be an Independent Member and will be determined by the Committee for a period of two years, after which they may stand for re-election.
 - d. The Council may appoint a Deputy Member for the purpose of attending meetings where the Mayor or appointed Council Member are unable to attend a meeting. A Deputy Member is not permitted to attend a meeting in place of an Independent Member.
 - e. Unless the context otherwise requires, a reference to a Member in this document includes a Deputy Member.
- 5.2 The members of the Committee (when considered as a whole) must have skills, knowledge, and experience relevant to the functions of the committee, including in financial management, risk management, governance, and asset management.
- 5.3 A table providing a summary of current Members and terms of office will be made available on a website determined by the CEO.

6. Role of the Presiding Member

- 6.1 Oversee the conduct of meetings in accordance with the *Local Government Act 1999* and Code of Practice for Council and Committee Meetings.
- 6.2 Ensure all Members have the opportunity to participate in debate and discussions in an open and encouraging manner.
- 6.3 Where a matter has been debated significantly and no new information is being discussed the Presiding Member may call the meeting to order and ask for the debate to be finalised and proceed to voting.

7. Role of Committee Members

- 7.1 Actively participate in debate and discussion in a professional manner at all times.
- 7.2 Be prepared and informed of Committee meeting matters prior to the meeting.
- 7.3 Utilise the skills and experience of the Members to effectively carry out the Committee's role.

8. Independent Member Support

Remuneration

- 8.1 Sitting fees are established by Council and will be reviewed biennially.
- 8.2 Independent Members will be paid per meeting, upon receipt of an invoice.
- 8.3 Independent Members who are required to attend an Ordinary Council meeting, other Committee meetings or mandatory training are entitled to 50% of the sitting fee.
- 8.4 If an Independent Member is also the Presiding Member of a Committee, they will receive 125% of the sitting fee.

Sitting fee	50%	125%
\$550	\$275	\$687.50

Training

- 8.5 A tailored induction and training program will be provided to members joining the committee based on the skills, knowledge and experience of the member.
- 8.6 Independent Members may be offered to undertake training relevant to their role on the Committee. This may include mandatory training required of Council Members and Council and Committee Meeting Procedure training.

Insurance / Liability

- 8.7 Whilst acting in their capacity as an Independent Member, for any honest act or omission, Members will be provided indemnity for civil liability claims under the Local Government Association Mutual Liability Scheme.
- 8.8 Whilst acting in their capacity as an Independent Member, personal accident coverage will be provided to Independent Members. Note that under the *Private Health Insurance Act 2007* and the rules attached to that Act, the personal accident policy may not cover medical expenses and Independent Members are responsible for their own medical expenses.

Submission of Returns

- 8.9 Council has determined that Division 2 – Register of Interests of the *Local Government Act 1999* applies to the Corporate Governance Committee.
- 8.10 Independent Members are required to submit a Primary Return within 30 days of initial appointment to the Committee. Ordinary Returns will be required within 60 days after 30 June each year.
- 8.11 Failure to supply a return before the expiration of one month from the period outlined in 8.10 will result in a vacancy.

9. Role of the Executive Officer and Administrative Support

- 9.1 The Executive Officer is appointed by the CEO to support the administration and operation of the Committee.
- 9.2 The Executive Officer and relevant staff may provide advice during the meeting in order to aid informed decision making.
- 9.3 A minute taker will be provided to the Committee.
- 9.4 Governance will liaise with Independent Members to process remuneration and returns.

10. Reporting and Review

- 10.1 The Committee will undertake an annual self-assessment (in the election year this will be incorporated into the external review) to assess the on-going role and effectiveness of the Committee and report any recommendations to Council as required.
- 10.2 In the year leading up to a Council Election the Committee will undertake an external review of the Committee's effectiveness. Any relevant recommendations will be provided to the Council to assist with the on-going structure of the Committee.
- 10.3 The Committee will provide an annual report to the Council on the work of the Committee and this report will be included in Council's annual report.
- 10.4 The Committee will communicate with Council following each meeting. Communication may be in the form of meeting minutes, a presentation from the Presiding Member or Executive Officer, a written memo, or Council report.
- 10.5 Council may invite independent members of the Corporate Governance Committee to workshops with Council to discuss relevant topics as needed.

11. Supporting Documentation

- *Local Government Act 1999*
- *Local Government (Financial Management) Regulations 2011*
- *Local Government (Procedures at Meetings) Regulations 2013*
- *Private Health Insurance Act 2007*
- City of Playford Global Glossary
- Code of Practice for Council and Committee Meetings
- Code of Practice for Public Access to Meetings and Meeting Documents
- Behavioural Standards for Council Members



12. Document Control

- 13.1 Approved by Ordinary Council Resolution 6115 on 28 January 2025.
- 13.2 Before using a printed copy, please verify it is the current document.

5.3 DELEGATION TO THE CEO - CONFIDENTIAL ITEMS OF THE CORPORATE GOVERNANCE COMMITTEE

Responsible Executive Manager : Luke Culhane

Report Author : Bree Goodchild

Delegated Authority : Matters delegated to the Committee

Attachments :

1. Elizabeth CBD Communications Plan
2. Corporate Governance Committee CBD Confidential Orders

PURPOSE

This report provides an update to the Corporate Governance Committee on the Elizabeth CBD Communications Plan (the Plan) endorsed by Council (Resolution 6305) at its 24 June 2025 meeting. To enable the actions outlined in the Plan, it is recommended that the Corporate Governance Committee (the Committee) delegate to the Chief Executive Officer, the ability to release information held in confidence by the Committee with respect to the Elizabeth CBD.

STAFF RECOMMENDATION

The Corporate Governance Committee delegates to the person occupying the office of the Chief Executive Officer the power pursuant to Section 91(9)(c) of the *Local Government Act 1999* to revoke in whole or in part the orders made by the Committee under Section 91(7) of the *Local Government Act 1999* for the items listed in Attachment 2.

EXECUTIVE SUMMARY

Council has regularly expressed a commitment to being accountable, open and transparent about the Elizabeth CBD. The Plan has been developed to provide a clear, consistent, and coordinated approach to communicating the Elizabeth CBD outcomes - one of the region's most significant place-shaping initiatives. The Plan ensures that our vision and strategic intent is closely aligned with milestone-based communication. Council resolved the following at its 24 June 2025 Council meeting:

COUNCIL RESOLUTION

6305

Moved: Cr Baker

Seconded: Cr Onuzans

1. Council adopt the Elizabeth CBD Communications Plan (Attachment 1).
2. That the Committee recommends to the Council that it considers delegating to the person occupying the office of the Chief Executive Officer the power pursuant to Section 91(9)(c) of the *Local Government Act 1999* to revoke in whole or in part the orders made by the Council and its Committee's under Section 91(7) of the *Local Government Act 1999* for the items listed in Attachment 2.
3. That the Committee delegates to the person occupying the office of the Chief Executive Officer the power pursuant to Section 91(9)(c) of the *Local Government Act 1999* to revoke in whole or in part the orders made by the Committee under Section 91(7) of the *Local Government Act 1999* for the items listed in Attachment 3.

4. Council authorises the CEO to make further minor amendments to the CBD Communications Plan (Attachment 1) that are minor in nature and does not alter its intent.**CARRIED**

To enable the right information to be shared at the right time, it is recommended that the Committee provide delegation to the Chief Executive Officer to determine if any information historically held in confidence needs to be released to align to future Elizabeth CBD outcomes.

1. BACKGROUND

The Elizabeth CBD is recognised as an important and well utilised retail and business precinct. As the Economic Centre of the north, the location, breadth of services, offerings and destinations makes the Elizabeth CBD the natural heart of Playford and the northern region more broadly.

Our Playford community has told us they want a vibrant and diverse CBD, a vision that has been a significant focus of the 2043 Community Vision. Over several years, Council has remained committed to enabling and supporting outcomes that deliver on this vision. Much of the work of Council is coming to life, and the Plan structures how the important information about the changes is shared with our community.

To enable the actions outlined in the Plan, it is recommended that the Committee delegate to the Chief Executive Officer, the ability to release information held in confidence by the Committee with respect to the Elizabeth CBD.

2. RELEVANCE TO STRATEGIC PLAN

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

This report plans for the information sharing needs for our community and partners relating to the social, service and infrastructure needs in the Elizabeth CBD.

Community Theme 3: Fostering collaboration and connection with each other

The Plan operates to ensure we are connecting with our community. Whilst Council sets the strategic direction, and makes decisions that enable this, it is equally focused on connecting people to the outcomes and shaping why the outcomes matter.

3. PUBLIC CONSULTATION

There is no requirement for public consultation for the Plan or the delegation to the Chief Executive Officer.

4. DISCUSSION

- 4.1 One of the key drivers of the Plan is the need for openness and transparency - values that are strongly held by Council and vital to maintaining public trust.

There is genuine interest in the community about what's happening as well as some understandable concern given the lack of visible progress in recent years.

While many aspects of the project must be managed through confidential channels due to commercial sensitivities, Council recognises the importance of clearly communicating what it can, when it can. The Plan supports the delicate balance between protecting strategic negotiations and delivering meaningful, timely information to our community - ensuring people feel informed, considered, and confident in the journey ahead.

- 4.2 The Plan will also support Council Members in their role as community leaders and decision makers, equipping Council to share information with the community that builds trust, maintains transparency, and foster public confidence.
- 4.3 The principles within the Plan that will help us share the story of the Elizabeth CBD, build trust and create a shared understanding over time are:
- Be proactive – tell our own story
 - Be responsive – adapt as things change and evolve
 - Be smart with timing – share when we're ready
 - Be transparent – release information when we can
 - Bring the community with us – show how it all fits together
 - Be clear – simple, easy to understand language
 - Be consistent – unified message to avoid confusion.

To best fulfill these principles, an assessment of Council and Committee reports relating to the Elizabeth CBD has been undertaken, to determine if any information held in confidence may need to be released at a time in the future. The result of the assessment confirms that the information currently held in confidence relating to the Elizabeth CBD should remain in confidence with consideration to the confidentiality provision that has been applied in each instance.

Opportunity to streamline the release of information when it becomes due to be released has been identified. A list of reports has been included (Attachment 2) for the Committee to consider applying delegation to the Chief Executive Officer with consideration to Section 91(9)(c) of the *Local Government Act 1999* to revoke in whole or in part the orders made by the Committee under Section 91(7) to determine the appropriate release of information in line with the provisions of the *Local Government Act 1999*, with consideration to the Plan.

5. OPTIONS

Recommendation

The Corporate Governance Committee delegates to the person occupying the office of the Chief Executive Officer the power pursuant to Section 91(9)(c) of the *Local Government Act 1999* to revoke in whole or in part the orders made by the Committee under Section 91(7) of the *Local Government Act 1999* for the items listed in Attachment 2.

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

This approach seeks to provide the ability for the Chief Executive Officer to determine under delegation if any information held in confidence by the Committee should be released in line with the Committees legislative obligations under 91(9)(c) of the *Local Government Act 1999* and the Plan.

Risk Appetite

Reputation

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

This decision will provide a clear and consistent method of sharing concise content on the progress of the region, and the role in which Council is playing to support and enable outcomes that align to the community vision and expectations.

6.1.2 Financial Implications

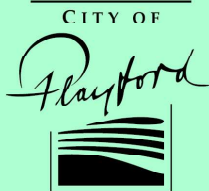
There are no additional financial or resource implications at this time.



Elizabeth CBD

Communications Plan

June 2025



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Purpose

This Communications Plan has been developed to provide a clear, consistent, and coordinated approach to communicating the Elizabeth CBD project—one of the region's most significant place-shaping initiatives. This plan ensures that our strategic intent is closely aligned with milestone-based, tactical delivery—so that while we remain focused on the big-picture narrative and long-term vision, we're equally prepared to execute messages with clarity and purpose at every stage of the project and can adapt and stay flexible as things change.

The plan will also support Elected Members in their role as community leaders and decision makers, equipping them with the tools, messaging, and timing they need to build trust, maintain transparency, and foster public confidence. Ultimately, this plan will help ensure the community understands not just what is happening, but why it matters—creating the conditions for strong engagement and shared pride in the shaping of this regional centre. This plan:

- ✓ Helps tell the CBD story clearly, simply and consistently
- ✓ Links project updates to the bigger picture and the 'why' it's important
- ✓ Gives Elected Members the tools and timing to speak with confidence
- ✓ Supports open communication and sharing of decisions
- ✓ Stays flexible when things change

Strategic Alignment

The Elizabeth CBD Communications Plan supports Council's broader strategic direction, aligning with three strategic documents:

- Playford Community Vision 2043
- Strategic Plan 2025 - 2028
- Marketing and Communications Strategy 2024/25

The Playford Community Vision 2043 outlines the community's long-term aspirations of prosperity, liveability and happiness. During engagement for this vision, the community told us they want a vibrant CBD for the North – a retail, commercial and entertainment hub.

Council's Strategic Plan builds on this direction, with a focus on building stronger foundations and connecting our people—physically and socially. The CBD plays a key role in achieving this through creating a central place that belongs to people from Playford and the North; helping people connect with each other and their city as the community continues to grow.

The Marketing and Communications Strategy identifies the Elizabeth CBD as one of Council's key communication and marketing focus areas. This Communications Plan translates that strategic focus into clear, consistent messaging, while providing a framework for tactical delivery.

While this plan is not part of Council's Strategic Planning Framework, it plays a key supporting role in translating strategy into practical, community-facing action.

Context

The **Elizabeth CBD project is ultimately about people**. It's more than buildings or infrastructure — it's about creating a vibrant civic, commercial and cultural heart that reflects the identity, diversity, and aspirations of the Playford community. Without people, there is no CBD. This is a place-shaping project with the community at its core.

A once-in-a-generation opportunity, the project has been evolving since 2017. Over time, it has taken various forms — each iteration shaping and sharpening the vision for a bold, contemporary regional centre that speaks to both the character and future of Playford and Northern Adelaide.

This current phase is driven by renewed urgency and opportunity: Playford is growing rapidly, welcoming an average of ten residents every day for the next 20 years. The city's population — currently around 113,000 — is projected to reach approximately 183,000 by 2046. That growth is creating pressure — and unlocking potential — across health, retail, business, and community services.

Playford is also home to a diverse population: 15% speak a language other than English at home, 22% were born overseas, and 4.2% identify as Aboriginal or Torres Strait Islander. The Elizabeth CBD must reflect and support this vibrant diversity.

The South Australian Government's recently released Greater Adelaide Regional Plan (GARP) recognises Elizabeth as the major regional centre of Northern Adelaide. With 95% of Greater Adelaide's future industrial land located in Playford, and significant investment underway in defence, health, and advanced manufacturing, the Elizabeth CBD is central to the region's transformation.

This redevelopment is more than physical renewal — it's about **creating a place that belongs to the people of Playford and the North**, now and into the future.

A key driver of this communications plan is the need for openness and transparency — values strongly held by Council and vital to maintaining public trust. There is genuine community interest in the project, along with some understandable concern given the lack of visible progress in recent years.

While many aspects of the project must be managed confidentially due to commercial sensitivities, Council recognises the importance of clearly communicating what it can, when it can. This plan supports that balance — protecting strategic negotiations while delivering meaningful, timely information — so that people feel informed, respected, and confident in the journey ahead.

Situational Snapshot

This situational snapshot provides a high-level overview of the current context surrounding the Elizabeth CBD project. It highlights the areas and opportunities that may influence how the project is communicated to the community and stakeholders. Understanding this environment helps shape a communication approach that is responsive, relevant, and aligned with both the vision and the pace of long-term development.

Category	Opportunity
Community Sentiment	Opportunity to build trust through consistent, community-focused engagement.
Process Credibility	Structured processes provide a strong foundation for adaptive and transparent decision-making, even during unpredictable times.
Project Confidence	With strong leadership and support, there's momentum to deliver meaningful outcomes.
Announcement Fatigue	A chance to share information and a more complete picture at the right time.
Complex Interdependencies	Collaboration across stakeholders can unlock innovative solutions and shared outcomes.
Windsor Carpark Perception	An opportunity to demonstrate the carpark's value and role in the next stage of the CBD.

Transparency Concerns	By clearly communicating at the right time, transparency can become a project strength.
Competing Priorities	Balancing big visions with core needs can demonstrate broad ranging, community-minded planning.
Covid-19 Pandemic	The slowdown created space to reassess priorities, build resilience, and plan for more sustainable development.
Rising Infrastructure Costs	Encourages innovative financing models, stronger partnerships, and smarter, more efficient project delivery.
Environmental Sensitivity	Strong community expectation creates momentum for sustainable, future-focused development.
GARP Alignment	GARP positions Elizabeth as a regional centre for Northern Adelaide reinforcing Council's long-established direction.
Other CBD Activities	Great potential to amplify existing CBD activities beyond the development sites, including nearby sports and health precinct activities, and energise broader support.
Council's Role in the CBD	An opportunity to clearly communicate the different roles Council plays in the CBD – leader and planner, service provider, owner/custodian, facilitator, vendor and regulator and clarify it is not a developer.

Audience Focus

People are at the heart of Council's Elizabeth CBD strategy — they're the reason, the focus, and the driving force. Our communications plan will reflect this, staying grounded in community voices, needs, and outcomes every step of the way.

The plan takes a whole-of-community approach, aiming to inform and inspire the broader public around the vision for the Elizabeth CBD. While not targeting specific cohorts, it prioritises openness and aims to spark community imagination.

Designed for flexibility, the plan allows core messages and themes to be adapted across diverse audiences — from community members to government, business, and developers. Tone and voice may shift to suit each group, but all messaging will remain aligned through tactical planning.

Although this plan doesn't cover detailed stakeholder management, it recognises that targeted engagement with key stakeholders — including local businesses, developers, and government partners — may be required at key moments. Ongoing review of tactical plans and project progress will help identify and address these needs.

Communication Principles

Communication principles provide the foundation for how we engage with our audiences. They guide the tone, approach and intent behind every message we share – helping us communicate with purpose, build credibility and remain consistent across different channels and stages of a project.

Our principles that will help us build trust and create a shared understanding over time are:

- ✓ **Be proactive** – tell our own story
- ✓ **Be positive** – not defensive
- ✓ **Be responsive** – adapt as things change and evolve
- ✓ **Be smart with timing** – share when we're ready
- ✓ **Be transparent** – release information when we can
- ✓ **Bring the community with us** – show how it all fits together
- ✓ **Be clear** – simple, easy to understand language
- ✓ **Be consistent** – unified message to avoid confusion

Strategic Communications Approach

Strategic Positioning

A positioning statement is a clear, concise expression of a project's vision, value, and purpose. In a strategic communications context, it guides how we talk about the project and how we want people to feel about it. It shapes perception, builds connection, and keeps everyone focused on the bigger picture.

Overarching Positioning Statement

The Elizabeth CBD is the vibrant heart of a growing Northern Adelaide — a place shaped by community, driven by opportunity, and built for the future.

Community-Focused Positioning

The Elizabeth CBD is more than a development project — it's a shared vision for the future of Northern Adelaide. It's about creating a thriving, welcoming centre where locals and visitors can come together to connect, celebrate, and access the services, spaces, and experiences that matter most.

As our city grows, so does the need for a strong and vibrant heart — one that reflects who we are today and where we're heading. The CBD is being developed with this in mind: shaped by community pride, guided by long-term planning, and built with purpose.

Our Shared Vision

- The Elizabeth CBD is the vibrant heart of a growing North — a place shaped by community, driven by opportunity, and built for the future.
- It's where people, place, and potential come together.
- The Elizabeth CBD is the regional heart of Northern Adelaide —shaped by purpose, powered by people, and built for the future.

Why It Matters

- With more people choosing to call Playford home, the CBD is evolving into a central hub for everyday life — from shopping and services to culture, business, and connection.
- This is about creating a central place that serves a growing Northern Adelaide, now and into the future.

How We're Making It Happen

- Progress takes time, but every step is part of something bigger. From thoughtful design to smart investment, we're building a CBD that's practical, proud, and ready for what's next.
- This isn't just about new buildings — it's about creating a place that feels like home, brings people together, and opens up new opportunities.

Overarching Communication Themes

*To ensure consistency and clarity across our messaging about the Elizabeth CBD, four core communications themes have been identified. These themes provide a lens through which all tactical communication—whether a media release, social post, community update or talking points—should be framed. **They help anchor the story of the CBD in what matters most: our people, our place, our shared purpose, and our future potential.***

1. People

The Elizabeth CBD is being developed for the people of Northern Adelaide—residents, business owners, workers, visitors, and future generations. It's about creating a central place that supports community wellbeing, strengthens identity, and brings people together.

How to frame communications:

Focus on community benefits, lived experience, accessibility, inclusivity, and opportunities to participate. Consider how each message connects with real people and their day-to-day lives—what they value, need, or care about.

Key questions: Who benefits from this? How does it improve quality of life? What voices or stories can we highlight?

2. Place

This is about the physical and emotional connection to the Elizabeth CBD as a central, public place. It's where built form, open space, amenity, and identity come together. A well-

designed CBD should feel like the heart of the city and region—a place people are proud of, feel safe in, and want to return to.

How to frame communications:

Emphasise place activation, urban design, landscaping, vibrancy, and the local character of Elizabeth. Communicate changes or improvements in ways that help people visualise and relate to the transformation.

Key questions: What's changing in the physical environment? How does the space serve the community? What makes this place feel like 'ours'?

3. Purpose

Purpose speaks to the reason behind the project—the role of the CBD in shaping a stronger, more connected, and more resilient Playford. It's the 'why' that underpins the vision and guides decision-making.

How to frame communications:

Make the intent behind each action clear. Link tactical updates back to the bigger picture. Reinforce how the project supports strategic objectives like population growth, economic development, vibrancy, or wellbeing.

Key questions: Why are we doing this? What strategic goal does this support? How does this build community trust and understanding?

4. Potential

This theme looks forward—at the opportunities the CBD will unlock over time. It acknowledges the growth and change ahead, and the ambition to position Elizabeth as a central, future-focused destination in Northern Adelaide.

How to frame communications:

Balance aspiration with credibility. Focus on the long-term outcomes the community can expect—from job creation and investment to a thriving cultural and civic life. Highlight milestones as steps toward that vision.

Key questions: What's the bigger opportunity here? How do today's actions lay the groundwork for tomorrow? How do we keep people hopeful and informed, even when change is gradual?

Overarching Strategic Messages

A suite of strategic key messages and supporting talking points have been developed that align to the themes of people, place, purpose and potential.

These overarching messages will serve as anchor points throughout all tactical communications. They aim to ensure consistency, transparency, and alignment with

Council's role and responsibilities, while also managing community expectations realistically and respectfully.

1. Creating a vibrant regional centre—one step at a time and for the generations to come

The Elizabeth CBD is a generational investment in the future of Northern Adelaide—a bold, thoughtfully planned regional centre designed to serve the community of today and tomorrow. As our community grows and changes, the CBD will become a vibrant civic and economic heart of the region, delivering lasting benefits in jobs, services, lifestyle, and pride of place.

- The Elizabeth CBD is a long-term vision designed to serve current and future generations of the North.
- It's about creating a vibrant, connected heart of the city—not just buildings but a place where people live, work, and gather.
- Progress takes time and each milestone is a considered step toward that future.
- We're committed to steady, thoughtful growth that reflects community values and aspirations.

2. Council is an enabler, guiding the right outcomes—not just any outcomes

Council is playing an active and deliberate role in shaping the regional centre—not by building it ourselves, but by guiding development outcomes that reflect our strategic vision and community values. This is not about putting up buildings quickly. It's about ensuring the right things happen in the right way, through strong master planning, clear expectations, and purposeful partnerships.

- Council is guiding the development to ensure it aligns with strategic goals and community priorities.
- This isn't about rapid construction—it's about ensuring the right mix of uses, quality design, and long-term benefits.
- We work with developers to influence developments that enhance the regional centre's character and function.
- Council's role is to set clear expectations and standards to protect community interests.

3. We have a robust and responsible process for working with developers

Every development opportunity follows a rigorous, staged process with built-in safeguards to protect community interests. While we cannot control all steps once we enter into an agreement and a developer takes control of a site, we do embed contractual obligations to ensure key milestones are met and community benefits are delivered. If they are not, we have mechanisms to respond and drive outcomes for Playford.

- Development agreements follow a clear, staged process with built-in safeguards.
- We embed community outcomes in contracts and hold developers accountable for delivering on milestones.

- While developers lead once sites are in their hands, Council retains mechanisms to protect community interests if commitments aren't met.
- Transparency and due diligence underpin every stage of development approval

4. We want to talk about decisions – but at the right time

We understand that working in confidence can feel at odds with community expectations for openness. The reality is commercial negotiations must be handled carefully to protect the financial and strategic interests of the community. Council is committed to being as transparent as we can be—sharing key milestones and updates at the right time—while respecting the confidentiality required to secure the best outcomes for Playford.

- We want to share our decisions – and we will, when the time is right and we can provide a fuller picture.
- Commercial negotiations are confidential to protect the community's financial and strategic interests.
- Council is committed to being as open as possible, sharing key milestones and updates whenever we can.
- Confidentiality allows us to secure the best outcomes without risking competitive disadvantage or financial loss.
- We appreciate the community's patience and understanding as we balance openness with necessary discretion.

5. Progress can take time—and it often happens out of sight

It's understandable that people want to see things happening on the ground, especially after major announcements. The reality is, delivering high-quality, large-scale development takes time. Once an agreement is entered into with a developer, they lead the pace and next steps of the process to finalise detailed planning, secure approvals and finance. During these quieter phases, Council will continue to check in with the community and provide updates where possible, even when there's little new to show.

- Large-scale development projects require detailed planning and approvals that aren't always visible.
- After appointing a developer, they lead delivery and Council monitors progress carefully.
- We know waiting for visible change can be frustrating, and we continue to engage and update the community during quieter periods.

6. The CBD vision is bigger than buildings — it's about creating a connected, thriving regional centre

While development sites are important to the Elizabeth CBD vision, they're one piece of a broader effort to enhance and enrich the city centre. Council and others are investing in the broader experience of the regional centre — creating a balanced mix of education, retail, services, open space, and cultural life that brings the CBD to life for the community.

Initiatives like UniHub Playford, upgrades to Fremont Park and surrounding public spaces, and cultural events such as Fringe Friday Night activations are deliberate steps towards a

CBD people want to use, enjoy, and return to. Nearby precincts — including the Sports Precinct and Health Precinct — play a key role in strengthening these connections and drawing people into the city centre.

Together, these efforts are creating a more complete CBD — one that's liveable, welcoming, and truly reflective of community needs.

- Development sites are just one part of a much broader CBD transformation.
- Council and others are investing in and delivering education, retail, public spaces, services, and cultural activation.
- These initiatives support a CBD that's vibrant, connected, and people-focused — beyond bricks and mortar.

7. People bring the CBD to life

The Elizabeth CBD project is about creating a place that works for people. It responds to how people live, what they need, and how they want to use their regional centre—now and into the future.

This is more than just new buildings and infrastructure. It's about shaping a city heart that feels welcoming, useful, and connected to daily life, where people want to gather, work, shop, and enjoy themselves.

People will bring the CBD to life. They'll use the spaces, support local businesses, attend events, and create a sense of energy and belonging. Their involvement and enthusiasm will shape the success of the project, making this place a true regional centre that grows and thrives with them.

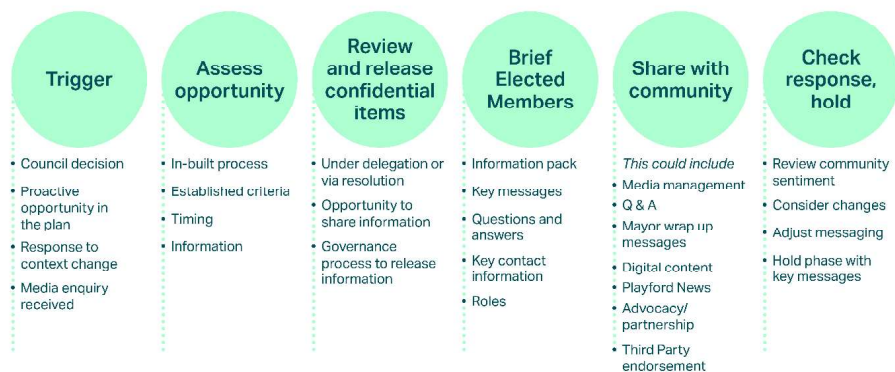
- The Elizabeth CBD is a place that belongs to the people of Playford and the North.
- The CBD is being shaped to reflect how people live and move through the area.
- It's designed to be useful, welcoming and part of everyday life.
- People will use and activate the spaces—that's what brings it to life.
- Local business, events and daily routines will create its energy.
- Community support and involvement will make the difference.

Communications Sequencing

Strategic communication relies on clear sequencing to create a consistent rhythm, manage expectations, and ensure coordinated messaging across all channels. For the Elizabeth CBD project, communication sequencing helps align internal readiness with external rollout—providing structure around when and how information is shared.

This section outlines the steps from initial triggers through to the activation of tactical communications. It includes the preparation of supporting materials for Elected Members, the timing of public announcements, and the execution across Council's owned channels.

It also recognises that successful communication requires flexibility—being responsive to context, monitoring community sentiment, and adjusting or pausing messages when needed to maintain clarity and trust.



Roles

Clear roles and responsibilities support consistent, coordinated communication throughout the life of the Elizabeth CBD project. This section outlines the role of the Mayor, Elected Members, Council's Communication Team, and key stakeholders in shaping and delivering messages.

Mayor	<ul style="list-style-type: none"> • Key Spokesperson • Supported by Communications Team to respond to media enquiries
Elected Members	<ul style="list-style-type: none"> • Support communications plan by sharing Council's published information • Answer questions from community or refer them to staff • Supported by Communications team with an information pack
Communications Team	<ul style="list-style-type: none"> • Develop and distribute key messages and communications materials • Execute tactical communications plan • Work with Mayor to respond to media enquiries • Provide regular update/ information pack to Elected Members
Key Stakeholders*	<ul style="list-style-type: none"> • Developers - speak to their developments and share progress (refer section below) • State Government – alignment with state planning direction • Industry bodies – support for Council vision

**Specific stakeholder management plans may be required at different stages of the project*

Council and Private Developer - Communication Alignment

Once a contract has been entered into with a private developer, the site and development project become their responsibility, and with that comes discretion over how and when they communicate. Council's role shifts from lead to enabler — but our responsibility to keep the community informed remains.

To maintain trust, alignment, and transparency, Council will establish a clear and respectful communications relationship with each developer from the outset.

Our approach includes:

- Early alignment: Council and the developer will agree on how communications will be handled.
- Mutual visibility: Both parties will nominate a representative to maintain regular contact and coordinate messaging where relevant and stay aligned and responsive to changing circumstances.
- Milestone collaboration: For shared moments such as announcements or sod-turnings, Council will seek joint communications where possible to present a united, positive narrative.
- Respecting discretion: If Council needs to speak during a quiet phase, we'll prioritise neutral, factual messaging and give the developer visibility and context in advance.

This approach ensures we balance the developer's autonomy with Council's commitment to community transparency — keeping the focus on progress, partnership, and outcomes for Playford.

Implementation: Pause and Play Tactical Planning Model

The Elizabeth CBD is a complex, multi-site, and long-term transformation. Our tactical communications approach must be flexible, responsive, and aligned with the pace and nature of development across different areas of the regional centre.

To support this, we are implementing a Pause and Play tactical planning model. This approach allows Council to remain strategically consistent while also being highly responsive to real-time progress, issues, and opportunities at the site or milestone level. Each development site or major project component will be assigned a tailored module that sits in one of two states:



Pause Mode

In this mode, activity on the site is not yet live or is in a holding phase. The Pause module includes:

- A set of current holding statements and key messages aligned with the overarching strategic messages.
- A real-time monitoring space to track potential risks, community sentiment, stakeholder queries, or emerging opportunities.

- A commitment to weekly review and updates, ensuring readiness and agility.
- Early groundwork for future activation (e.g. stakeholders to engage, context to watch, barriers to remove).

This ensures we're always prepared, informed, and positioned to shift to active communications when required.



Play Mode

When a milestone is approaching or activity becomes live, the module moves into Play. A full tactical communications plan is activated including:

- Refined key milestone messaging that connects directly to the strategic messages outlined in this plan.
- A detailed tactical execution plan including channels, spokespeople, timing, approvals, materials, and stakeholder engagement.
- A clear workflow for content production, issue management, and internal coordination to support delivery.
- Alignment with Council's broader communications calendar and Elected Member engagement.

This modular and scalable approach ensures that all communications—whether during high-visibility moments or quieter phases—are planned, consistent, and grounded in the strategic intent of the CBD vision.

Communication Channels

Council uses a mix of communication channels to reach and engage its community, with a strong focus on owned digital platforms. These channels allow Council to share timely, relevant information and respond to the different needs of residents, stakeholders, and partners as the Elizabeth CBD project progresses.

Digital channels are Council's most effective communication tools, with Facebook as the primary platform. It continues to grow in reach and engagement each quarter. Project updates consistently perform well on Facebook, making it a highly relevant channel for sharing key milestones and progress on the Elizabeth CBD. The Council website serves as the central source of truth, supported by electronic direct mail (EDMs) for targeted, direct communication.

Traditional channels remain important, particularly for reaching specific neighbourhoods or audiences less active online. These include:

- Direct mail-outs and letterbox drops to targeted areas
- Playford News, a printed community magazine delivered to all households
- Flyers, posters, and venue-based displays, used as needed depending on the message and audience

Over the life of the Elizabeth CBD project, different channels will be activated depending on the communication objective at each milestone. For further detail on channel performance

and preferences, refer to the 2025 Communication Channel Analysis and associated research.

Communication Risks and Mitigation

Effective communication plays a key role in managing expectations and maintaining trust throughout the life of the Elizabeth CBD project. The table below identifies potential communication risks—what could go wrong—and outlines the actions we can take to reduce the likelihood or impact of these issues through proactive communication and engagement.

Risk What might go wrong?	Mitigation How can we reduce the likelihood of this happening?
Community confusion about what Council's role in this project	Clear and consistent messages about Council's role are reinforced in proactive and reactive communications.
Misinformation about the project	Clear, factual and consistent messaging about the project across Council's channels. Monitoring of sentiment to gauge whether messages or communications needs to be adjusted and if any proactive communications are required. Responsive community management on Council's social media pages to reinforce facts.
Distrust in overall process	Consistent messaging about the process that is reinforced through proactive and reactive communications and reflected across all communications channels used by Council. Clear messaging about why some decisions are made in confidence and the release of these items in a more timely way.
Project scenario changes	Regular review process with project/activity leads and decision makers is embedded to monitor, assess and act as required. 'Pause and Play' tactical plans introduced.
Community concern about costs	Clear and consistent messages about cost, investment and benefits are reinforced in proactive and reactive communications as required.
Community concern about priorities	Clear and consistent messages across all Council communications (not just the CBD) about the requirement and challenge of managing multiple priorities as a council in the fastest growing region of SA.
External commentary or external conflicting decisions impacting the project	Monitor the external environment including media, maintain clear holding messages and assess need for any response as part of regular review process and 'Pause and Play'. This may include specific stakeholder management in addition to broader communications.

Concurrent CBD projects impacting the outcomes	Employing an integrated communications planning approach with a regular internal review process with internal stakeholders provides a clear line of sight to manage this scenario from a communications perspective.
Unauthorised release of Confidential Information	Register of Council Reports identifying what is in confidence. A communications plan that outlines governance process. Delegation to CEO to release confidential information.
Internal communication gaps	Internal communication protocols established.
Media misrepresentation	Tactical plans established with media ready briefings. Strong relationships with key media outlets.
No proactive communication – doing nothing	Implement a proactive and adaptable communications plan with a consistent messaging framework. Use multiple channels and provide regular project updates.

Review and Governance

A strong governance structure and regular review process are essential to ensuring the Elizabeth CBD Communications Plan remains strategic, accountable, and responsive over time.

The CEO approves the Elizabeth CBD Communications Plan internally prior to it being presented to Council for formal endorsement.

The Tactical Communications Plans are reviewed regularly to ensure they reflect the evolving context of the project and supports the flexible “pause and play” approach to communication. A more detailed process for the regular review of tactical communications including approvals is outlined in the adjoining Tactical Planning document.

The Elizabeth CBD Communications Plan should be reviewed periodically for alignment with Council's CBD strategy.

Date of Meeting	Meeting	Item No.	Title	Confidential Orders	Retention order
5/10/2021	Corporate Governance Committee	8.2	Northern CBD	<p>Pursuant to Section 91(7) of the Local Government Act 1999, the Committee orders that the following aspects of Item 8.1 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(b)(d) of the Local Government Act 1999:</p> <p>Presentation for Item 8.2</p> <p>This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the Local Government Act 1999.</p>	4773
5/04/2022	Corporate Governance Committee	8.1	Hotel Update	<p>Pursuant to Section 91(7) of the Local Government Act 1999, the Committee orders that the following aspects of Item 8.1 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(b)(d) of the Local Government Act 1999</p> <p>Report for Item 8.1</p> <p>Attachment(s) for Item 8.1</p> <p>Minutes for Item 8.1</p> <p>This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the Local Government Act 1999.</p>	4946
3/05/2022	Corporate Governance Committee	8.1	CBD Development Update Presentation	<p>Pursuant to Section 91(7) of the Local Government Act 1999, the Committee orders that the following aspects of Item 8.1 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Sections 90(3)(b)(d) of the Local Government Act 1999</p> <p>Presentation for Item 8.1</p> <p>This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the Local Government Act 1999.</p>	4988
2/08/2022	Corporate Governance Committee	8.1	CBD Development Update	<p>Pursuant to Section 91(7) of the Local Government Act 1999, the Committee orders that the following aspects of Item 8.1 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(d) of the Local Government Act 1999</p> <p>Report for Item 8.1</p> <p>Attachment(s) for Item 8.1</p> <p>Minutes for Item 8.1</p> <p>This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the Local Government Act 1999.</p>	5069
5/12/2022	Corporate Governance Committee	8.2	CBD Development Update	<p>Pursuant to Section 91(7) of the Local Government Act 1999, the Committee orders that the following aspects of Item 8.2 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Sections 90(3)(b)(d) of the Local Government Act 1999</p> <p>Presentation for Item 8.2</p> <p>This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the Local Government Act 1999.</p>	5228

*Items considered by CGC only. No flow to Council.

STAFF REPORTS

MATTERS TO BE CONSIDERED BY THE COMMITTEE ONLY

Matters for Information

5.4 CORPORATE GOVERNANCE COMMITTEE SELF-ASSESSMENT 2024/25

Responsible Executive Manager : Luke Culhane

Report Author : Sarah Schutz

Delegated Authority : Matters for Information

Attachments :

- 1 [↓](#). Corporate Governance Committee Self-Assessment Questions
- 2 [↓](#). Corporate Governance Committee Charter

Purpose

To update the Corporate Governance Committee (the Committee) on the process of conducting the 2024/25 self-assessment in accordance with the Committee Charter.

STAFF RECOMMENDATION

The Corporate Governance Committee receives the report and notes the process outlined for the 2024/25 Committee Self-Assessment.

Relevance to Strategic Plan

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

In accordance with Section 126 of the *Local Government Act 1999* (the Act), a Council must have an audit and risk committee. The Corporate Governance Committee Charter (Attachment 2) details how the Committee fulfils these obligations.

Performing a self-assessment ensures that the Committee has the required skills and attributes to fulfil the role of Council's audit and risk committee as required under Section 126(2)(b) of the Act and assists in the development of the Corporate Governance Committee Annual Report in accordance with Section 126(8)(b) of the Act, reporting on the work of the Committee.

Relevance to Community Engagement Policy

There is no requirement to consult with the community in relation to this report.

Background

In January 2025, Council endorsed (Resolution 6115) the Corporate Governance Committee Charter (Attachment 2) which includes the requirement for Members of the Committee to undertake an annual self-assessment to assess the ongoing role and effectiveness of the Committee.

Following feedback received by the Committee on the 2023/24 self-assessment, the Executive team will also receive the self-assessment to complete.

A 'Not Applicable' option has been included to allow for items that don't apply in that particular year to be reported on accurately.

Current Situation

The list of questions for the self-assessment (Attachment 1) are designed to assess the ongoing role and effectiveness of the Committee and cover topics including:

- The membership and composition of the Committee
- Effectiveness of meetings
- The review process of financial information
- The role and effectiveness of internal control, internal audit and risk management systems
- Other activities undertaken by the Committee.

The self-assessment tool developed by the Local Government Association (LGA) of South Australia has been used as the template for the self-assessment to assist the Committee in assessing its performance and ensuring all elements of the Committee's role are considered.

The self-assessment includes a 'Not Applicable' option to allow members to accurately assess items that do not apply for the 2024/25 financial year.

The Executive team will receive the self-assessment to complete.

Responses will not be anonymous ensuring responses by Committee Members are captured in accordance with the Charter.

Future Action

Following the completion of the self-assessment, the results will be collated and presented within the Corporate Governance Committee Annual Report for consideration by the Committee and endorsement by Council for inclusion in the City of Playford Annual Report for 2024/25.

Self-Assessment open for responses	11 th August – 25 th August 2025
Collate and analyse responses	1 st September – 15 th September 2025
Results presented to Committee in annual report	7 th October 2025

2024/25 Corporate Governance Committee Self-Assessment

Committee Members & Meetings

Question	Strongly disagree Below standard	Disagree Poor	Neutral	Agree Good	Strongly agree Exceptional	Not Applicable this year
The Committee understands the Council's business sufficiently to enable the Committee to fulfil its responsibilities.						
The mix of skills on the Committee allows it to effectively perform its responsibilities.						
Committee members have maintained relevant skills/knowledge/experience and undertaken relevant training and development.						
The Committee meets frequently enough to be effective.						
Meetings have been conducted in accordance with the agenda issued and allow sufficient time to discuss complex, critical and confidential issues.						
Meeting agenda and supporting papers are of sufficient clarity and quality to make informed decisions.						

Question	Strongly disagree Below standard	Disagree Poor	Neutral	Agree Good	Strongly agree Exceptional	Not Applicable this year
The Committee has received all information, presentations or explanations it considers necessary to fulfill its responsibilities.						
Meetings have been conducted to allow Committee members to raise any issue they believe relevant and allow for open, frank and robust discussion of all matters raised.						

Committee Planning & Reporting

Question	Strongly disagree Below standard	Disagree Poor	Neutral	Agree Good	Strongly agree Exceptional	Not Applicable this year
The Committee work plan set out achievable priorities and objectives for the year with appropriate progress against the work plan being achieved.						
Committee recommendations/decisions and agreed actions are monitored and have been implemented within agreed timeframes.						
The Committee reported to Council after each meeting summarising the work of the Committee during the period preceding the meeting and the outcomes of the meeting.						

External Audit

Question	Strongly disagree Below standard	Disagree Poor	Neutral	Agree Good	Strongly agree Exceptional	Not Applicable this year
The Committee is satisfied that annual financial reports comply with applicable legislation and Australian accounting standards and are supported by appropriate management sign-off on financial statements.						
The Committee has reviewed the findings of the interim and annual audits with the external auditor.						
The Committee has reviewed the external auditor's management letter and monitored the implementation of recommendations by management.						
The Committee has reviewed the external audit opinion, including whether appropriate action has been taken in response to audit recommendations and adjustments.						
The Committee has considered contentious financial reporting matters in conjunction with management and external auditors.						

Question	Strongly disagree Below standard	Disagree Poor	Neutral	Agree Good	Strongly agree Exceptional	Not Applicable this year
The Committee has reviewed the processes in place to ensure financial information included in the annual report is consistent with the signed financial statements.						
The Committee has met with the external auditor on at least one occasion on a confidential basis, with a majority of Committee members present and no members/employees of the council present (other than council members who are members of the Committee).						

Internal Audit

Question	Strongly disagree Below standard	Disagree Poor	Neutral	Agree Good	Strongly agree Exceptional	Not Applicable this year
The Committee has reviewed and approved the internal audit plan.						
The Committee considers the internal audit resources were adequate for the completion of the internal audit program.						
The Committee has monitored the implementation of internal audit recommendations and obtained all information and/or explanations it considers relevant to the progress or implementation of audit recommendations.						

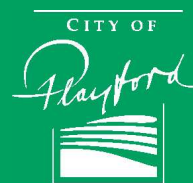
Question	Strongly disagree Below standard	Disagree Poor	Neutral	Agree Good	Strongly agree Exceptional	Not Applicable this year
The Committee considers the audit reports provided as appropriate for the business needs of the Council and: a) The reports were structured, concise and constructive						
b) The recommendations provided were realistic and resulted in improvements to current procedures						
c) The conclusions reached were adequately supported by relevant evidence and reflected a realistic understanding of the area under review						
The Committee adequately understands and reviews the Council's risk management framework and whether an effective approach is being followed to manage major risks.						
The Committee adequately understands and reviews the Council's financial reporting requirements.						
The Committee reviews the effectiveness of the system for monitoring Council's compliance with relevant laws and regulations.						
The Committee understands and reviews management's systems and arrangements for maintaining effective internal controls.						

Question	Strongly disagree Below standard	Disagree Poor	Neutral	Agree Good	Strongly agree Exceptional	Not Applicable this year
The Committee has reviewed the annual report prepared by the CEO in relation to policies and processes adopted to evaluate and improve effectiveness of internal control practices/procedures.						

Other matters

Question	Strongly disagree Below standard	Disagree Poor	Neutral	Agree Good	Strongly agree Exceptional	Not Applicable this year
The Committee reviewed and provided comment on any Prudential Management reports prepared in accordance with section 48 of the <i>Local Government Act 1999</i> .						
The Committee appropriately proposed and reviewed the exercise of powers under section 130A (Other Investigations) of the <i>Local Government Act 1999</i> .						
The Committee reviewed and provided feedback on relevant policies and procedures.						
The Committee understands and reviews Council's strategic management plans including the Annual Business Plan, and review and provide recommendations on the sustainability of Council's financial performance considering Council's financial indicators.						

CORPORATE GOVERNANCE COMMITTEE CHARTER



1. Role

The role of the Corporate Governance Committee (the 'Committee') is to provide independent assurance and advice to Council on accounting, financial management, internal controls, risk management and governance matters.

The Committee shall:

- 1.1 Fulfil the role of the Council's audit committee as required by Section 126 of the *Local Government Act 1999*.
- 1.2 Review Council's annual financial statements to ensure that they present fairly the state of affairs of the Council.
- 1.3 Propose and provide information relevant to the review of the Council's strategic management plans and annual business plans.
- 1.4 Monitor the responsiveness of the Council to recommendations for improvement based on previous audits and risk assessments, including those raised by Council's External and Internal Auditors.
- 1.5 Propose, and review the exercise of powers under Section 130A – Other Investigations of the *Local Government Act 1999*.
- 1.6 Liaise with Council's External Auditor.
- 1.7 Reviews the adequacy of the accounting, internal control, reporting and other financial management systems and practices of Council on a regular basis.
- 1.8 Provides oversight of the Internal Audit function in planning and scoping of the Internal Audit Work Plan.
- 1.9 Reviews and comments on the Internal Auditor's Reports on a quarterly basis.
- 1.10 Reviews and evaluates the effectiveness of policies, systems and procedures established and maintained for the identification, assessment, monitoring, management, and review of strategic, financial, and operational risks on a regular basis.
- 1.11 Reviews any report obtained by Council that addresses prudential issues of a project as per Section 48(1) of the *Local Government Act 1999*.
- 1.12 Performs any other function determined by Council or prescribed by regulations.

2. Terms of Reference

The Committee's terms of reference are to consider all matters outlined in Section 126(4) of the *Local Government Act 1999* being the functions of an audit and risk committee.

2.1 Financial Reporting

The Committee shall review the Council's Annual Financial Statements to ensure that they present fairly the state of affairs of the Council and review significant financial reporting issues and judgements which they contain.

The Committee shall review and challenge where necessary:

- a. The consistency of, and any changes to, accounting policies on a year-on-year basis;
- b. The methods used to account for significant or unusual transactions where different approaches are possible;
- c. Whether the Council has followed appropriate accounting standards and made appropriate estimates and judgements, taking into account the views of the External Auditor;
- d. The clarity of disclosure in the Council's financial reports and the context in which statements are made; and
- e. All material information presented with the financial statements, such as the operating and financial review and the External Auditor statement (insofar as it relates to the audit and risk management).

2.2 Strategic Management Plans and Annual Business Plans

The Committee shall propose and provide information relevant to a review of the Council's strategic management plans including the Annual Business Plan and Long Term Financial Plan, and review and provide recommendations on the sustainability of Council's financial performance giving consideration to Council's financial indicators.

2.3 Monitor Auditor Recommendations

The Committee shall:

- a. Review management responses to External and Internal Auditor recommendations.
- b. Monitor the timeliness of response.

2.4 Other Investigations or Evaluations

- a. The Committee may, when necessary, propose and review the exercise of Council's powers under Section 130A of the *Local Government Act 1999*, in relation to the conduct of efficiency and economy Audits in relation to any matter relating to financial management or the efficiency and economy with which Council manages or uses its resources to achieve its objectives, that would not otherwise

be addressed or included as part of an annual external audit and that is considered by Council to be of such significance as to justify examination.

- b. A report under Section 130A of the *Local Government Act 1999* is to be provided to the principal member of Council and the Committee.
- c. The Committee may review and consider reports or recommendations from external agencies where an investigation or evaluation relates to the role of the committee.

2.5 Council's External Auditor

The Committee shall:

- a. Provide input and make recommendation to Council on the appointment of the External Auditor.
- b. Meet with the External Auditor, as needed.
- c. Meet with the External Auditor at least once a year, on a confidential basis where the majority of members of the committee are present and without staff or other elected members being present, to discuss their remit and any issues arising from the External Audit.
- d. Annually review the performance of the External Auditor.

2.6 Accounting, Internal Control, Reporting and other Financial Management Systems

The Committee shall:

- a. Review the policies, practices, and procedures of internal control.
- b. Keep under review the effectiveness of the Council's internal controls systems.
- c. Review and recommend the approval, where appropriate, of statements to be included in the annual report concerning internal controls.

2.7 Internal Audit Function

The Chief Executive Officer (CEO) shall consult with the Committee before the appointment or assignment of an internal auditor.

The Committee shall:

- a. Oversee the planning and scoping of the Internal Audit Work Plan.
- b. Receive a report annually from the CEO on Council's internal audit processes.
- c. Directly receive any reports from the Internal Auditor.
- d. Review and comment on the Internal Auditor's reports on a quarterly basis.
- e. Review management's response to audits.
- f. Consider and make recommendations on the adequacy of resources and access

to information to enable the internal audit program to perform its function effectively and in accordance with the relevant professional standards.

2.8 Risk Management

The Committee shall:

- a. Review and evaluate the effectiveness of policies, systems and procedures established and maintained for the identification, assessment, monitoring, management, and review of strategic, financial, and operational risks on a regular basis.
- b. Review and recommend the approval, where appropriate of statements to be included in the annual report concerning risk management.
- c. Receive and review strategic risk reports.

2.9 Prudential Reports

The Committee shall review all Prudential Reports as per Section 48(1) of the *Local Government Act 1999*.

2.10 Public Interest Disclosures

The Committee shall review the Council's arrangements for its employees to raise concerns, in confidence, about possible wrongdoings in financial reporting, fraud and corruption and other matters.

The Committee shall ensure these arrangements allow for independent investigations and appropriate follow-up action where appropriate.

3. **Delegations**

3.1 Subject to paragraph 3.2 below, the Committee may:

- 3.1.1 Approve Committee Minutes as a true and accurate record of proceedings.
- 3.1.2 Develop and approve the Committee's Work Plan.
- 3.1.3 Appoint a Presiding Member from within the Committee.

3.2 Any other business referred to the Committee in accordance with its Purpose and Functions, and Terms of Reference, or where the Committee does not hold the delegated authority, may be debated with a recommendation referred to the next Ordinary Council Meeting for consideration.

3.3 The Executive Officer in consultation with the Presiding Member may approve a deputation request for business that falls in-line with the Committee's Purpose and Functions, and Terms of Reference. The Committee may resolve to seek further information on the business of a deputation; although no further resolution may be passed for the business of a deputation at the meeting the deputation was provided.

3.4 Petitions are not delegated to the Committee and are only to be presented to Council.

4. Meetings

- 4.1 The Committee will meet on the first Tuesday of the month, starting at 5:00pm. The Committee will meet a minimum of six (6) times per annum. The Committee will determine an annual schedule of meetings. Meetings must occur at least quarterly.
- 4.2 The Executive Officer, in consultation with the Presiding Member, is authorised to vary the meeting schedule (including the date and commencement time), if required due to business needs, ensuring legislated public notification obligations are fulfilled.
- 4.3 The CEO, in consultation with the Presiding Member may determine on reasonable grounds that a meeting is not required to take place where there:
 - a. are insufficient items for consideration by the Committee to warrant a meeting being held;
 - b. there are unforeseeable, unusual or emergency circumstances for the meeting not being held.
- 4.4 The Committee will meet in the Committee Room at the Playford Civic Centre, 10 Playford Boulevard, Elizabeth, unless otherwise determined by the Committee prior to the meeting.
 - a. Meetings may be conducted via electronic means. A member of the Council participating in a Committee meeting by electronic means is taken to be present at the meeting provided that the member:
 - i. can hear all other members present at the meeting;
 - ii. can be seen and heard by all other members present at the meeting; and
 - iii. can be heard by the person recording the minutes of the meeting.
- 4.5 The agenda will be prepared and distributed to all Members at least three clear days before the date of the meeting, with the preference being to distribute electronically.
- 4.6 Special Meetings of the Committee may be necessary from time to time and may be called in accordance with Section 87 of the *Local Government Act 1999*. Notice of a Special Committee Meeting may be at a minimum of four hours' notice, due to the urgency of the matters on the agenda.

5. Membership

- 5.1 The Committee is comprised of five members consisting of the Mayor, one (1) Council Member and three (3) Independent Members.
- a. The term of the Council Member appointment will be for a period determined by Council but not exceeding the next General Election.
 - b. Independent Members who are appointed to the Committee may carry over past an election term.
 - c. The Presiding Member must be an Independent Member and will be determined by the Committee for a period of two years, after which they may stand for re-election.
 - d. The Council may appoint a Deputy Member for the purpose of attending meetings where the Mayor or appointed Council Member are unable to attend a meeting. A Deputy Member is not permitted to attend a meeting in place of an Independent Member.
 - e. Unless the context otherwise requires, a reference to a Member in this document includes a Deputy Member.
- 5.2 The members of the Committee (when considered as a whole) must have skills, knowledge, and experience relevant to the functions of the committee, including in financial management, risk management, governance, and asset management.
- 5.3 A table providing a summary of current Members and terms of office will be made available on a website determined by the CEO.

6. Role of the Presiding Member

- 6.1 Oversee the conduct of meetings in accordance with the *Local Government Act 1999* and Code of Practice for Council and Committee Meetings.
- 6.2 Ensure all Members have the opportunity to participate in debate and discussions in an open and encouraging manner.
- 6.3 Where a matter has been debated significantly and no new information is being discussed the Presiding Member may call the meeting to order and ask for the debate to be finalised and proceed to voting.

7. Role of Committee Members

- 7.1 Actively participate in debate and discussion in a professional manner at all times.
- 7.2 Be prepared and informed of Committee meeting matters prior to the meeting.
- 7.3 Utilise the skills and experience of the Members to effectively carry out the Committee's role.

8. Independent Member Support

Remuneration

- 8.1 Sitting fees are established by Council and will be reviewed biennially.
- 8.2 Independent Members will be paid per meeting, upon receipt of an invoice.
- 8.3 Independent Members who are required to attend an Ordinary Council meeting, other Committee meetings or mandatory training are entitled to 50% of the sitting fee.
- 8.4 If an Independent Member is also the Presiding Member of a Committee, they will receive 125% of the sitting fee.

Sitting fee	50%	125%
\$550	\$275	\$687.50

Training

- 8.5 A tailored induction and training program will be provided to members joining the committee based on the skills, knowledge and experience of the member.
- 8.6 Independent Members may be offered to undertake training relevant to their role on the Committee. This may include mandatory training required of Council Members and Council and Committee Meeting Procedure training.

Insurance / Liability

- 8.7 Whilst acting in their capacity as an Independent Member, for any honest act or omission, Members will be provided indemnity for civil liability claims under the Local Government Association Mutual Liability Scheme.
- 8.8 Whilst acting in their capacity as an Independent Member, personal accident coverage will be provided to Independent Members. Note that under the *Private Health Insurance Act 2007* and the rules attached to that Act, the personal accident policy may not cover medical expenses and Independent Members are responsible for their own medical expenses.

Submission of Returns

- 8.9 Council has determined that Division 2 – Register of Interests of the *Local Government Act 1999* applies to the Corporate Governance Committee.
- 8.10 Independent Members are required to submit a Primary Return within 30 days of initial appointment to the Committee. Ordinary Returns will be required within 60 days after 30 June each year.
- 8.11 Failure to supply a return before the expiration of one month from the period outlined in 8.10 will result in a vacancy.

9. Role of the Executive Officer and Administrative Support

- 9.1 The Executive Officer is appointed by the CEO to support the administration and operation of the Committee.
- 9.2 The Executive Officer and relevant staff may provide advice during the meeting in order to aid informed decision making.
- 9.3 A minute taker will be provided to the Committee.
- 9.4 Governance will liaise with Independent Members to process remuneration and returns.

10. Reporting and Review

- 10.1 The Committee will undertake an annual self-assessment (in the election year this will be incorporated into the external review) to assess the on-going role and effectiveness of the Committee and report any recommendations to Council as required.
- 10.2 In the year leading up to a Council Election the Committee will undertake an external review of the Committee's effectiveness. Any relevant recommendations will be provided to the Council to assist with the on-going structure of the Committee.
- 10.3 The Committee will provide an annual report to the Council on the work of the Committee and this report will be included in Council's annual report.
- 10.4 The Committee will communicate with Council following each meeting. Communication may be in the form of meeting minutes, a presentation from the Presiding Member or Executive Officer, a written memo, or Council report.
- 10.5 Council may invite independent members of the Corporate Governance Committee to workshops with Council to discuss relevant topics as needed.

11. Supporting Documentation

- *Local Government Act 1999*
- *Local Government (Financial Management) Regulations 2011*
- *Local Government (Procedures at Meetings) Regulations 2013*
- *Private Health Insurance Act 2007*
- City of Playford Global Glossary
- Code of Practice for Council and Committee Meetings
- Code of Practice for Public Access to Meetings and Meeting Documents
- Behavioural Standards for Council Members



12. Document Control

13.1 Approved by Ordinary Council Resolution 6115 on 28 January 2025.

13.2 Before using a printed copy, please verify it is the current document.

5.5 2024-25 WHS EVALUATION ACTION PLAN AND RISK ACTION PLAN - PROGRESS UPDATE

Responsible Executive Manager : Luke Culhane

Report Author : Angie-Marie Ross

Delegated Authority : Matters for Information

Attachments :

- 1 [↓](#). 2024-25 WHS Evaluation Action Plan
- 2 [↓](#). Risk Action Plan 2024-25

Purpose

The purpose of this report is to provide the Corporate Governance Committee (the Committee) with an update on the WHS Evaluation Action Plan for 2024-25 and Risk Action Plan for 2024-25.

STAFF RECOMMENDATION

The Corporate Governance Committee receive and note the progress update on the 2024-25 WHS Evaluation Action Plan (Attachment 1) and Risk Action Plan 2024-25 (Attachment 2).

Relevance to Strategic Plan

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

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

Regular auditing of our work health safety (WHS) and risk management systems helps to identify opportunities for continuous improvement and provides information that enables data-informed decisions.

Relevance to Community Engagement Policy

There is no requirement for community engagement in this report.

Background

LGAWCS 2024-25 WHS Evaluation Action Plan

The Local Government Association Workers Compensation Scheme (LGAWCS) undertakes regular WHS evaluations across the South Australian Local Government (LG) sector. These evaluations are designed to assess each Council's WHS management systems including injury management against established industry benchmarks and the requirements of relevant legislation, including the *Work Health and Safety Act 2012*, *Work Health and Safety Act Regulations 2012*, *Return to Work Act 2014*, and the *Performance Standards for Self-insurers*.

The evaluation supports Council in recognising and sharing WHS management best practices across the LG sector. It also assists in identifying opportunities for system improvements and facilitates the implementation of those enhancements across the business.

Typically conducted every two years, the WHS evaluation requires Council to develop an action plan to address the findings from previous audits, while also identifying and pursuing opportunities for continuous improvement in WHS and injury management systems.

Risk Action Plan 2024-25

In October 2024, the LGA Mutual Liability Scheme (LGAMLS) advised Council is no longer required to develop an action plan for peer review and monitoring by the LGAMLS, however, Council decided to maintain a risk action plan for internal monitoring and review.

Current Situation

LGAWCS 2024-25 WHS Evaluation Action Plan

Since October 2024, the draft WHS Evaluation Action Plan has undergone peer review and were subsequently approved by the LGAWCS. The purpose of the peer review process is to ensure the proposed action plan adequately addresses the findings of previous audits and are proportionate to Council's available resources and organisational capacity.

The LGAWCS 2024-25 WHS Evaluation Action Plan (Attachment 1), covers the period from 1 October 2024 to 30 September 2025. Completion of this plan is a requirement of the LGAWCS, and failure to do so may adversely impact Council's workers' compensation insurance premium for the 2025-26 financial year.

As of 4 June 2025, the action plan remains on track. All actions due up to the end of May 2025 have been completed, and those scheduled for June to September 2025 are currently in progress.

On 4 June 2025, representatives from the LGAWCS met with Council staff to review progress and verify supporting evidence for completed actions. Following this meeting, the LGAWCS provided an update to the Chief Executive Officer confirming that the plan is currently tracking at 100% completion.

City of Playford Risk Action Plan 2024-25

The City of Playford Risk Action Plan 2024-25 is provided at Attachment 2. The plan runs from 1 October 2024 to 30 September 2025.

Over the past 12 months, progress on actions has been delayed due to vacancies within the Organisational Development Team. These positions were filled in April 2025, including the Senior Manager Organisational Development, Manager Risk and WHS, and Risk Specialist roles. A detailed update on each outstanding action is provided within Attachment 2.

The Risk Specialist and Manager Risk and WHS recommenced the review of the IRMF with a renewed focus on compliance with legislation, insurer expectations, ISO standards, and sector guidance.

In December 2023, updates were made to the *Local Government Act 1999*¹. The Act now explicitly requires councils to:

"Ensure that appropriate policies, systems and procedures relating to risk management are implemented and maintained in order to assist the council to carry out its activities in an efficient and orderly manner to achieve its objectives, inform appropriate decision-making, facilitate appropriate prioritisation of finite resources and promote appropriate mitigation of strategic, financial and operational risks relevant to the council."

As a result, LGAMLS developed and issued updated model documents in consultation with legal and risk specialists across the sector, including a Model Risk Management Policy and Framework, to support councils in aligning with these legislative changes, offering consistency, time efficiency and cost savings.

The initial 2023 IRMF review identified minor amendments. However, due to the recent legislative changes mentioned above and organisational realignment, a broader update is now required.

Future Action

LGAWCS 2024-25 WHS Evaluation Action Plan

Council will continue progressing the actions outlined within the plan, with full completion anticipated by the 30 September 2025.

City of Playford Risk Action Plan 2024-25

Implementation of the updated IRMF, along with the reintroduction of an updated Risk Management Policy that addresses internal controls and a structured risk management program, will deliver for the City of Playford:

- Full compliance with current legislative and governance obligations
- Improved risk maturity and capability across the organisation
- More consistent and efficient risk management practices
- Clearer accountability, reporting and monitoring of risk factors influencing operational and strategic outcomes.

As a result of the review process, a full proposal for a revised City of Playford Risk Action Plan 2025-26 including the updated IRMF and Risk Management Policy will be presented to the Committee in October 2025.

¹ Chapter 8 - Administrative and Financial Accountability, Division 2 - Internal Control, Audit and Risk Committee

Attachment 1 – LGRS 2024-25 WHS Evaluation Action Plan

WHS Evaluation Action Plan			
*Current Status as of the 04/06/2025			
Action	Planned Completion Month	Current Status	Comments
Volunteer Management			
Confirm volunteers understanding of WHS Duties by providing information and requesting they complete a competency-based questionnaire.	Aug-25	In Progress	Introducing WHS online induction for volunteers/ work experience. Notification from the Volunteer Coordinator to WHS Partner to coordinate.
Add WHS Duties information and questionnaire to the volunteer training register/database in Better Impact for volunteers to undertake during onboarding and every 2 years as a refresher.	Jul-25 Aug-25 (revised)	In Progress	Met with Volunteer Coordinator. WHS Partner working on the schedule to undertake WHS volunteer training.
Provide outcomes from the questionnaire to the Volunteer Coordinator and relevant Managers and input any follow up actions into Skytrust.	Aug-25 Sep-25 (revised)	In Progress	Postponed until Sept-25, once the above actions have been finalised.
In consultation with relevant stakeholders, develop a JSA simple template for volunteers to manage more complex tasks/activities safely.	Mar-25	Completed	
In consultation with key stakeholders develop a Volunteer JSA schedule	Apr-25	Completed	
Reference the new template in the volunteer handbook. Make available under WHS forms and templates in SharePoint for volunteer activities only.	Aug-25	In Progress	WHS Partner working with Volunteer Coordinator.
Train key stakeholders in usage of the new template.	Aug-25	In Progress	WHS Partners working with Managers and QC's on the use of this template. One on one training is in progress.
Identify locations and implement safety notice boards for volunteers.	Jul-25	Completed	
Consult with volunteers and relevant employees on content for noticeboards.	Jul-25 Aug-25 (revised)	In Progress	In the process of finalising with Volunteer Coordinator (projected completion date 4 August 2025).

Consult with volunteers and relevant employees on content for noticeboards.	Jul-25 Aug-25 (revised)	In Progress	In the process of finalising with Volunteer Coordinator (projected completion date 4 August 2025).
Allocate to Quality Coordinators to assist in keeping safety notice boards up to date with volunteer input.	Jul-25 Aug-25 (revised)	In Progress	In the process of finalising with Volunteer Coordinator (projected completion date 4 August 2025).
Business Improvements			
Review current hirer induction form in consultation with key stakeholders.	Oct-24	Completed	
In consultation with key stakeholders, create a High-Risk Activities Booking Form.	Oct-24	Completed	
Table both forms at the City Services WHS Committee for information/discussion.	Mar-25	Completed	
Instruct key stakeholders in usage of updated and new form.	Jun-25	Completed	
Ensure training for relevant workers is included in the TNA regarding hire induction form	Jul-25	Completed	
A review of the process will be completed within 6 months post implementation of the form, a summary of the findings will be included in the WHS City Services Committee	Jul-25	Completed	Review meeting organised for 2 February 2026
Driver Safety			
Investigate current Driver Guide ("The Driver Handbook" mentioned in Fleet procedure) and perform gap analysis to determine whether a City of Playford version will provide benefit to staff.	Mar-25	Completed	
Based on evidence from gap analysis, investigate content to be included in a CoP Driver's Safety Guide.	Jul-25	Completed	
Establish a working circle with key stakeholders to discuss how Driver Safety will be managed in the Volunteer space.	Aug-25	In Progress	WHS Partner working with relevant stakeholders. Meeting in August 25.
Develop a draft Guide for consideration of replacement to The Driver Handbook currently referenced in procedures	Sept-25	In Progress	WHS Partner working with relevant stakeholders.
Verification of Competency			
Undertake a gap analysis of the current plant and equipment that	Nov-24	Completed	

is used across City of Playford, in consultation with Fleet.			
Prioritise list of plant and equipment which may require a worker to undertake a VOC (consider the determining factors)	Nov-24	Completed	
Out of the items of plant and equipment requiring a VOC, determine how each item is to be verified, either internally or externally	Nov-24	Completed	
Plant and Equipment			
Add an additional question to UniqCo new plant form that determines if a risk assessment has been completed for each item of plant	Jul-25 Aug-25 (revised)	In Progress	WHS Partner has met with QC's and Fleet Assets. Additional information still being gathered.
Identify plant and equipment in City Assets that need a QR code with link to SOP	Aug-25	In Progress	WHS Partners working with Fleet. Meeting in August 2025. Revised completion date September 2025.
Create QR codes which link to the relevant SOP and make readily available (i.e.: sticker on equipment, laminated booklet, or other method etc...)	Aug-25	In Progress	WHS Partners working with Fleet. Meeting in August 2025. Revised completion date September 2025.
Take 5			
Review current processes for undertaking dynamic risk assessments/Take 5's across different teams in the organisation	Feb-25	Completed	
Consult with other councils on their process for dynamic risk assessment/Take 5's	Apr-25	Completed	
Develop a Take 5 tool and trial across different teams in the organisation	Jul-25	In Progress	Options have been researched, survey to gain feedback is in preparation stages. The survey will be used to obtain feedback from stakeholders. While consultation is occurring the Take 5 has been included in the JSA template and stakeholders have been advised to use it as an interim tool.

			Survey results anticipated for August 2025.
Consult with relevant managers and Quality Coordinators on the process	Jul-25	In Progress	After Take 5 survey results are obtained, WHS Partners will consult with managers and Quality Coordinators about options for integration. Consultation anticipated to be concluded August 2025.
Develop a process to support the integration of the tool throughout the organisation	Aug-25	In Progress	Final version of the integration process for Take 5 tool to be agreed September 2025.
Determine method for providing information and instruction on the Take 5 process and develop and necessary documentation (i.e.: training material etc...)	Aug-25	In Progress	Materials and steps for integration process developed. Revised completion date until September 2025.
Consult with relevant workers on the process	Jul-25	In Progress	Following on from the agreed integration process, completion date extended until September 2025.
Identify teams which require information and instruction on the Take 5 process	Jul-25	In Progress	As above, anticipated completion revised to September 2025.

Attachment 2 – Risk Action Plan

City of Playford Risk Action Plan *Current Status as of the outstanding actions 04/06/2025			
Action	Planned Completion Month	Current Status	Comments
Risk Governance			
Seek feedback from CGC on updated Consequence and Likelihood table.	Feb-24	Completed	Updated and endorsed at the 3 December 2024 CGC meeting.
Seek feedback from CGC on updated Integrated Risk Management Framework	April-24	In progress	Documents are proposed to be presented to CGC in October 2025.
Review operational risks in line with the new risk tables	June-24	In progress	Risk tables updated to reflect likelihood and consequence adoption by CGC in December 2024. The Risk Specialist is currently reviewing in consultation with key stakeholders the CAMMS software, for system improvements and full integration across the business.
Operational Risk Registers			
Operational Risk Register Review - Families & Young People	Jun-24	Completed	A review was completed with Families and Young People business unit (in conjunction with all City Services business units).
Operational Risk Register Review - Ageing and Inclusion	Jul-24	Completed	A review was completed with Ageing and Inclusion business unit (in conjunction with all City Services business units).
Project Risk Register			
Enter Riverlea Social Infrastructure Project risk assessment into CAMMS as a trial of the project risk register	Mar-24	In progress*	<p>Due to the resignation and change over in the Risk Specialist and Manager, Risk and WHS, gaps have occurred in the roll out of CAMMS for project use with only a small number of projects utilising CAMMS.</p> <p>The Risk Specialist has been active in working with project teams, looking at potential improvements with CAMMS to facilitate the integration of systems.</p> <p>This action has been replaced with other projects.</p>

Review use of CAMMS for project risks and determine if it will provide benefit for future project risk assessments.	Jul-24	In progress	<p>Due to the resignation and change over in the Risk Specialist and Manager, Risk and WHS, gaps have occurred in the roll out of CAMMS for project use with only a small number of projects utilising CAMMS.</p> <p>The Risk Specialist has been active in working with project teams, looking at potential improvements with CAMMS to facilitate the integration of systems.</p> <p>The revised date to complete this action is October 25.</p>
Event Risk Registers			
Add carols event risk assessment to CAMMS	Nov-23 Oct-25 (revised)	Not started	Event risk register has been created within CAMMS. The template for event risks has been created.
Provide training to event team on use of CAMMS.	Nov-23 Aug-25 (revised)	Not started	Training is scheduled for August 2025.
Add Australia Day event risk assessment to CAMMS	Dec-23 Oct-25 (revised)	Not started	Event risk register has been created within CAMMS. The template for event risks has been created. Training is scheduled for August 2025.
Add Anzac Day event risk assessment to CAMMS	Mar-24 Oct-25 (revised)	Not started	Event risk register has been created within CAMMS. The template for event risks has been created. Training is scheduled for August 2025.
Crisis Management			
Update BCP following outcome of the desktop exercise	Nov-23	Completed	BCP updated January 2025.

5.6 CORPORATE GOVERNANCE COMMITTEE WORK PLAN

Responsible Executive Manager : Luke Culhane

Report Author : Sarah Schutz

Delegated Authority : Matters for Information

Attachments : 1 [↓](#). 2025 Corporate Governance Committee Work Plan

Purpose

The purpose of this report is for the Corporate Governance Committee (the Committee) to review and monitor the Committee's Work Plan and ensure it is meeting the obligations set out in the *Local Government Act 1999* (the Act) and its Charter.

STAFF RECOMMENDATION

The Committee receive the 2025 Corporate Governance Committee Work Plan (Attachment 1).

Relevance to Strategic Plan

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

The Committee is a requirement under Section 126 of the Act, the Corporate Governance Committee Charter (the Charter) details how the Committee fulfils these obligations, and the Work Plan (Attachment 1) is the planning tool to ensure that the Committee meets the requirements of the Charter.

Relevance to Community Engagement Policy

There is no requirement to undertake public consultation as part of this report.

Background

The Committee was established at the commencement of the 2022 council term and the Committee fulfils the legislative requirements to have an audit committee under Section 126 of the Act. The purpose of the Committee is to provide independent assurance and advice to Council on accounting, financial management, internal controls, risk management and governance matters.

Current Situation

The attached Work Plan has been developed as a tool to ensure that the business of the Committee is appropriately planned on an annual basis and the Committee is meeting the obligations of the Act and its Charter. At each meeting, the Work Plan is reviewed and updated if required.

As requested at the May 2025 meeting, Prudential Reports considered by the Committee have been included in the Work Plan retrospectively to assist in capturing annual report data.

Additionally, the Internal Audit Work Plan scheduled for August 2025 was presented to the Committee in May 2025 and the appointment of the Presiding Member will be considered at the August meeting to allow for training in the role if required.

Future Action

The Committee will receive a report on the forward Work Plan at each Committee meeting.

Corporate Governance Committee Work Plan 2025										
AGENDA	CGC Charter Reference	Report Type	Non-recurrent/ Recurrent	Meeting Dates						
				3 Feb 2025	17 Mar 2025	1 Apr 2025	6 May 2025	5 Aug 2025	7 Oct 2025	2 Dec 2025
POLICY REVIEW										
Consider relevant Policies for CGC input (as needs basis)	2.6 Accounting, Internal Control, Reporting and other Financial Management Systems	Decision Report	N							
FINANCIAL MANAGEMENT										
External Audit:										
External Audit Contract (as needs basis)	2.5 Council's External Auditor	Decision Report	N							
Annual External Audit Plan	2.5 Council's External Auditor	Information Report	R	External Audit Attend						
Management Update on Internal Control Findings (External Audit Interim Report)	2.3 Monitor Auditor Recommendations	Information Report	R							
Adoption of Annual Financial Statements & External Audit Report	2.1 Financial Reporting and 2.5 Council's External Auditor	Decision Report	R						External Audit Attend	
Meeting with External Auditor	2.5 Council's External Auditor	Informal Discussion (Committee Only)	R						External Audit Attend	
Mid Year Review - End of Year Forecast	2.1 Financial Reporting	Information Report	R							
Rates Review (as needs basis)	2.1 Financial Reporting	Decision Report / Information Session	N							
Rolling Asset Revaluation Update	2.1 Financial Reporting	Information Report	R							
RISK MANAGEMENT										
Strategic Risk Report	2.8 Risk Management	Information Report	R							
Risk and WHS Audit Action Plans - Progress Update	2.8 Risk Management	Information Report	R							
Insurance Portfolio	2.8 Risk Management	Information Report	R							
Major Project Update (as needs basis)	2.8 Risk Management	Information Report	N							
Disaster Recovery Plan (as needs basis)	2.8 Risk Management	Information Report	N							
Business Continuity Plan (as needs basis)	2.8 Risk Management	Information Report	N							
INTERNAL AUDIT										
Internal Audit Work Plan	2.7 Internal Audit Function	Information Report	R							
Internal Audit Finding Reports (as needs basis)	2.3 Monitor Auditor Recommendations	Information Report	N							
Internal Audit Status Update	2.3 Monitor Auditor Recommendations	Information Report	R							
STRATEGIC MANAGEMENT PLANS										
LTFP Update and Assumptions	2.2 Strategic Management Plans and Annual Business Plans	Informal Discussion	R							
Update on ABP, LTFP, SAMP	2.2 Strategic Management Plans and Annual Business Plans	Informal Discussion	R							
PRUDENTIAL REPORTS										
Prudential Reports (as needs basis)	2.9 Prudential Reports	Decision Report / Informal Discussion	N							
PUBLIC INTEREST DISCLOSURES										
Public Interest Disclosures (as needs basis)	2.10 Public Interest Disclosures	Information Report	N							
OTHER INVESTIGATIONS OR EVALUATIONS										
Other Investigations (Section 130A) (as needs basis)	2.4 Other Investigations or Evaluations	Decision Report	N							
COMMITTEE GOVERNANCE										
Workplan & Schedule of Meetings	4. Delegations	Decision Report	R							
CGC Communique	11. Reporting and Review	Informal Discussion	R							
Appointment of Presiding Member	4. Delegations	Decision Report	R							
Committee Self Assessment and Annual Report	11. Reporting and Review	Decision Report	R					Process	Findings	
CEO update		Information Report	R							
Training and Development (Finance, Risk and Standards update) (as needs basis)	9. Independent Member Support		N							

INFORMAL DISCUSSION

6.1 Content for the Corporate Governance Committee Communique

Presenter: Luke Culhane, General Manager Corporate Services

Purpose: For the Committee to provide input into the Corporate Governance Committee Communique for the August 2025 meeting.

Duration: 5 minutes

Section 126(8)(a) of the *Local Government Act 1999* states the audit and risk committee of a Council must provide a report to the Council after each meeting summarising the work of the Committee during the period preceding the meeting and the outcomes of the meeting.

STAFF REPORTS

MATTERS TO BE CONSIDERED BY THE COMMITTEE AND REFERRED TO COUNCIL

***Matters which cannot be
delegated to a Committee or Staff***

8.1 EXTERNAL AUDIT CONTRACT

Contact Person: Luke Culhane

Why is this matter before the Council or Committee?

Matters which cannot be delegated to a Committee or Staff

Purpose

For Council to make a determination on whether to deal with this matter in confidence.

A. COMMITTEE TO MOVE MOTION TO GO INTO CONFIDENCE

STAFF RECOMMENDATION

Pursuant to Section 90(2) of the *Local Government Act 1999* an order is made that the public be excluded from attendance at the meeting, with the exception of:

- Chief Executive Officer;
- General Manager City Assets;
- General Manager Corporate Services;
- Senior Manager Financial Services;
- Governance Support;
- ICT Support;
- Minute Taker;

in order to consider in confidence agenda item 8.1 under Section 90(3)(d) of the *Local Government Act 1999* on the basis that:

- (d) commercial information of a confidential nature (not being a trade secret) the disclosure of which -
- i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and
 - ii) would, on balance, be contrary to the public interest.

This matter is confidential because of a recommendation for appointment of new external auditor whilst the procurement process has not been finalised.

On the basis of this information, the principle that meetings should be conducted in a place open to the public has been outweighed in this instance; the Committee consider it necessary to consider this matter in confidence.

Section B below to be discussed in the confidential section of the agenda once the meeting moves into confidence for each item.

B. The Matters as per item 8.1

C. COMMITTEE TO DECIDE HOW LONG ITEM 8.1 IS TO BE KEPT IN CONFIDENCE

Purpose

To resolve how long agenda item 8.1 is to be kept confidential.

STAFF RECOMMENDATION

Pursuant to Section 91(7) of the *Local Government Act 1999*, the Committee orders that the following aspects of Item 8.1 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(d) of the *Local Government Act 1999*:

- Report for Item 8.1
- Attachment(s) for Item 8.1
- Minutes for Item 8.1

This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the *Local Government Act 1999*.

Pursuant to Section 91(9)(c) of the *Local Government Act 1999*, the Committee delegates to the Chief Executive Officer the power to revoke this order at any time and the Chief Executive Officer must advise the Committee of the revocation of this order as soon as possible after such revocation has occurred.