



# NOTICE

of

## STRATEGY AND SERVICES COMMITTEE MEETING

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

TO BE HELD IN

**COUNCIL CHAMBERS  
PLAYFORD CIVIC CENTRE  
10 PLAYFORD BOULEVARD, ELIZABETH**

MEMBERS MAY PARTICIPATE BY ELECTRONIC MEANS

ON

**TUESDAY, 12 AUGUST 2025 AT 7:00 PM**

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

**SAM GREEN  
CHIEF EXECUTIVE OFFICER**

Issue Date: Thursday, 7 August 2025

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### MEMBERSHIP

#### **CR DAVID KERRISON – PRESIDING MEMBER**

Cr Akram Arifi

Cr Andrew Craig

Cr Chantelle Karlsen

Cr Jane Onuzans

Cr Tanya Smiljanic

Cr Marilyn Baker

Mayor Glenn Docherty

Cr Clint Marsh

Cr Peter Rentoulis

Cr Katrina Stroet

Cr Zahra Bayani

Cr Shirley Halls

Cr Misty Norris

Cr Gay Smallwood-Smith

Cr Rebecca Vandeppear



**City of Playford  
Strategy and Services Committee Meeting**

**AGENDA**

**TUESDAY, 12 AUGUST 2025 AT 7:00 PM**

**1 ATTENDANCE RECORD**

1.1 Present

1.2 Apologies

Cr Jane Onuzans  
Cr Chantelle Karlsen

1.3 Not Present

**2 CONFIRMATION OF MINUTES**

**RECOMMENDATION**

The Minutes of the Strategy and Services Committee Meeting held 8 July 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 and referred to Council**

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

5.1 Review of the 2014 Commercial Rating Strategy (Attachment).....6

**Matters to be considered by the Committee Only**

*Matters for Information*

5.2 Reference Groups Update .....66

**6 INFORMAL DISCUSSION**

6.1 Quarterly Capital Projects Update.....71

**7 INFORMAL ACTIONS****8 CONFIDENTIAL MATTERS****STAFF REPORTS***Matters which cannot be delegated to a Committee or Staff*

- 8.1 Elizabeth CBD - Lot 1 Development (Attachments).....73

*Matters which can be delegated to a Committee or Staff but the Council has decided not to delegate them*

- 8.2 NAWMA Draft Strategic Plan 2026-2031 (Attachment) .....76

**9 CLOSURE**

## **STAFF REPORTS**

### **MATTERS TO BE CONSIDERED BY THE COMMITTEE AND REFERRED TO COUNCIL**

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

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## 5.1 REVIEW OF THE 2014 COMMERCIAL RATING STRATEGY

**Responsible Executive Manager :** Sam Green

**Report Author :** Luke Culhane

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

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

### PURPOSE

The purpose of this report is to inform Council of the review of, and to revoke, the 2014 Commercial Rating Strategy.

### STAFF RECOMMENDATION

1. Council receive and note the Discussion Paper - 2014 Commercial Rating Strategy (Attachment 1).
2. 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.

On 5 August 2025, a report titled Review of the 2014 Commercial Rating Strategy (Including Presentation), was considered at the Corporate Governance Committee Meeting. The Committee resolved the following:

#### **COMMITTEE RESOLUTION**

**1****Moved: Mr White****Seconded: Mr Brass**

- 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**

**CARRIED**

## **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 consult with the community on this issue.

### 4. DISCUSSION

#### Strategy Performance

- 4.1 After a decade of implementation, the financial outcomes of the 2014 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 of Playford'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:

<b>Factor</b>	<b>Description</b>	<b>Do Commercial Rates Influence this Factor?</b>
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:

<b>Tool</b>	<b>Observation</b>
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	<p>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.</p> <p>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.</p>
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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. Council receive and note the Discussion Paper - 2014 Commercial Rating Strategy (Attachment 1).
2. 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. Council receive and note the Discussion Paper - 2014 Commercial Rating Strategy (Attachment 1).
2. That the Council holds an informal information session at a future date to further review the 2014 Commercial Rating Strategy.

### Option 3

1. Council receive and note the Discussion Paper - 2014 Commercial Rating Strategy (Attachment 1).
2. Council does not revoke the 2014 Commercial Rating Strategy.

## 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 Council with the opportunity to review the 2014 Commercial Rating Strategy and further consider the Discussion Paper (Attachment 1) and provide additional feedback to staff relating to 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 Council contains financial implications.

### 6.3 Option 3 Analysis

#### 6.3.1 Analysis & Implications of Option 3

Option 3 will see no change to the current situation, there are no implications by retaining the 2014 Commercial Rating Strategy.

### 6.3.2 Financial Implications

There are no financial implications associated with this option.



# 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.

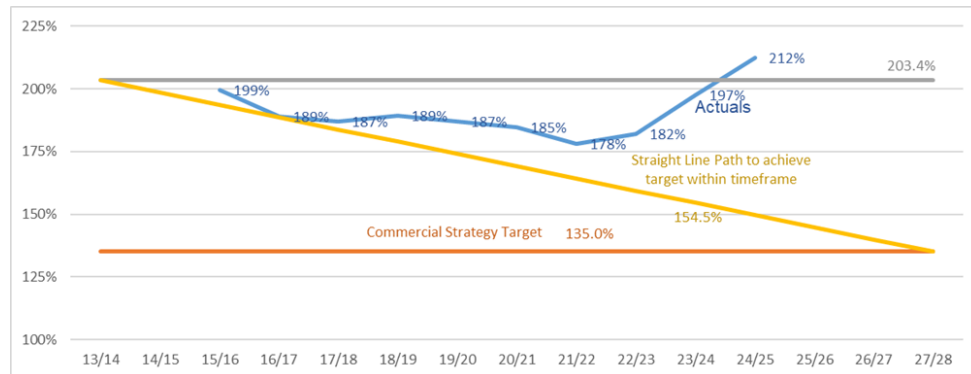
To support the transition, Council committed to quarantining and reinvesting \$5.5 million from new rate revenue generated by expected commercial growth in commercial property investment. It was anticipated that by achieving the targeted growth trajectory, the commercial rate in the dollar could be reduced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

### Strategy Performance

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

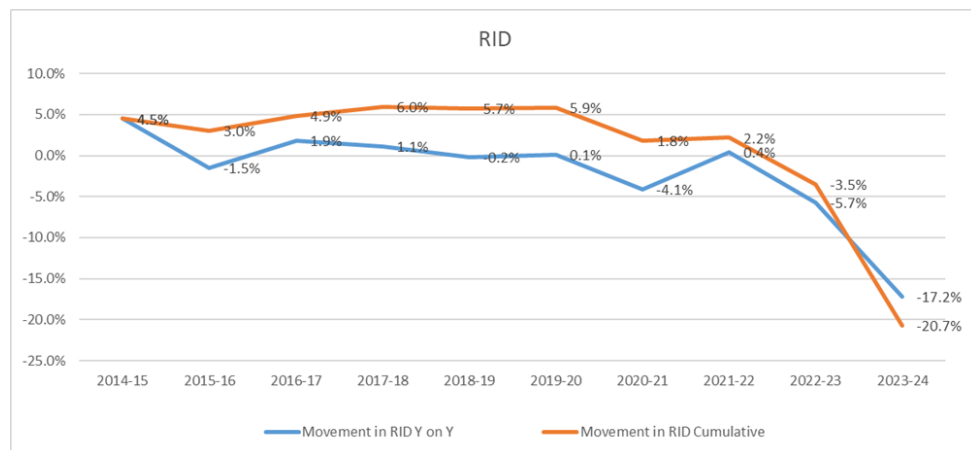
The target to reduce the share of rates paid per dollar of property value by the Commercial and Industrial sector has **not been achieved**. In fact, the ratio has increased over time from 203% at the inception of the Strategy to 212% as of the most recent financial reporting period. This upward trend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

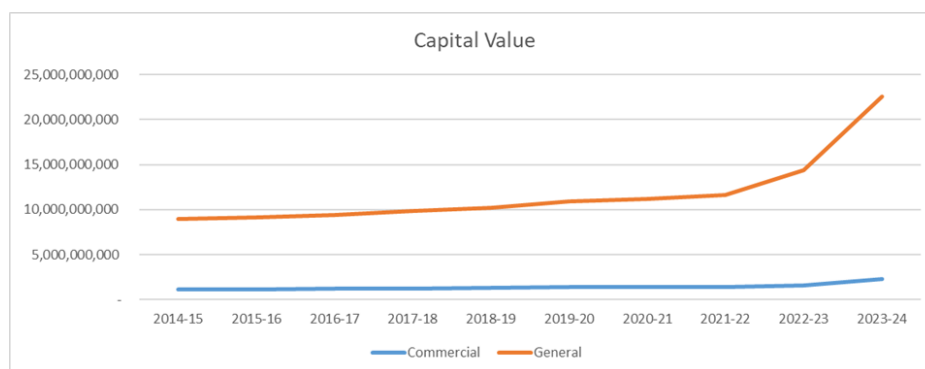
### Factors Contributing to the Strategy's Performance

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](http://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

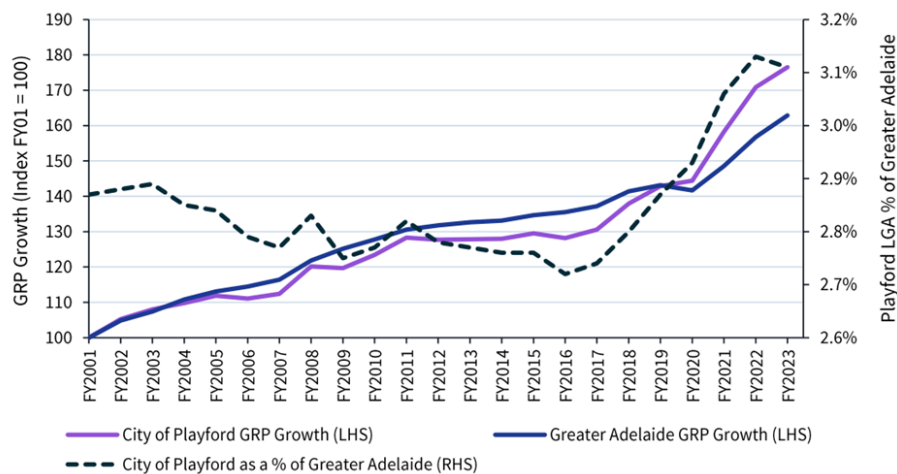
#### Gross Regional Product Growth

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.

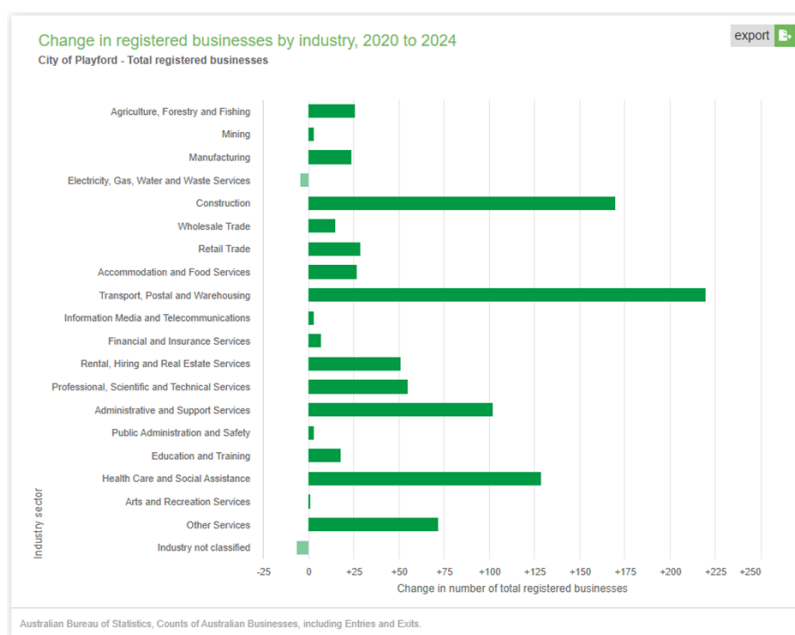
While Playford's GRP has historically lagged behind Greater Adelaide, its more recent trajectory indicates strong momentum, positioning the area as a growing economic node in Adelaide's north.

**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%
<b>Total</b>	<b>2,946</b>	<b>4,624</b>	<b>+1,678</b>	<b>57.0%</b>

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.

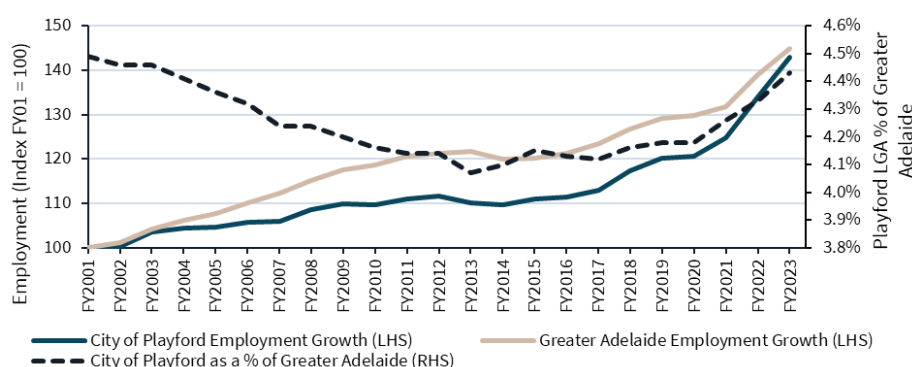
Both the state government and City of Playford have initiatives across key sectors and employment lands including manufacturing, defence, health and agriculture. For further information, refer to page 12 of Appendix 1.

## 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.

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

<b>Tool</b>	<b>Observation</b>
<b>Incentives for Commercial/Industrial Development</b>	To support key precinct developments, incentives are offered or negotiated to stimulate investment usually associated with an expression of interest in a market approach.
<b>Strategic Land Use Planning</b>	With significant demand for employment lands by 2051, opportunities are initiated and identified to ensure adequate land is available through initiating code amendments.
<b>Advocacy/Promote Sectoral Growth</b>	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.
<b>Invest in Critical Infrastructure</b>	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.
<b>Rating Policy</b>	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.

## 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
<b>Inflation</b> 	+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.
<b>Interest Rates</b> 	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.
<b>Gross Regional Product</b> 	+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.
<b>Unemployment Rate</b> 	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.
<b>Population Growth</b> 	+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.
<b>Retail Turnover Growth</b> 	+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.
<b>Wages Growth</b> 	+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

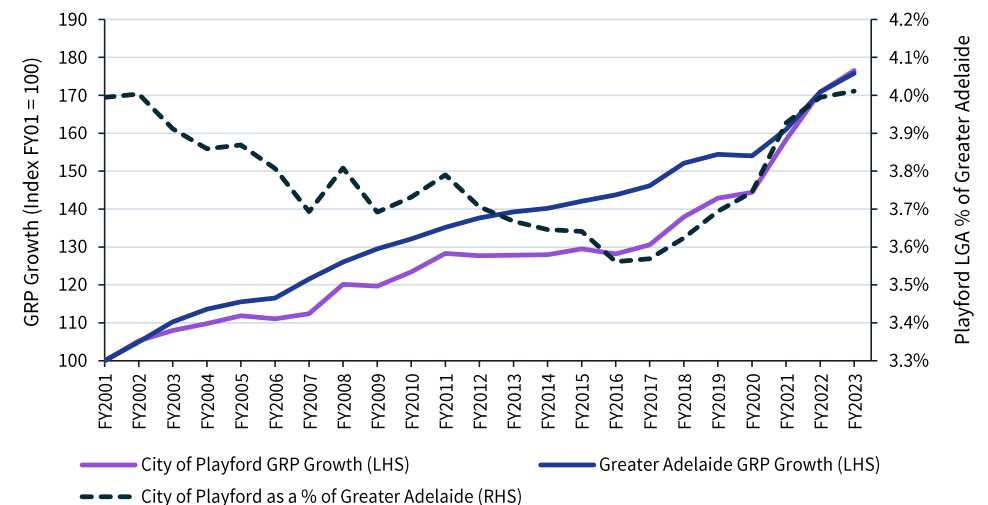
The Gross Regional Product of Playford LGA and Greater Adelaide has experienced an overall upward trend over the past 22 years. Historically, the Greater Adelaide GRP growth has been steadier and higher than Playford LGA over time. Both regions showed accelerated growth from FY2020 onwards, with the 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><b>Adelaide's North South Corridor</b></p> <ul style="list-style-type: none"> <li>Covering 78 kilometres, running between Gawler and Old Noarlunga, the dedicated non-stop North South Corridor for Greater Adelaide.</li> <li>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.</li> <li>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.</li> <li>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.</li> </ul>	 <p><b>Penfield Intermodal Rail Facility</b></p> <ul style="list-style-type: none"> <li>The intermodal freight terminal set on 92 hectares of land on the Adelaide-Port Augusta railway line is operated by SCT Logistics.</li> <li>It is a major rail hub intersecting Perth, Adelaide and Parkes rail services with warehouses and major distribution centres.</li> <li>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.</li> <li>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.</li> <li>Specifically, this improves overall export and import movements for Playford LGA, along with job creation in the Transport, Postal and Warehousing industry.</li> </ul>
 <p><b>Gawler East Link Road Project</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>Project costs totalled ~\$60 million and created approximately 110 local construction jobs.</li> <li>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.</li> </ul>	 <p><b>Gawler Rail Electrification Project</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>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).</li> <li>Not within Playford LGA itself; however, seen to have improved travel for Playford LGA workers living outside the LGA, giving enhanced accessibility to jobs.</li> </ul>

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
 <b>Manufacturing</b>	<b>Manufacturing Growth Accelerator:</b> 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.	<b>Manufacturing:</b> 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.
 <b>Defence</b>	<b>Defence industry:</b> 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.	<b>P-8A Poseidon Deep Maintenance Facility:</b> 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.
 <b>Employment Lands</b>	<b>Greater Adelaide Regional Plan:</b> 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.	<b>Unlocking Industrial Land in Northern Adelaide Key To State's Economic Future:</b> 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.
 <b>Health &amp; Medical</b>	<b>Lyell McEwin Hospital Upgrades:</b> 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.	<b>Playford Health and Wellbeing Precinct:</b> 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.
 <b>Agriculture</b>	<b>Net Zero Agriculture:</b> 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.	<b>Agriculture and Horticulture:</b> 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

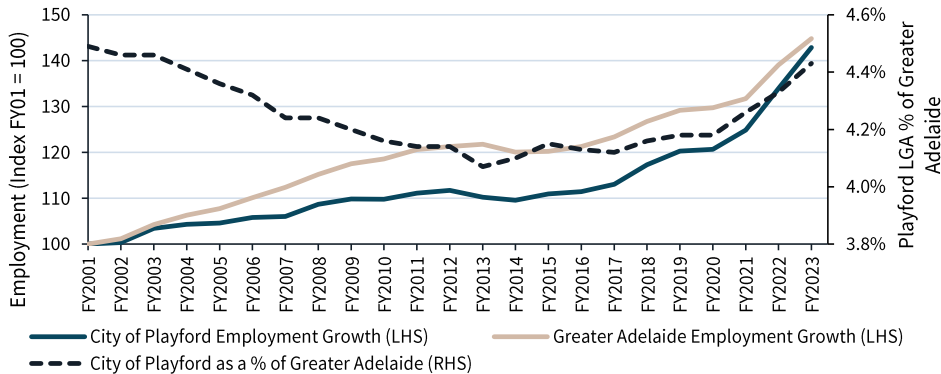
## Employment Growth & Employment Land Use Trends

### 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
<b>Total</b>	<b>21,656</b>	<b>30,595</b>	<b>0.71</b>	<b>24,247</b>	<b>32,660</b>	<b>0.74</b>	<b>28,196</b>	<b>39,614</b>	<b>0.71</b>

Source: ABS, JLL



# Employment growth

## Employment Growth & Employment Land Use Trends

### Business Trends

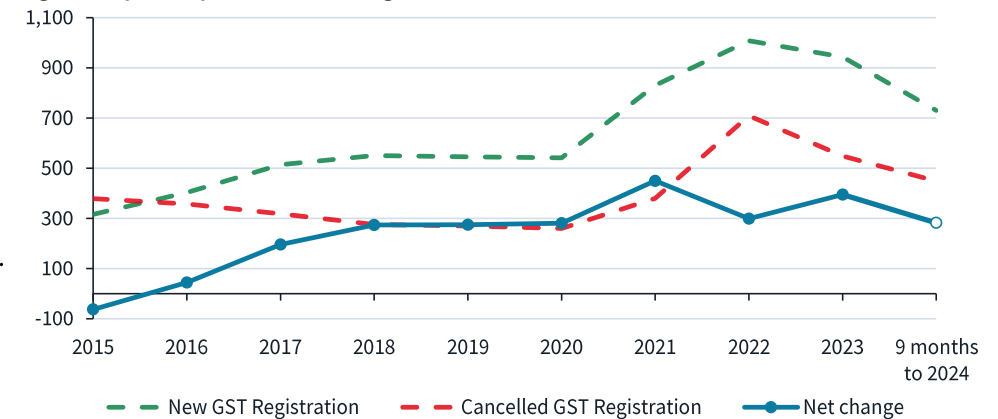
As at Q3 2024, Playford LGA recorded a total net increase of 282 GST registered businesses. There were 730 new GST registrations and 448 GST cancellations 9 months into the year. The industries with the greatest growth in the 9 months to Q3 2024 were Transport, Postal and Warehousing (+97), Construction (+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.

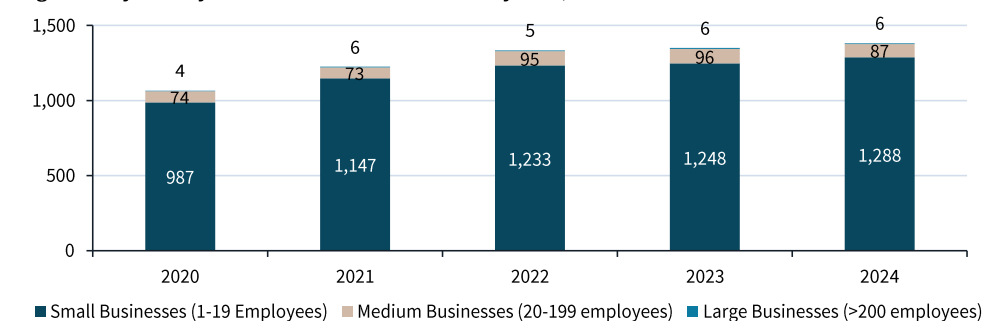
The registered businesses in Playford LGA totalled 4,420 in 2024, an increase of 30% from 2020 (including non-employing businesses). Playford is predominantly made up of small businesses of 1 to 19 employees, which has increased from 987 to 1,288 businesses over the last 5 years. Only 6 businesses are 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.

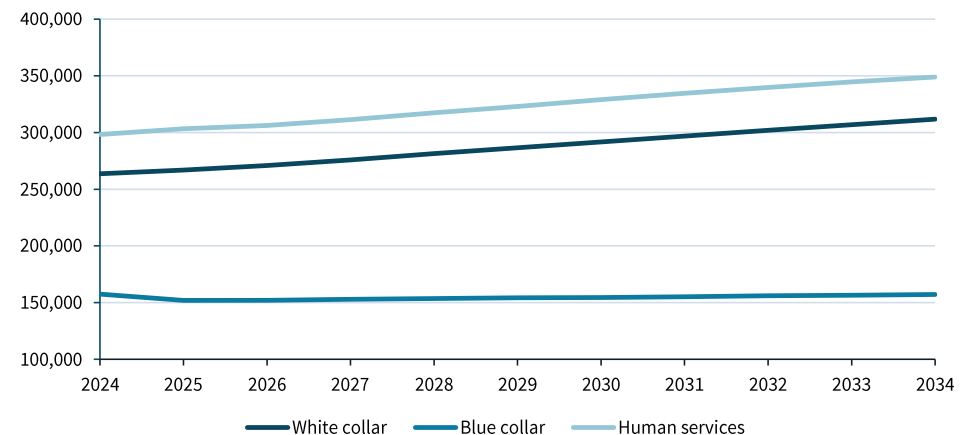
As of February 2025, DAE forecast Greater Adelaide's workforce to grow by 0.4% (2,766 workers) in 2025 with an improvement to 1.0% (6,862 workers) in 2026. A total growth of 6.2% (CAGR 1.2%) is projected from 2024 to 2029, and a 13.7% (CAGR 1.3%) employment growth in the 10-year period to 2034. We have 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.<sup>1</sup>

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	-
<b>Total</b>		<b>893</b>	<b>151</b>	<b>170</b>	<b>1,214</b>	<b>1,732</b>

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:

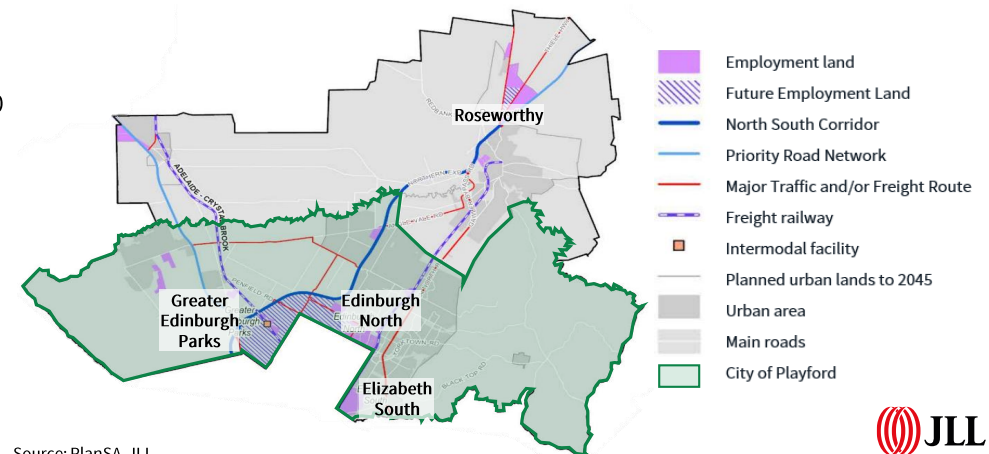
- **Greater Edinburgh Parks**
  - Accommodates 95% of Greater Adelaide's identified future employment land
  - Well-served by road for freight / logistics
  - Direct access to Penfield intermodal facility
  - Significant infrastructure issues around stormwater management
  - Projected to be one of Adelaide's 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

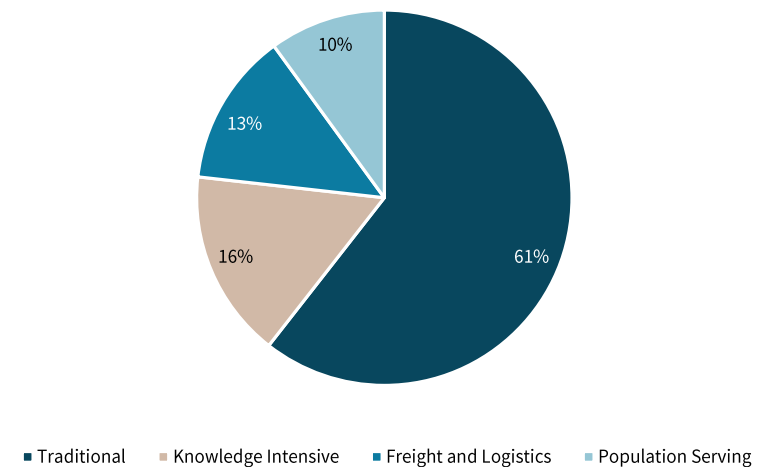
### Current Employment Lands Observations (Cont.)

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.



**Tim Brown**

Head of Strategic Consulting  
Australia

+61 404 012 747

Tim.brown@jll.com

**Matthew Burke**

Manager, Strategic Consulting  
Australia

+61 468 993 634

Matthew.Burke@jll.com

**Sue Lim**

Analyst, Strategic Consulting  
Australia

+61 450 963 266

Sue.lim@jll.com





## 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

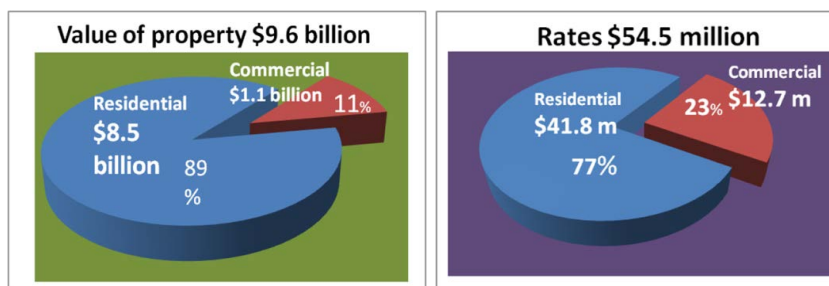
It is important to highlight that rates are a form of taxation and not a fee for service. The taxation principles are listed on the Office for State/Local Government Relations website ([www.localgovt.sa.gov.au](http://www.localgovt.sa.gov.au)).

### 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.

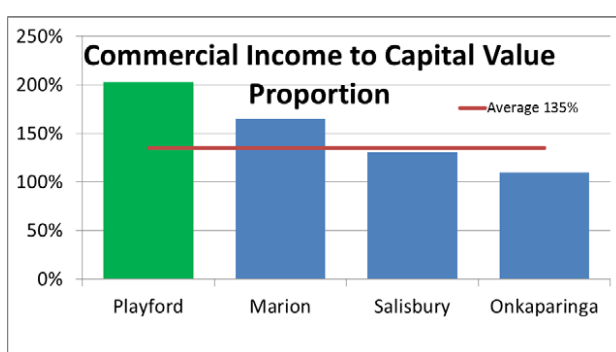
Measuring fairness requires comparison of vacant land, primary producer and residential properties (residential sector) with commercial and industrial properties (business sector).

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

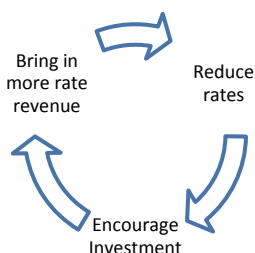
Council's strategy aims to reduce the share of rates paid per property value by the Commercial and Industrial sector from 203% to 135%.

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.





## **STAFF REPORTS**

### **MATTERS TO BE CONSIDERED BY THE COMMITTEE ONLY**

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#### ***Matters for Information***

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## 5.2 REFERENCE GROUPS UPDATE

**Responsible Executive Manager :** Tina Hudson

**Report Author :** Erin Findlay

**Delegated Authority :** Matters for Information

### Purpose

The purpose of this report is to provide Council with an update on Council's three (3) informal community reference groups, the Youth Advisory Committee, the Access and Social Inclusion Advisory Group and the Aboriginal and Torres Strait Islander Community Reference Group.

### STAFF RECOMMENDATION

The Committee receive the reference groups August 2025 annual update.

### Relevance to Strategic Plan

Community Theme 3: Fostering collaboration and connection to each other

The reference group's structure is designed to facilitate effective community engagement through consistent reporting to Council on its activities and outcomes. This approach closely aligns with this theme.

The Playford community has clearly told us they want more opportunities to connect with the Council and each other and have their ideas and experiences understood and heard.

The structure and engagement activities for the reference groups ensures representation and participation is relevant, diverse and focussed, with clear objectives and outcomes.

The three reference groups and relevant council staff participate in regular and meaningful consultation and collaboration to identify annual actions. Through co-design, the reference groups shape and test ideas and may offer recommendations for consideration to support decision making and progression of identified actions.

### Relevance to Community Engagement Policy

There is no requirement to consult with the community on this issue.

### Background

At the Ordinary Council Meeting on 24 August 2021, Council Resolution 4740 included:

1. *The terms of reference for the Youth Advisory Committee (YAC), Access and Social Inclusion Advisory Group (ASIAG) and the Aboriginal and Torres Strait Islander Community Reference Group (ATSICRG) (the Reference Groups) will be revised by group members to reflect the outcomes of the review.*

2. *An annual consultation activity will be led by Council staff in partnership with each of the Reference Groups.*
3. *Updates on the activities and outcomes of the Reference Groups to be provided to Council on a quarterly basis.*

The first quarterly update was presented to the 7 November 2021 Strategy and Services Committee. Council reviewed the frequency of the reporting in 2023. Since June 2023, this report has been provided on an annual basis.

The purpose of this report is to provide an update as at August 2025.

## **Current Situation**

### **1. Youth Reference Group**

The Playford Youth Action Group (PYAG) has continued to meet monthly at the Northern Sound System (NSS), offering a consistent and structured platform for young people to contribute their perspectives on Council priorities and youth-focused initiatives. These sessions have proven valuable in amplifying youth voice and fostering civic engagement.

In recognition of evolving community needs, planning is currently underway to reboot and revitalise the PYAG model to enhance accessibility, broaden participation, and strengthen its impact across the city.

Over the past 12 months the PYAG has played a pivotal role in shaping strategic directions and program development. Key contributions have included:

- Branding and program design for the GRID Youth Hub, ensuring youth perspectives were embedded in the Hub's identity and weekly offerings.
- Development of a Youth Code of Conduct, promoting shared values and respectful behaviour within youth spaces.
- An informal review conducted in July 2025, aimed at evaluating the effectiveness of the current Reference Group model and exploring innovative approaches to collaboration, engagement and youth representation.

The PYAG continues to serve as a meaningful platform for young people to share their voices, contribute ideas, and influence decisions that affect them. With plans underway to refresh and strengthen the model, the group is well positioned to offer even greater opportunities for engagement, inclusion, and impact across the city.

### **2. Access and Social Inclusion Advisory Group**

In the past 12 months, six (6) new members have joined the Access and Social Inclusion Advisory Group (ASIAG), enriching the group with a broader range of perspectives, backgrounds and lived experiences. This growth has further strengthened the group's capacity to provide inclusive, informed and representative advice on matters impacting the community.

The group has been actively engaged in a range of initiatives and activities, including the following key areas of focus:

Consultation on Communication Boards in Parks and Playgrounds:

- There was an interactive session on 27 August 2024 at the Playford Civic Centre to gather ASIAG feedback on the installation of communication boards across 10 selected parks.

- Members reviewed concept plans, engaged in hands-on activities using butcher's paper and sticky notes, and participated in group discussions to assess infrastructure suitability and signage standardisation.
- The session was marked by high engagement, thoughtful contributions, and strong collaborative spirit.
- Draft designs were circulated in September 2024, receiving robust feedback from ASIAG members that informed final design decisions.
- As of May 2025, 13 boards have been delivered and are ready for installation across eight (8) community sites.

#### Advocacy Contribution to Human Rights Act Inquiry:

- The ASIAG co-contributed to a joint submission to the South Australian Parliament's Inquiry into a potential Human Rights Act.
- The final report, released in early 2025, includes and acknowledges ASIAG's submission (page 154), highlighting the group's role in shaping state-level human rights discourse.

#### Engagement with State Disability Inclusion Plan Consultation:

- ASIAG members were invited to provide individual feedback or participate in a joint submission to the draft State Disability Inclusion Plan (2025–2029).
- The group was encouraged to share lived experience perspectives to help shape statewide priorities for disability inclusion.

#### Early Engagement for City of Playford's New Disability Access and Inclusion Plan (2025–2028):

- ASIAG has been identified as a key stakeholder in the development of the next Disability Access and Inclusion Plan.
- Members were invited to participate in drop-in consultation sessions with Playford staff (June 2025), with further engagement planned to align with the release of the new State Plan.

#### Site-Specific Consultation – Virginia Oval Playground Renewal:

- On 14 May 2025, ASIAG members were invited to provide input into the renewal of the Virginia Oval playground, ensuring inclusive design principles are embedded from the outset.

#### Community Engagement – Positive Futures Expo:

- ASIAG members were encouraged to attend the Positive Futures Expo on 28 May 2025 at the Civic Centre.
- The event provided a platform for connection with services, supports, and community organisations, reinforcing ASIAG's role in promoting inclusion across sectors.

### **3. Aboriginal and Torres Strait Islander Community Reference Group**

Council staff have been working with a range of stakeholders on events and projects in relation to the Aboriginal and Torres Strait Islander community that build connection and understanding in the community.

The City of Playford recognised Reconciliation Week, delivering a range of activities for the Playford community to learn about our shared histories, cultures and achievements, and to explore how each of us can contribute to achieving reconciliation in Australia. Some activities included a display in the Playford Civic Centre to acknowledge the strength of Stolen Generations Survivors, including an opportunity to engage with Our Stolen Generation, a five (5) part video series telling the stories of five (5) local survivors. Council also held Storytime sessions sharing stories of First Nations authors, as well as a workshop with Senior Kaurna man Robert Taylor who shared insights into ancient ways of being and knowing, exploring sustainability, kinship and heritage in Aboriginal culture.

Council also celebrated National NAIDOC week in July by partnering to deliver NAIDOC in the North at the John McVeity Centre. The event celebrates and recognises the history, culture, and achievements of Aboriginal and Torres Strait Islander people and share culture to build a unified and stronger community by sharing local talent, amplifying local Aboriginal voices, people, and stories. The wet weather did not deter the community from attending, with over 1500 people registering to attend the event.

Council staff have been involved in a number of activities to build stronger relationships and outcomes with our Aboriginal community. This includes representation on the Northern Nungas Network and other partnerships with co-located organisations at the Marni Waiendi community centre.

The ongoing efforts in reconciliation and relationship-building are progressing towards the establishment of a dedicated Aboriginal Reference Group. This initiative aims to create a formal platform that fosters meaningful engagement, supports cultural recognition, and ensures Aboriginal voices are actively included in decision-making processes.

In this context, Council has also established a Lived-Experience Advisory Group to assist in the co-design of programs and activities under the Kawanta Pirku-itya / Belonging in the North initiative. This project is supported by the Information Linkages and Capacity Building (ILC) Social and Community Participation grant, funded by the Department of Social Services.

To date, four (4) meetings have been held, with an average attendance of 12 people attending per session. The Reference Group have helped inform the program's design and have supported Council to understand barriers to participation that exist for Aboriginal people with disability in the Playford area. The Reference Group will continue to be consulted throughout the program to ensure activities continue to be responsive to community needs.

#### **Future Action**

Each of the reference groups has continued to progress. The above summarises the actions of these groups since June 2023. Further updates will be provided mid-2026.

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# **INFORMAL DISCUSSION**

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**6.1 Quarterly Capital Projects Update**

**Presenter:** Ms Janey Mitson, Mr Matt Dineen, Mr Vince Rigter

**Purpose:** To provide an update to the Council on the progress of Council's Capital Projects.

**Duration:** 30 minutes

## **STAFF REPORTS**

### **MATTERS TO BE CONSIDERED BY THE COMMITTEE AND REFERRED TO COUNCIL**

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

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**8.1 ELIZABETH CBD - LOT 1 DEVELOPMENT**

Contact Person: Dale Welsh

**Why is this matter before the Council or Committee?**

Matters which cannot be delegated to a Committee or Staff

**Purpose**

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

**A. COUNCIL TO MOVE MOTION TO GO INTO CONFIDENCE****STAFF RECOMMENDATION**

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

- Chief Executive Officer
- General Manager City Assets
- General Manager City Services
- General Manager Corporate Services
- Senior Manager City Property
- Senior Manager Financial Services
- Manager Governance
- Program Manager Repurposing Assets
- Property Specialist
- Strategic Finance Analyst
- Governance Support
- ICT Support
- Minute Taker

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

(b) information the disclosure of which -

i) could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and

ii) would, on balance, be contrary to the public interest.

This matter is confidential because the report contains confidential commercial information that pertains to ongoing commercial negotiations.

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. COUNCIL 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 the Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999*:

- Report for Item 8.1
- Attachments 1 & 4 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 Council delegates to the Chief Executive Officer the power to revoke this order or parts thereof, at any time, and the Chief Executive Officer must advise the Council of the revocation of this order as soon as possible after such revocation has occurred.

## STAFF REPORTS

### MATTERS TO BE CONSIDERED BY THE COMMITTEE AND REFERRED TO COUNCIL

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***Matters which can be delegated  
to a Committee or Staff but the  
Council has decided not to  
delegate them***

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## 8.2 NAWMA DRAFT STRATEGIC PLAN 2026-2031

Contact Person: Sam Green

### Why is this matter before the Council or Committee?

Matters which can be delegated to a Committee or Staff but the Council has decided not to delegate them

### Purpose

For the Committee 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 City Services;
- General Manager Corporate Services;
- Executive Strategic Advisor;
- Manager Governance;
- Environmental Planner;
- Governance Support;
- ICT Support;
- Minute Taker;

in order to consider in confidence agenda item 8.2 under Section 90(3)(g) of the *Local Government Act 1999* on the basis that:

- (g) matters that must be considered in confidence in order to ensure that the council does not breach any law, order or direction of a court or tribunal constituted by law, any duty of confidence, or other legal obligation or duty.

This matter is confidential because Council is required by the relevant provisions in the NAWMA Charter 2024 to keep the NAWMA Board Minutes confidential (unless the NAWMA Board resolves otherwise).

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 8.2

**C. COMMITTEE TO DECIDE HOW LONG ITEM 8.2 IS TO BE KEPT IN CONFIDENCE****Purpose**

To resolve how long agenda item 8.2 is to be kept confidential.

**STAFF RECOMMENDATION**

Pursuant to Section 91(7) of the *Local Government Act 1999*, the Committee's orders that the following aspects of Item 8.2 be kept confidential in accordance with the Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(g) of the *Local Government Act 1999*:

- Report for Item 8.2
- Attachment(s) for Item 8.2
- Minutes for Item 8.2

This order shall operate until determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999*.

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