# NOTICE

of

# ORDINARY COUNCIL MEETING

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

TO BE HELD IN

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

ON

**TUESDAY, 26 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, 21 August 2025

## MEMBERSHIP

**MAYOR GLENN DOCHERTY – PRINCIPAL MEMBER**

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

# City of Playford
## Ordinary Council Meeting

# AGENDA
**TUESDAY, 26 AUGUST 2025 AT 7:00 PM**

## 1 ATTENDANCE RECORD

1.1 Present

1.2 Apologies

1.3 Not Present

## 2 CONFIRMATION OF MINUTES

**RECOMMENDATION**

The Minutes of the Ordinary Council Meeting held 22 July 2025 be confirmed as a true and accurate record of proceedings.

## 3 DECLARATIONS OF INTEREST

## 4 MAYOR'S REPORT

## 5 REPORTS OF REPRESENTATIVES OF COUNCIL ON OTHER ORGANISATIONS

## 6 REPORTS BY COUNCILLORS

## 7 REPORTS OF REPRESENTATIVES (CONFERENCES & TRAINING PROGRAMS)

## 8 QUESTIONS ON NOTICE

Nil

## 9 QUESTIONS WITHOUT NOTICE

## 10 PETITIONS

Nil

## 11 DEPUTATION / REPRESENTATIONS

Nil

## 12 MOTIONS ON NOTICE

Nil

## 13 MOTIONS WITHOUT NOTICE

## 14 COMMITTEE REPORTS



## 15 STAFF REPORTS



## 16 INFORMAL DISCUSSION

Nil

## 17 CONFIDENTIAL MATTERS

### COMMITTEE REPORTS

# COMMITTEE REPORTS

# CHIEF EXECUTIVE OFFICER REVIEW COMMITTEE

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

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## 14.1 CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS 2025/26 FY

**Responsible Executive Manager :** Skye Nitschke

**Report Author :** Skye Nitschke

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

**Attachments :** 1⇩. Chief Executive Officer Key Performance Indicators 2025/26 FY

### PURPOSE

For Council to endorse the proposed Key Performance Indicators (KPIs) for the Chief Executive Officer's (CEO's) annual performance review cycle for the 2025/26 financial year.

### STAFF RECOMMENDATION

Council endorse the proposed Chief Executive Officer Key Performance Indicators 2025/26 FY (Attachment 1) for the 2025/26 annual performance review cycle.

### COMMITTEE RECOMMENDATION 6337

**Council endorse the proposed Chief Executive Officer Key Performance Indicators 2025/26 FY (Attachment 1) for the 2025/26 annual performance review cycle.**

### EXECUTIVE SUMMARY

To ensure the CEO is effectively performing duties in accordance with Section 99 of the *Local Government Act 1999* and in accordance with the Employment Agreement, the proposed KPIs (Attachment 1) are presented to Council for endorsement.

### 1. BACKGROUND

As per the Chief Executive Officer Review Committee Charter, section 4.1.4 "Delegations" the Chief Executive Officer Performance Review Committee (the Committee) are delegated to determine activities associated with reviewing the Chief Executive Officers performance review process, performance measures and targets, and the development plan and position description.

At the Chief Executive Officer Review Committee meeting held on 12 May 2025, the Committee discussed and provided input into the CEO KPIs for the formal annual performance 2025/26 review cycle.

### 2. RELEVANCE TO STRATEGIC PLAN

The CEO KPIs are linked to the Strategic Plan and assist in evidencing how the CEO is delivering on the Strategic Plan themes.

## 3. PUBLIC CONSULTATION

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

## 4. DISCUSSION

4.1 The proposed KPIs for 2025/26 (Attachment 1) have been developed and take into account the KPIs for the previous financial year and the input from the Committee at its meeting held on 12 May 2025.

4.2 Once the CEO KPIs for 2025/26 have been adopted by Council, ongoing monitoring and review of the progress of the KPIs will occur quarterly by the Committee in accordance with the Committee's delegation:

- 4.1.3 *"Review the CEO's Performance in accordance with the agreed KPI's"* at the following scheduled meetings:
    - November 2025 - KPI review progress for Q1 and note previous financial years audited financial results
    - February 2026 - KPI review progress for Q2
    - May 2026 - KPI review progress for Q3 and development of KPIs for the next review period and determine process for formal review
    - August 2026 - KPI full year wrap-up, confirm KPIs for the next review period, review results of the formal review process of the CEO's performance.

## 5. OPTIONS

Recommendation

Council endorse the proposed Chief Executive Officer Key Performance Indicators 2025/26 FY (Attachment 1) for the 2025/26 annual performance review cycle.

Option 2

Council endorse the proposed Chief Executive Officer Key Performance Indicators 2025/26 FY (Attachment 1) for the 2025/26 annual performance review cycle with the following amendments:

- ______________________
- ______________________
- ______________________

# 6. ANALYSIS OF OPTIONS

## 6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

Ensuring KPIs are in place for the CEO ensures accountability for performance outcomes which is a key principle of good corporate governance. The benefits of evaluating the CEO's performance are, but not limited to:

- Ensures accountability
- Aligns performance with strategy
- Identifies strengths and development needs
- Enhances leadership effectiveness
- Strengthens Council Member / CEO relationships
- Reinforces organisational cultures and values
- Supports succession planning
- Facilitates employment agreement and remuneration decisions
- Manages risk.

Adoption of the proposed KPIs (Attachment 1), allows the CEO and Council to continue to deliver on the strategic direction and focus areas of the Council.

The KPIs have been developed by the CEO in conjunction with the Committee.

**Risk Appetite**

*Regulatory Compliance*

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

This decision will ensure Council are meeting requirements under Section 102A of the *Local Government Act 1999* to undertake a performance review of the CEO at least once in each year.

6.1.2 Financial Implications

There are no financial or resource implications.

## 6.2 Option 2 Analysis

### 6.2.1 Analysis & Implications of Option 2

Adoption of the proposed KPIs (Attachment 1), allows the CEO and Council to continue to deliver on the strategic direction and focus areas of the Council. The Council may wish to amend Attachment 1 to remove and/or include items as it sees fit.

### 6.2.2 Financial Implications

There are no financial or resource implications.

| DESTINATION | OUTCOME | MEASURE |
|---|---|---|
| **DESTINATION 1 – Strategic Planning/Execution**<br><br>Ensure that our decisions and actions take a staged, planned, and consistent approach taking into account the community's expectations of happiness, liveability and prosperity as guided by Playford Community Vision 2043. | Strategic Plan is used to guide decisions and actions | Contained in all reports |
| | Preparation of a budget aligned to Council's Financial Strategy | Demonstrated ability to deliver the intent of the budget |
| | Community is adequately engaged in the development of the Annual Business Plan | Demonstrated community engagement and response data |
| **DESTINATION 2 – Service Assurance**<br><br>Council's service delivery profile is aligned to the community's needs and wants. | Analyse and review service standards to ensure alignment to deliver the greatest customer value | To maintain a rolling 5-year average, with an aim that the score should be equal to or higher than the rolling average |
| | Community members are satisfied with the way we interact with them | To maintain a rolling 5-year average, with an aim that the score should be equal to or higher than the rolling average |
| **DESTINATION 3 – Organisational Leadership**<br><br>All employee's feel engaged and connected to the work of the organisation, to each other and the community. | We provide an environment and tools that makes it easy to do a good job | Regular pulse survey, 2-year rolling trend |
| | The 'Foundation Principles' underpin the work we do and how we behave | Regular pulse survey, 2-year rolling trend |
| | We provide a safe working environment for all | Compliance Register Tasks<br>Hazard Reporting vs Incident Reporting<br>Employee turn over |
| **DESTINATION 4 – Business Enablers**<br><br>The business is managed in a financially responsible way that delivers value for community investment. | Effective debt management | Debt profile (good vs bad), Target for bad debt - $0, Demonstrated reduction each year from October 2018<br>• Structural Debt Impact<br>• Repurposing Assets |
| | Responsible financial management | Budget; achieve or exceed approved budget within the control of the administration<br>Maintain service levels in the delivery of the budget<br>Final budget analysis check post external audit |
| | Long-term financial sustainability | LTFP demonstrates maintenance of structural surplus over the long-term<br>• 2024/25-2033/34 Long-Term Financial Plan 10-year projection (including structural surplus)<br>• Continuous Improvement Savings |
| **DESTINATION 5 – Specific Focus**<br><br>These focus areas relate to specific projects and/or initiatives which City of Playford has prioritised or that have been imposed. By external agencies. | The CBD investment decision is progressed | Managing development partners to agreed milestones. |

# COMMITTEE REPORTS

# STRATEGY AND SERVICES COMMITTEE

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

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## 14.2 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.

**COMMITTEE RECOMMENDATION 6345**

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 a 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 matter.

## 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's Gross Regional Product (GRP) has grown substantially, positioning the City of Playford as a key growth area in northern Adelaide. Other factors including infrastructure investment, precincts, government policy, employment growth and employment land supply were analysed within the paper.

4.9 The Discussion Paper (Attachment 1) identifies the key measures and influences of business growth in the City of Playford in which are either directly, indirectly or not influenced by commercial rates:

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

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

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

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

## 5. OPTIONS

Recommendation

1. 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.

CITY OF Playford

# 2014 Commercial Rating Strategy - Discussion Paper

**June 2025**

# Contents

# Executive Summary

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

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

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

# Background

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

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

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

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

# Introduction

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

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

# Overview of the Changing Landscape of the City of Playford

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

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

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

**Looking Ahead: The Next 30 Years**

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

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

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

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

# Review of the 2014 Commercial Rating Strategy

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

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

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

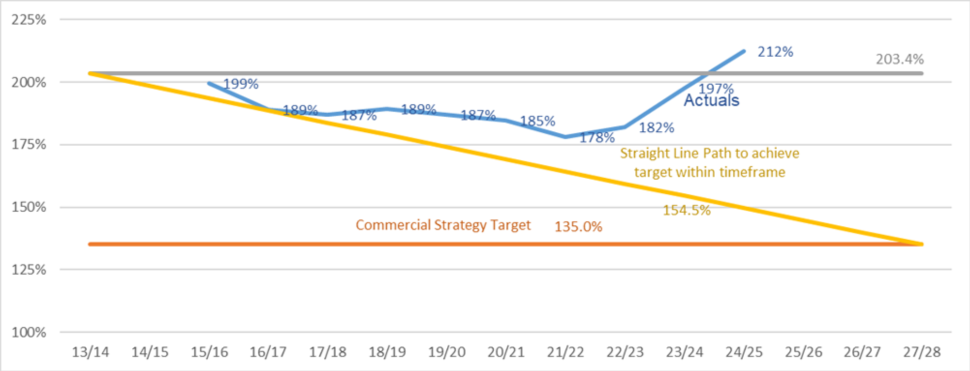
To support the transition, Council committed to quarantining and reinvesting $5.5 million from new rate revenue generated by expected commercial growth in commercial property investment. It was anticipated that by achieving the targeted growth trajectory, the commercial rate in the dollar could be reduced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

**Strategy Performance**

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

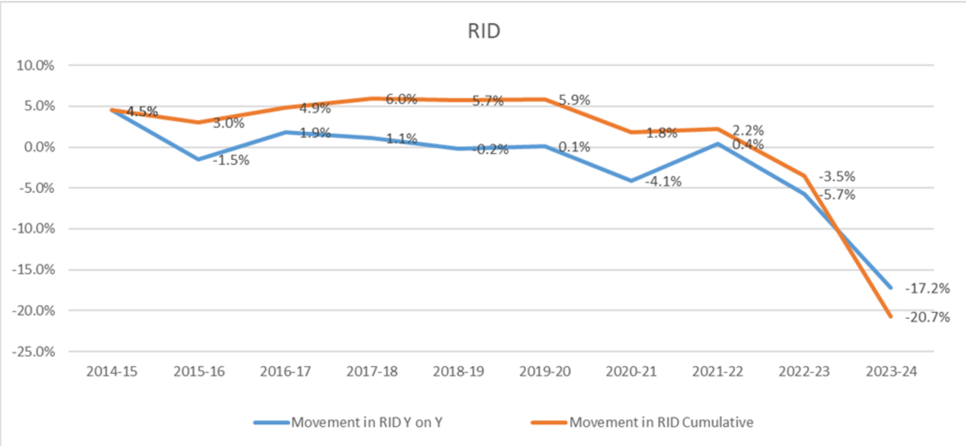
The target to reduce the share of rates paid per dollar of property value by the Commercial and Industrial sector has **not been achieved**. In fact, the ratio has increased over time from 203% at the inception of the Strategy to 212% as of the most recent financial reporting period. This upward trend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

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




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

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



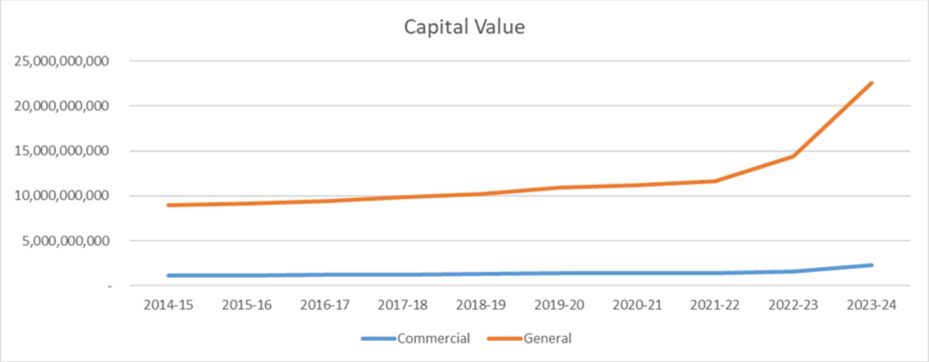

These outcomes have been influenced by several factors, including differences in valuation growth between commercial and residential properties, upward pressure on total rates, and broader shifts in the local economic and property landscape.

**Factors Contributing to the Strategy's Performance**

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

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

**Graph: Residential versus Commercial Capital Values**




80/20 Split of Rate Revenue

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

Economic Conditions and Service Provision

The build-up and reinvestment of $5.5 million from new rate revenue, generated by anticipated growth in commercial property investment, has not occurred consistently each year. This inconsistency is primarily due to the Council's key strategic principle of preserving long-term financial sustainability. The challenges posed by high inflation coupled with the need to support the delivery of services and infrastructure for a growing community, have contributed to ongoing annual budgetary pressures. These economic conditions have hindered the expected reinvestment whilst maintaining financial sustainability and meeting the demands of a growing population.

# Analysis of the Commercial Sector in the City of Playford

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

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

## Business Competitiveness

**Gross Regional Product Growth**

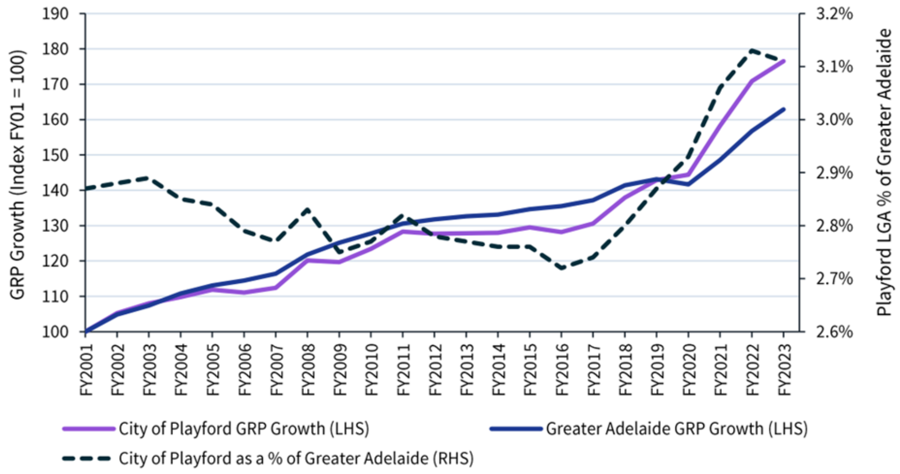
Gross Regional Product (GRP) is a key indicator of the economic performance of a region, reflecting the total value of goods and services produced locally. It provides insight into economic activity, business health, and regional competitiveness.

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

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

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

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

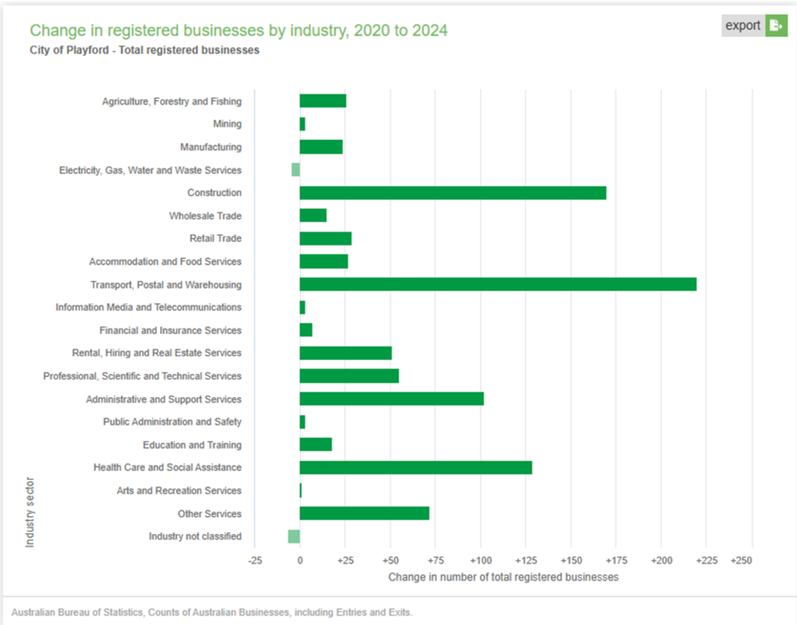



Source: economy.id, ABS, JLL

**Business Growth**

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

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



**Employment Land Supply**

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

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

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

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

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

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

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

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

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

**Table: Outer North Region Employment Land Supply, 2024**

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

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

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

## Investment Attraction

**Infrastructure Investment and Urban Growth Precincts**

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

<u>North-South Corridor</u>
The Northern Expressway enhances freight and commuter movement across the LGA, encouraging industrial expansion and improving business logistics capacity.

<u>Penfield Intermodal Rail Facility</u>
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:

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

<u>Health Precinct</u>
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.

<u>Lionsgate Business Park</u>
This modern industrial park provides flexible sites for businesses in logistics, manufacturing, and advanced industries, benefitting from its proximity to key transport links.

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

**Government Policy and Regulatory Environment**

Recent rezoning and planning policy changes, particularly in employment lands and infrastructure corridors, demonstrate strong alignment between state and local government priorities to stimulate economic activity. These regulatory changes aim to unlock critical parcels of industrial and commercial land to address ongoing supply constraints.

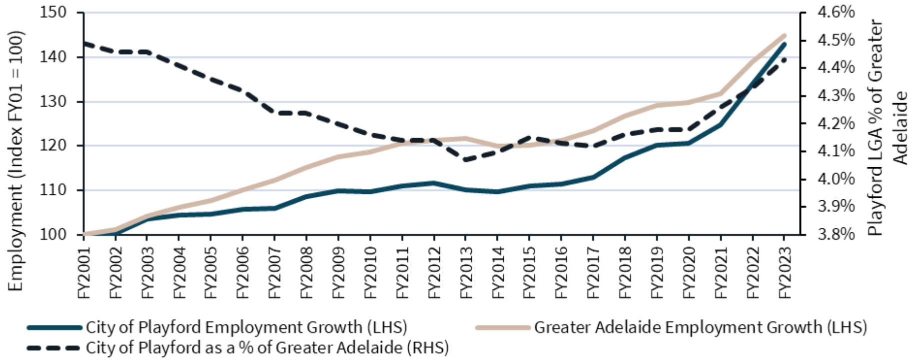
Both the state government and City of Playford have initiatives across key sectors and employment lands including manufacturing, defence, health and agriculture. For further information, refer to page 12 of Appendix 1.

## Employment Growth

**Employment Growth**

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

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




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

**Employment Self-Sufficiency & Capacity**

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

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

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

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

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

# Observations

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

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

CITY OF Playford

# Commercial Growth Observations

## City of Playford

Report
Prepared for City of Playford Council
*April 2025*

JLL SEE A BRIGHTER WAY

# Contents



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# 1. Introduction

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# 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.

 

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# 2. Economic Observations & Implications

 

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# Macro-Economic Factors

## Economic Observations & Implications

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

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

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

# Macro-Economic Factors

## Economic Observations & Implications

### Historic Gross Regional Product Growth Observations

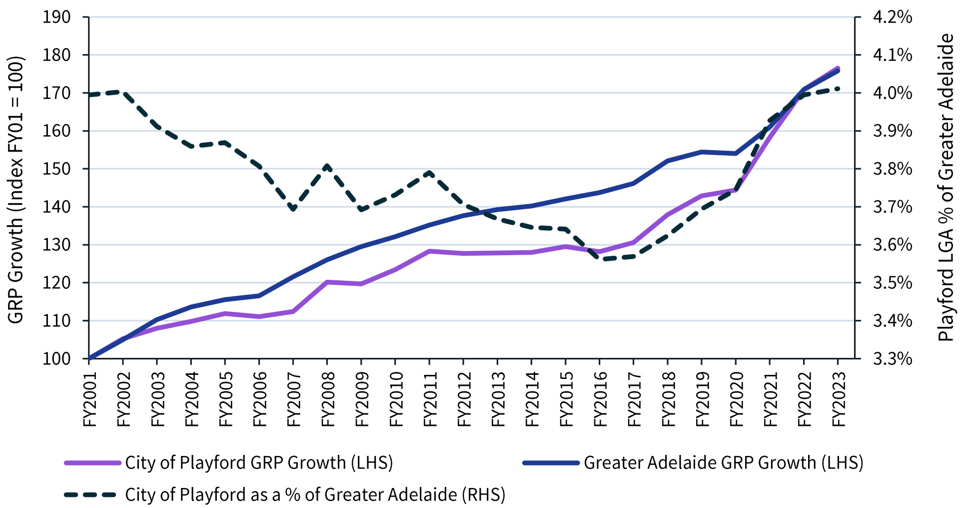
The Gross Regional Product of Playford LGA and Greater Adelaide has experienced an overall upward trend over the past 22 years. Historically, the Greater Adelaide GRP growth has been steadier and higher than Playford LGA over time. Both regions showed accelerated growth from FY2020 onwards, with the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

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

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

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

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




Source: economy.id, ABS, JLL

# Infrastructure Investments & Urban Growth Precincts

## Economic Observations & Implications

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

**Table: Infrastructure Investments**

| Major Infrastructure Projects | |
|---|---|
| **Adelaide's North South Corridor**<br>• Covering 78 kilometres, running between Gawler and Old Noarlunga, the dedicated non-stop North South Corridor for Greater Adelaide.<br>• 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.<br>• 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.<br>• 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. | **Penfield Intermodal Rail Facility**<br>• The intermodal freight terminal set on 92 hectares of land on the Adelaide-Port Augusta railway line is operated by SCT Logistics.<br>• It is a major rail hub intersecting Perth, Adelaide and Parkes rail services with warehouses and major distribution centres.<br>• 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.<br>• 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.<br>• Specifically, this improves overall export and import movements for Playford LGA, along with job creation in the Transport, Postal and Warehousing industry. |
| **Gawler East Link Road Project**<br>• 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.<br>• Project costs totalled ~$60 million and created approximately 110 local construction jobs.<br>• 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. | **Gawler Rail Electrification Project**<br>• 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.<br>• 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).<br>• Not within Playford LGA itself; however, seen to have improved travel for Playford LGA workers living outside the LGA, giving enhanced accessibility to jobs. |

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

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# Infrastructure Investments & Urban Growth Precincts

## Economic Observations & Implications

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

**Table: Urban Growth Precincts**

**Playford Growth Precincts**

**Elizabeth CBD**

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

**Lionsgate Business Park**

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

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

**Figure: Playford Innovation Hub**

Source: City of Playford

**Figure: Lionsgate Business Park**


Source: realcommercial.com.au

 

# Government Policy & Regulatory Environment

## Economic Observations & Implications

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

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

 


3. Employment Growth & Employment Land Use Trends
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JLL

# Employment growth

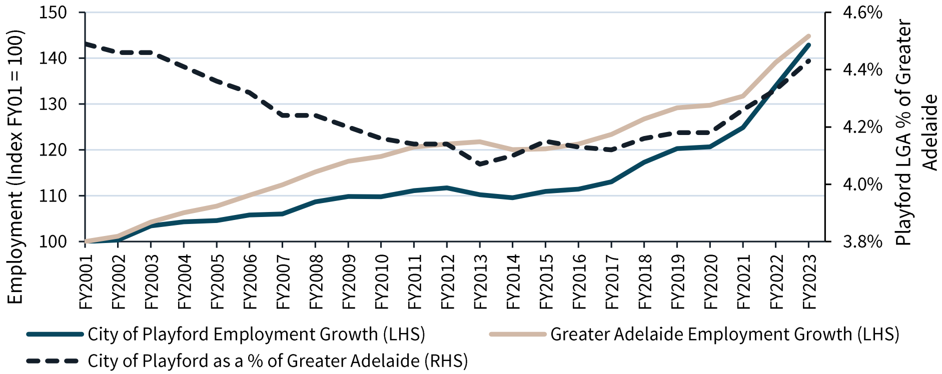
## Employment Growth & Employment Land Use Trends

### 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

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

### Employment Self-sufficiency & Self-containment Observations

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

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

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

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

Source: ABS, JLL

# Employment growth

## Employment Growth & Employment Land Use Trends

### Employment Capacity

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

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

### Implications

- A greater number of jobs are needed in the industries where the job to resident workers ratio is lowest, so as to ensure residents can stay within the LGA for work. This includes typical white collar employment industries (e.g., Financial and Insurance Services), which require greater office land uses to support business and job creation.
- Noting the larger industries of employment, such as Construction and Retail Trade, some explanation can be made on the nature of these industries for why they may have more resident workers than local jobs:
  - The construction industry is 'fluid' due to workers' mobility between project sites. While construction companies' main offices don't need to be near current worksites, they serve as the administrative hub and official registration point for workers, thus this may not reflect an accurate quantum of industry jobs for the LGA.
  - While retail industry growth typically follows population growth, Playford LGA's retail job opportunities may not have kept pace with its strong population increase. As a result, many residents likely seek retail employment in surrounding areas with more developed retail sectors, indicating potential for future retail job growth within Playford LGA itself. We note, employment in retail has increased ~10% in five years (2016-21), suggesting a large number of retail jobs in Playford have been created, albeit has been outpaced by the increase of resident workers in the same period.
- Less job creation would be needed for where there is a higher jobs to worker ratio, such as Agriculture, Education and Health Care, as these industries require worker residents outside of the LGA to support the businesses.

**Table: City of Playford Employment Capacity**

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

Source: ABS, JLL

# Employment growth

## Employment Growth & Employment Land Use Trends

### Business Trends

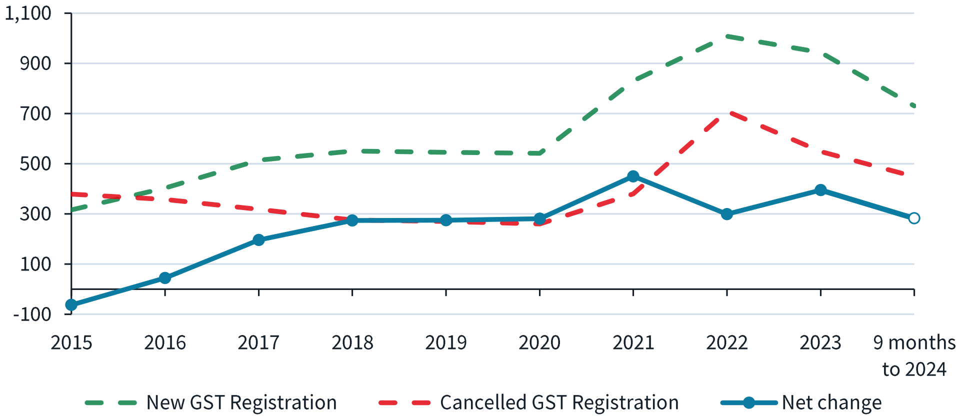
As at Q3 2024, Playford LGA recorded a total net increase of 282 GST registered businesses. There were 730 new GST registrations and 448 GST cancellations 9 months into the year. The industries with the greatest growth in the 9 months to Q3 2024 were Transport, Postal and Warehousing (+97), Construction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

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

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

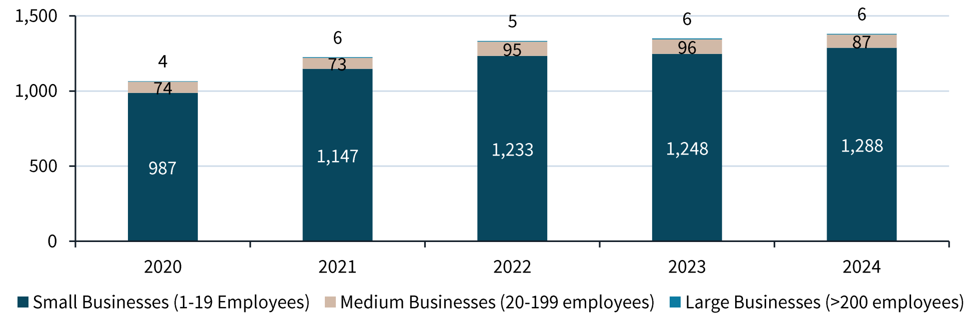
The registered businesses in Playford LGA totalled 4,420 in 2024, an increase of 30% from 2020 (including non-employing businesses). Playford is predominantly made up of small businesses of 1 to 19 employees, which has increased from 987 to 1,288 businesses over the last 5 years. Only 6 businesses are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

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




Source: : .id community, ABS, JLL

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




Source: : .id community, ABS, JLL

# Employment growth

## Employment Growth & Employment Land Use Trends

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

### Greater Adelaide Employment Forecast

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

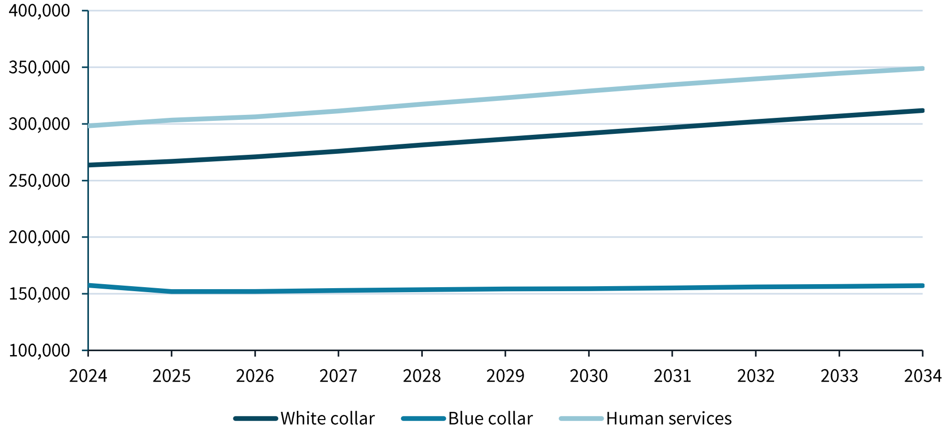
According to Jobs and Skills Australia, the employment for South Australia 5 years from May 2024 to May 2029 would grow by 3.7% (CAGR 0.7%), while a 9.5% growth (CAGR 0.9%) is projected 10 years to May 2034.

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

- **Health Care and Social Assistance** – Forecasted growth over 16,000 workers (total growth 11.8%, CAGR 2.2%) in the next 5 years, and ~31,000 workers (total growth 22.0%, CAGR 2.0%) over the next 10 years across Greater Adelaide.
- **Education and Training** – Nearly 5,000 workers increase (total growth 8.1%, CAGR 1.6%) in the next 5 years, and ~10,000 workers (total growth 16.3%, CAGR 1.5%) over 10 years.
- **Defence (Public Administration and Safety)** – An increase of over 4,000 (8.3%, CAGR 1.6%) forecasted to 2029, and over 7,500 additional workers (14.4%, CAGR 1.4%) to 2034.
- **Retail Trade** – A total growth of 2.1% (CAGR 0.4%) expected in 5 years to 2029, and 6.5% growth (CAGR 0.6%) expected in 10 years to 2034.
- **Manufacturing** – No growth is forecasted in the next 5 years, while a small increase of ~2.3k workers (total growth 4.3%, CAGR 0.4%) is forecasted in the next 10 years.
- **Agriculture** – A decrease of ~600 workers (-8.0%, CAGR -1.7%) over 5 years to 2029, and ~450 workers decrease (-6.2%, CAGR -0.6%) over 10 years to 2034.

City of Playford has identified that in 2024, there were 0.73 jobs for every Playford worker meaning that currently over 12,000 jobs are needed to achieve one job for every resident worker and over 6,000 additional jobs are needed by 2046.[1]

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




Source: DAE, JLL

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

# Trends impacting employment / employment land uses

## Employment Growth & Employment Land Use Trends

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

### Return to office & changing occupier preferences

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

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

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

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

***Observations for Playford LGA:***

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

1. https://www.afr.com/property/commercial/the-return-to-office-gathers-pace-except-in-melbourne-20250219-p5ldce#:~:text=More%20office%20workers%20are%20spending,levels%2C%20according%20to%20industry%20data.

*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

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# 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.

**Australia online shopping sales as % of total retail sales**

**6.9%** Jan 2015 → **13.9%** Jan 2025

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.

 

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# 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**

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

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

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:

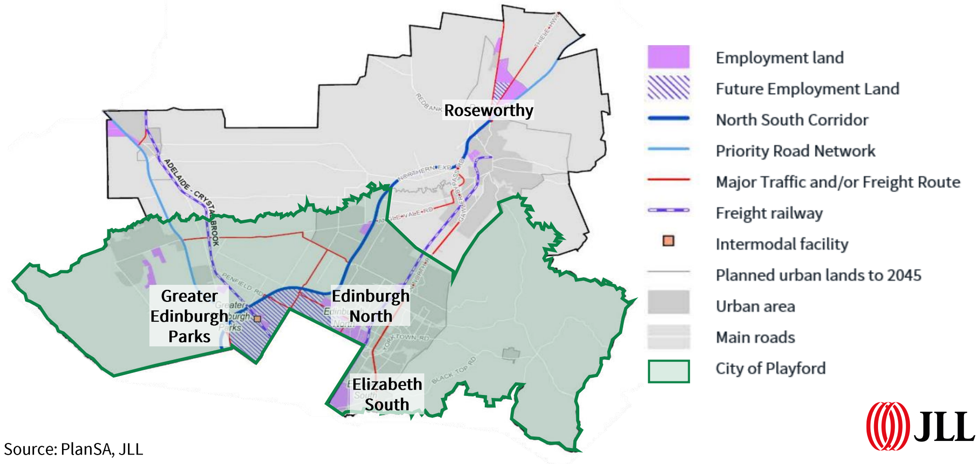
- Greater Edinburgh Parks
  - Accommodates 95% of Greater Adelaide's identified future employment land
  - Well-serviced by road for freight / logistics
  - Direct access to Penfield intermodal facility
  - Significant infrastructure issues around stormwater management
  - Projected to be one of Adelaide's most important freight and logistics precincts
- Edinburgh North
  - Adjacent to RAAF base and DSTO
  - Well-serviced 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-serviced by road for freight / logistics
  - Residential interfaces providing opportunities for higher intensity development and activity

### Comparative Advantages of Employment Lands

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

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

**Figure: Outer North Region Employment Land**




Source: PlanSA, JLL

# Current Employment Lands

## Employment Land Supply & Availability Observations

### Current Employment Lands Observations

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

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

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

**Outer North Land Supply Region**

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

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

Over the past five years, the region experienced 10% population growth from 140,000 in 2021. Significant opportunities exist to support future growth by leveraging greenfield growth fronts and strategic infill development. However, the Outer North faces significant infrastructure challenges due to rapid population growth and requires extensive investment to bring land to market and meet the increasing demands of the growing population. As highlighted in the GARP, key considerations include:

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

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

**Table: Outer North Region Employment Land Supply, 2024**

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

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

# Current Employment Lands

## Employment Land Supply & Availability Observations

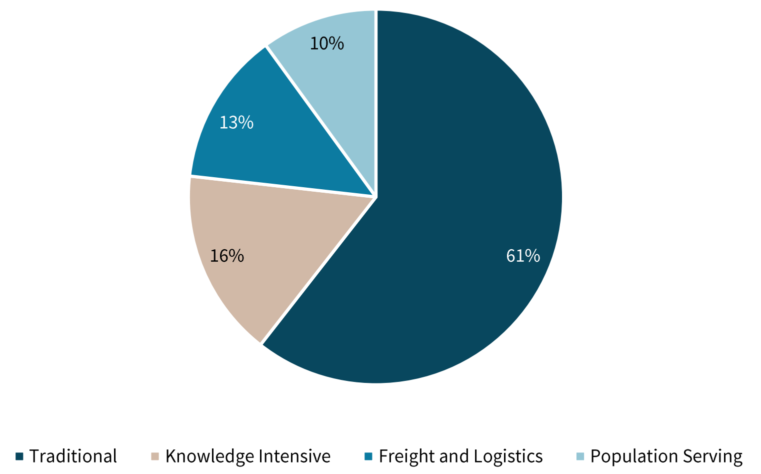
### Current Employment Lands Observations (Cont.)

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

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

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

**Figure: Outer North Region Employment Land Use Mix**




Source: PlanSA, JLL

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

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JLL SEE A BRIGHTER WAY

# Appendix 2

Attachment 1

CITY OF Playford

# 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

# Contents

## Background

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

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

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

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

## Developing the Strategy

### Principles

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

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

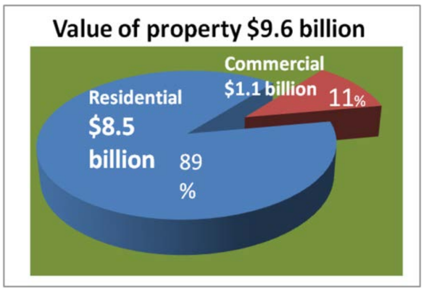
It is important to highlight that rates are a form of taxation and not a fee for service. The taxation principles are listed on the Office for State/Local Government Relations website (www.localgovt.sa.gov.au).

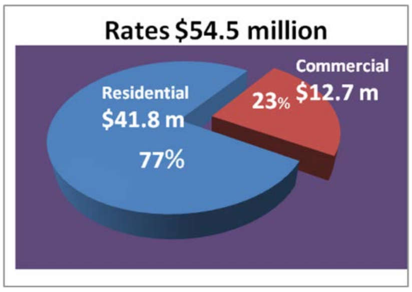
### Fair and Equitable: What is a Fair Level ?

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

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

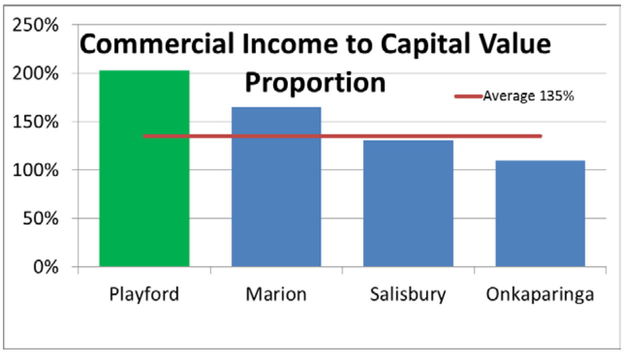
The approach adopted in comparing these two categories involved analysing each category's share of rates paid per property value. This is illustrated below:




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

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




## The Strategy

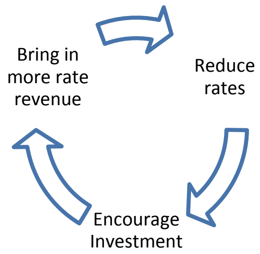
Council's strategy aims to reduce the share of rates paid per property value by the Commercial and Industrial sector from 203% to 135%.

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

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

## Implementing the Strategy

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




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

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

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

## Relationship to the Overall Rates Structure

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

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

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

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

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

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

## Likely Impact on Ratepayers

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

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

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

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

(1) Includes a fixed charge of $795 per tenancy
(2) This is based on 2013-14 rating levels assuming no variation for CPI, rates growth or changes to property values.

## Equity in the Community

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

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

CITY OF

Playford

# STAFF REPORTS

## *Matters for Information*

## 15.1 CORPORATE GOVERNANCE COMMITTEE COMMUNIQUE

**Responsible Executive Manager :** Luke Culhane

**Report Author :** Sarah Schutz

**Delegated Authority :** Matters for Information

**Attachments :** 1⇩. Corporate Governance Committee Communique August 2025

### Purpose

To provide the Council with an update from the Corporate Governance Committee concerning matters discussed at the most recent meeting held on 5 August 2025.

### STAFF RECOMMENDATION

The Council notes the update provided by the Corporate Governance Committee for the August 2025 meeting (Attachment 1).

### Relevance to Strategic Plan

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

The Corporate Governance Committee is a requirement under Section 126 of the *Local Government Act 1999* (the Act), the Corporate Governance Committee Charter details how the Committee fulfils these obligations. Section 126(8)(a) of the Act states the audit and risk committee of a Council must provide a report to the Council after each meeting summarising the work of the Committee during the period preceding the meeting and the outcomes of the meeting. This is in addition to the provision of Committee minutes and the annual report.

### Relevance to Community Engagement Policy

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

### Background

On 30 November 2023, amendments to Section 126 of the Act regarding audit and risk committees commenced. Section 126(8)(a) of the Act included additional reporting requirements for Council's Corporate Governance Committee with a report to the Council after each meeting of the Committee. This report has been prepared following the most recent meeting of the Corporate Governance Committee.

### Current Situation

The Corporate Governance Committee Communique for August 2025 is provided in Attachment 1.

**Future Action**

The Council will receive a report from the Corporate Governance Committee regarding matters discussed following each meeting of the Committee.

# Communique

## Corporate Governance Committee – August 2025

At the Committee meeting held on 5 August 2025, the Committee considered and reviewed seven (7) items, comprising of Staff Reports and other matters, through Information Updates, for consideration by the Committee only.

The matters considered included:

- Review of the 2014 Commercial Rating Strategy (including presentation)
- Appointment of Presiding Member
- Delegation to the CEO – Confidential items of the Corporate Governance Committee
- 2024-25 WHS Evaluation Action Plan and Risk Action Plan progress update
- Corporate Governance Committee Self-Assessment 2024/25
- Review of the Committee Work Plan for 2025

One (1) matter was considered by the Committee in confidence in relation to:

- External Audit Contract

The Committee provides the following overview of key and material areas of interest and discussion below for Council's information.

Review of the 2014 Commercial Rating Strategy (including presentation)

The Committee were informed of the review of the 2014 Commercial Rating Strategy and acknowledged the comprehensive nature of the report, the discussion paper and the independent review undertaken by commercial property specialists JLL to arrive at the determination that the Strategy should be revoked.

The Committee recommend that Council revoke the 2014 Strategy and instead rely on existing tools such as targeted development incentives, strategic land use planning, sectoral advocacy, critical infrastructure investment, and a competitive rating policy.

Appointment of Presiding Member

With the current Presiding Member's term due to expire on 3 October 2025, the Committee considered the appointment for the next two-year term. We are pleased to report that Mr Mark Labaz has been unanimously supported for re-appointment as Presiding Member until 4 October 2027.

Delegation to the CEO – Confidential items of the Corporate Governance Committee

The Committee acknowledged increasing community interest in the progress of the Elizabeth CBD and resolved to delegate authority to the Chief Executive Officer to release relevant confidential items, where appropriate, to support transparent communication on the development to the community in accordance with the Council supported Elizabeth CBD Communications Plan.

2024-25 WHS Evaluation Action Plan and Risk Action Plan progress update

The Committee received progress updates on both plans. The Committee acknowledged that the WHS Evaluation Action Plan is on track for full completion by 30 September 2025 and significant progress has been made in advancing the Risk Action Plan following the appointment of key staff to deliver the work. The Committee supported the ongoing review and update to the Integrated Risk Management Framework to align with legislative changes and welcomed the staff recommendation of the introduction of quarterly Risk Action Plan updates to be provided to the Committee for review and consideration. The next Risk Action Plan update will be provided to the Committee at the October 2025 meeting.

Corporate Governance Committee Self-Assessment 2024/25

The Committee were updated on the upcoming self-assessment, which will be conducted in line with the Committee Charter, with a minor amendment to remove the neutral option and include an opportunity to provide comments by members. The assessment is intended to support the Committee in evaluating its performance and ensuring that all aspects of the Committee's responsibilities are appropriately considered.

The results of the self-assessment will be collated and presented within the Corporate Governance Committee Annual Report for consideration by the Committee and endorsement by Council in October 2025.

External Audit Contract

Following the completion of the tender evaluation process for the external audit engagement, the Committee considered the preferred external auditor in confidence and provided a recommendation to Council. The Committee intend to review the performance of the new external auditor after 12-months, which will be added to the Committee's work plan.

## 15.2 BUDGET UPDATE REPORT

**Responsible Executive Manager :** Luke Culhane

**Report Author :** Janey Yang

**Delegated Authority :** Matters for Information

**Attachments :** 1⇩. Budget Update Report

### Purpose

To inform Council on the organisation's financial performance to the end of July 2025.

| **STAFF RECOMMENDATION** |
| --- |
| Council notes the Budget Update Report (Attachement 1) for the period ending 31 July 2025. |

### Relevance to Strategic Plan

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

This item ensures Council meets its legislative requirements under the *Local Government (Financial Management) Regulations 2011* and Section 123(13) of the *Local Government Act 1999*. It also provides transparent financial reporting to the community by illustrating how our Finance Strategy is achieving long term financial sustainability.

### Relevance to Community Engagement Policy

There is no requirement to consult the public on this matter.

### Background

Council has a responsibility under the *Local Government (Financial Management) Regulations 2011* and Section 123(13) of the *Local Government Act 1999* to consider financial reports on the Council’s financial performance and budget position.

### Current Situation

Budget Position

On 24 June 2025, Council adopted the 2025/26 Annual Business Plan and Budget (Resolution 6302), which included an operating surplus of $10.7M, structural surplus of $2.0M and a net capital budget of $103.2M (capital expenditure of $116.7M supported by $13.5M of grant funding).

Operating Position

*Year to Date*

The result at 31 July 2025 is an operating surplus of $0.6M compared with a budgeted surplus of $0.5M, $0.1M favourable.
This comprises operating income being favourable to budget by $0.2M due to $0.1M additional planning application fees, $0.03M rate revenue, $0.07M across reimbursements, other income and contribution offset by unfavourable operating expenditure of $0.1M.

The structural surplus of $0.7M compares with a budgeted structural surplus of $0.5M. The structural surplus excludes the one-off operating grants/contributions which will fund future infrastructure project and other one-off non-recurrent items.

*Full Year Forecast*

As at 31 July 2025, the forecast is an operating surplus of $2.1M compared with a budgeted operating surplus of $10.6M, unfavourable by $8.5M and structural deficit of $6.5M compared with a budgeted structural surplus of $2.0M. This largely reflects the timing difference of the $9.2M Financial Assistance Grants being received in advance in the previous financial year (June 2025) and higher developer contributions offset by additional material and contractor costs.

Capital Position

The full year net capital forecast of $53.8M is $49.4M less than the net capital budget of $103.2M.

This reflects a retiming of capital expenditure due to multiyear projects from 2024/25 that have carried over and projects that will be carried out as they continue into 2026/27. These projects will require a budget adjustment during Budget Review 1.

Further detail in relation to this Budget Update Report can be found in Attachment 1.

Debt Position

On 24 June 2025 Council adopted the 2025/26 Annual Business Plan and Budget (Resolution 6302) and approved in accordance with Section 134 of the *Local Government Act 1999*, a maximum borrowing facility of $150M.

Actual borrowings as at 31 July 2025 were $81M, well below the approved maximum debt facility.

**Future Action**

Further updates to be provided on a monthly basis.

## YTD Result as at July 2025

The table below shows the year to date position for income and expense with a year to date net Surplus of $0.7M (excluding non-structural items) which is favourable to YTD Budget by $0.1M.

| | YTD Actual $'000 | YTD Budget $'000 | Variance Fav/(Unfav) $'000 | % | Explanation of variance where considered material |
|---|---|---|---|---|---|
| **Income** | | | | | |
| RATES REVENUES | 10,335 | 10,302 | 33 | 0% | |
| STATUTORY CHARGES | 307 | 216 | 91 | 42% | Planning application fees |
| USER CHARGES | 436 | 436 | - | 0% | |
| INVESTMENT INCOME | 5 | 7 | (2) | (29%) | |
| REIMBURSEMENTS | 113 | 89 | 24 | 27% | Aquadome electricity and planning service legal fee reimbursements |
| OTHER INCOME | 28 | 2 | 26 | 1300% | NAIDOC in the North sponsorship |
| GRANTS, SUBSIDIES, CONTRIBUTIONS | 295 | 273 | 22 | 8% | Additional developer contributions |
| **Total Income** | **11,519** | **11,325** | **194** | 2% | |
| **Expense** | | | | | |
| EMPLOYEE COSTS | 4,311 | 4,342 | 31 | 1% | |
| MATERIALS CONTRACTS OTHER EXPENSES | 3,380 | 3,310 | (70) | (2%) | |
| FINANCE COSTS | 242 | 332 | 90 | 27% | Lower debt balance |
| DEPRECIATION, AMORTISATION & IMPAIRMENT | 2,985 | 2,873 | (112) | (4%) | New contributed assets |
| **Total Expense** | **10,918** | **10,857** | **(61)** | (1%) | |
| **Net Surplus/(Deficit)** | **601** | **468** | **133** | | |
| **Non-Structural Items [1]** | (58) | (76) | 18 | | |
| **Net Structural Surplus/(Deficit)** | **659** | **544** | **115** | | |

*Notes:*

*1. Developer contributions, operating grants used for capital projects, reserves & one off investment decisions not part of recurrent base budget or for future use on infrastructure projects*

## Full Year Forecast Result as at July 2025

The table below shows the full year forecasted result for income and expense with a net Deficit of $6.5M (excluding non-structural items) which is unfavourable to Budget by $8.6M.

| | Full Year Forecast $'000 | Full Year Budget $'000 | Variance Fav/(Unfav) $'000 | % | Explanation of variance where considered material |
|---|---|---|---|---|---|
| **Income** | | | | | |
| RATES REVENUES | 123,964 | 123,772 | 192 | 0% | |
| STATUTORY CHARGES | 3,657 | 3,443 | 214 | 6% | Planning application fees and Building and Compliance fines |
| USER CHARGES | 4,461 | 4,518 | (57) | (1%) | |
| INVESTMENT INCOME | 98 | 89 | 9 | 10% | |
| REIMBURSEMENTS | 741 | 663 | 78 | 12% | Insurance reimbursements and planning Services legal fees reimbursement |
| OTHER INCOME | 287 | 258 | 29 | 11% | NAIDOC in the North sponsorship |
| GRANTS, SUBSIDIES, CONTRIBUTIONS | 23,716 | 31,957 | (8,241) | (26%) | Prepayment of Financial Assistance grant offset by additional grants |
| NET GAIN - JOINT VENTURES & ASSOCIATES | 635 | 635 | - | 0% | |
| **Total Income** | **157,559** | **165,335** | **(7,776)** | (5%) | |
| **Expense** | | | | | |
| EMPLOYEE COSTS | 55,744 | 55,998 | 254 | 0% | |
| MATERIALS CONTRACTS OTHER EXPENSES | 56,335 | 54,402 | (1,933) | (4%) | Uni Study Hub, Aquadome subsidy and Youth Hub trial |
| FINANCE COSTS | 5,769 | 6,692 | 923 | 14% | Lower debt balance |
| DEPRECIATION, AMORTISATION & IMPAIRMENT | 37,371 | 37,365 | (6) | (0%) | |
| NET LOSS- JOINT VENTURES & ASSOCIATES | 196 | 196 | - | 0% | |
| **Total Expense** | **155,415** | **154,653** | **(762)** | (0%) | |
| **Net Surplus/(Deficit)** | **2,144** | **10,682** | **(8,538)** | | |
| **Non-Structural Items [1]** | 8,656 | 8,642 | 14 | | |
| **Net Structural Surplus/(Deficit)** | **(6,512)** | **2,040** | **(8,552)** | | |
| ***For comparative purposes only*** | | | | | |
| *Adjustment for advance payment of Financial Assistance Grants* | *9,181* | - | *9,181* | | |
| ***Adjusted Net Structural Surplus/(Deficit)*** | ***2,669*** | ***2,040*** | ***629*** | | |

*Notes:*

*1. Developer contributions, operating grants used for capital projects, reserves & one off investment decisions not part of recurrent base budget or for future use on infrastructure*

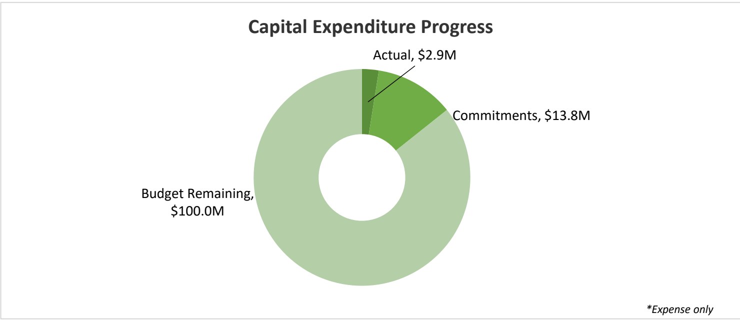
## Capital Full Year Movement (2025-2026)

The table below shows the full year forecasted net capital expenditure of $53.8M which is less than Budget by $49.5M.

| | Full Year Forecast | Full Year Budget | Variance Less/ (Greater) | Explanation of variance where considered material |
|---|---|---|---|---|
| Revenue | (3,215) | (13,481) | 10,266 | Playford Water Business Expansion and Riverlea District Sportsground (North) Stage 1 to continue in 26/27 |
| Expenses | 56,991 | 116,724 | 59,733 | AMP Kerbs and Reseal currently being scoped, Dwight Clubrooms and Changerooms currently being defined and exploring options to consolidate buildings, Sheedy Rd Upgrade construction under tender evaluation, Munno Para Sportground in construction tender phase, Playford Water Business Expansion and Riverlea District Sportsground (North) Stage 1 to continue in 26/27 |
| **Total Net Capital Expenditure** | **53,776** | **103,243** | **49,467** | |

| | Full Year Forecast $'000 | Full Year Budget $'000 | Variance Less/ (Greater) $'000 | Explanation of variance where considered material |
|---|---|---|---|---|
| Buildings | 5,554 | 12,748 | 7,194 | Dwight Clubrooms and Changerooms currently being defined and exploring options to consolidate buildings |
| Fleet | 2,630 | 4,543 | 1,913 | Vehicles to be ordered |
| IT | 765 | 663 | (102) | Carry in for BR1 |
| Northern CBD | - | 620 | 620 | Infrastructure costs under negotiaton with developers |
| Other | 644 | 1,537 | 893 | Development costs under negotiation with developers |
| Playford Alive | 4,262 | 4,262 | - | |
| Parks | 12,178 | 35,481 | 23,303 | Munno Para Sportground in construction tender phase and Riverlea District Sportsground (North) Stage 1 to continue in 26/27 |
| Stormwater | 3,578 | 3,382 | (196) | Carry in for BR1 |
| Streetscapes | 10,143 | 10,678 | 535 | DDA Streetscape Infrastructure currently being scoped |
| Transport | 13,451 | 26,202 | 12,751 | AMP Kerbs and Reseal currently being scoped and Sheedy Rd Upgrade construction under tender evaluation |
| Wetlands | 571 | 3,127 | 2,556 | Playford Water Business Expansion to continue in 26/27 |
| **Total Net Capital Expenditure** | **53,776** | **103,243** | **49,467** | |

**Capital Expenditure Progress as at July**



## Borrowings/Investment Summary (2025/2026)

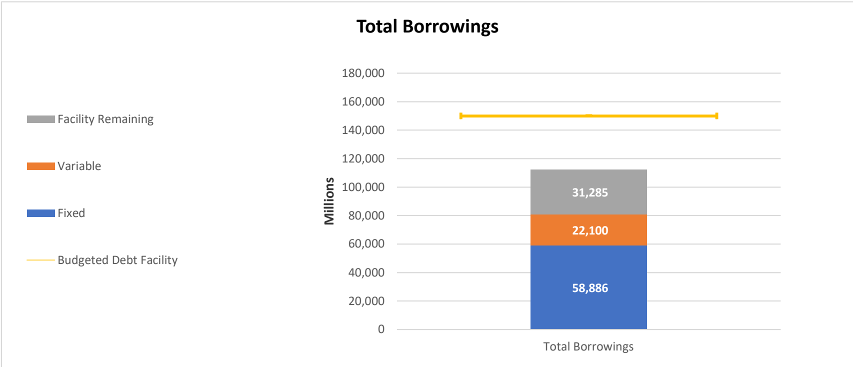
**Debt Mix:**

As at July 2025 the balance of Council's short-term investments is $0.2M.

Council's total borrowings as at the end of July 2025 are $81.0M, comprising $58.9M in fixed rate borrowings and $22.1M of variable rate borrowings; total facilities accumulate to $112.3M.

Total borrowings, net of repayments, have increased $5.3M from $75.7M the prior month. This is consistent with Council's capital spend timing and receipts.

The LTFP has a budgeted debt facility of $150M based on the assumption of full delivery of capital programs and an allowance for Treasury cash flow management. These borrowings fall within the approved budget, Council's adopted financial indicators and the LTFP.  Forecasted Debt as at 30 June 2026 is $75.2M.



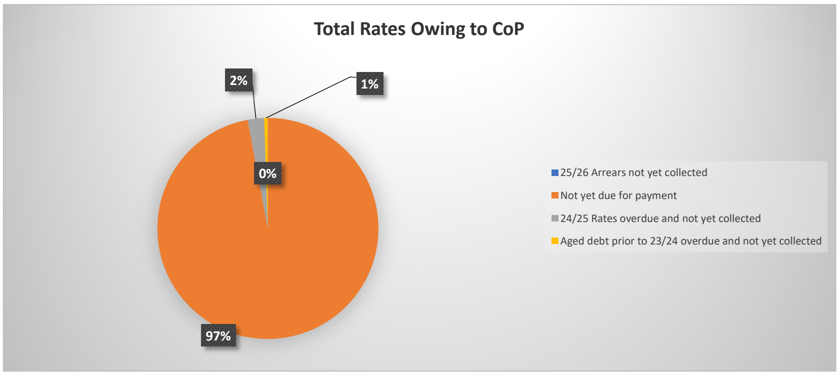

**Rates Recovery:**

Rates recovery has a direct impact on positive cash flow which then correlates to borrowings. By maximising cashflows, less borrowings are required to fund operational expenditure.

Total rates owing of $120.4M (93.6%) as at July 2025 reflects an decrease of 1.2% compared to July 2024.

7.2% of ratepayers are proactively utilising Councils bill smoothing options including direct debit and centrepay.

0.9% of councils ratepayers have arrangements in place under councils hardship policy.



## Reserves

The reserves are a collation of developer contributions received over a number of periods and are managed as a cash offset against our debt. Under legislation we are required to apply interest income to the balance in reserves using the RBA average cash rate.

The forecasted balance of reserves as at 30 June 2026 is $21M.

Below is a summary of the forecasted contributions, expenditure and estimated interest as at July 2025.

| Reserve | Opening Balance | Forecasted Developer Contributions & State Govt Grants | Forecasted Expenditure | Estimated Interest | Forecasted Closing balance |
|---|---|---|---|---|---|
| | $'000 | $'000 | $'000 | $'000 | $'000 |
| Open Space Reserve | 6,269 | 1,323 | | 283 | 7,875 |
| Stormwater Infrastructure Deed - Virginia | (171) | | | (6) | (177) |
| Stormwater Infrastructure Deed - Angle Vale | 3,044 | 1,456 | | 167 | 4,667 |
| Stormwater Infrastructure Deed - Playford North Extention | (662) | | | (25) | (687) |
| Social Infrastructure Deed - Virginia | 238 | 30 | | 10 | 278 |
| Social Infrastructure Deed - Angle Vale | 2,288 | 231 | | 93 | 2,612 |
| Social Infrastructure Deed - PNE | 1,545 | 376 | | 72 | 1,993 |
| Supplementary Local Roads | 2,437 | | (592) | 69 | 1,914 |
| Playford Alive Initiative Fund | 671 | 213 | (27) | 32 | 889 |
| Urban fund tree | 94 | 7 | | 4 | 105 |
| Gawler Rail Vegetation Offset | 223 | | | 8 | 231 |
| Other one-off Reserves | 1,230 | | | 33 | 1,263 |
| | **17,206** | **3,636** | **(619)** | **740** | **20,963** |

## Financial Indicators

Financial sustainability is achieved when Council can deliver the services it provides to the community at an agreed and consistent standard across a long period, without the need for significant rate increases or significant service reductions, whilst maintaining inter-generational equity.

Financial sustainability enables Council to:
• Deliver and maintain intergenerational equity
• Maintain a solid and healthy financial position
• Maintain a degree of stability and predictability for future rate increases
• Manage its debt levels

Council has six financial indicators used to measure its financial sustainability.

| Financial Indicator | Explanation | Target | Forecast | Adjusted Forecast | Budget | Points to note on indicators outside of target range |
|---|---|---|---|---|---|---|
| Operating Surplus Ratio | Gives an indication of Councils ability to service its operations from expected income, while maintaining long term financial sustainability. | Between 1% and 10% | 1.4% | 7.2% | 6.5% | |
| Structural Surplus Ratio | Operating Surplus Ratio excluding one off grants, contributions, reserves and investments | Between 1% and 4% | -4.4% | 1.7% | 1.3% | Adjusted $9.2M Financial Assitance grant prepaid in June 2025 |
| Cash Flow from Operations Ratio* | Measures whether Council is generating enough cash from its operations to cover the replacement of assets over time. | Between 90% and 110% | 144.3% | 143.4% | 119.0% | |
| Asset Renewal Funding Ratio | Shows whether or not Council is replacing assets at the rate as required in the Asset Management Plan. | Between 90% and 110% | 72.2% | 72.2% | 107.8% | Projects in scoping stage yet to be forecasted |
| Net Financial Liabilities Ratio** | Shows the extent to which Council is managing its debt. | Between 50% and 160% | 74.2% | 80.2% | 96.4% | |
| Interest Expense Ratio | Shows how much discretionary income is used to pay interest on borrowings | Between 0% and 8% | 4.6% | 4.6% | 5.4% | |

**Note that the Cashflow from Operation Ratio Forecast is only updated at BR1, Mid Year, BR2*
***Note that forecast for Net Financial Libailities Ratio is based on current period balance*

Adjusted Forecast corrects the distortion created due to accounting treatment of the advance payment of Financial Assistance Grants allocation and once-off operating grants and contribution, and creates a more accurate basis for comparison.

# COMMITTEE REPORTS

# CORPORATE GOVERNANCE COMMITTEE

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

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## 17.1 EXTERNAL AUDIT CONTRACT

Contact Person: Luke Culhane

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

Matters which cannot be delegated to a Committee or Staff

**Purpose**

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

### A. 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 Financial Services;
- Manaer Governance;
- Governance Support;
- ICT Support;
- Minute Taker;

in order to consider in confidence agenda item 17.1 under Section 90(3)(d) of the *Local Government Act 1999* on the basis that:

(d) commercial information of a confidential nature (not being a trade secret) the disclosure of which -

i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and

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

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

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

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

### B. The Matters as per item 17.1

### C. COUNCIL TO DECIDE HOW LONG ITEM 17.1 IS TO BE KEPT IN CONFIDENCE

**Purpose**

To resolve how long agenda item 17.1 is to be kept confidential.

**STAFF RECOMMENDATION**

Pursuant to Section 91(7) of the *Local Government Act 1999*, the Council orders that the following aspects of Item 17.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(d) of the *Local Government Act 1999*:

- Report for Item 17.1
- Attachment(s) for Item 17.1
- Minutes for Item 17.1

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

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

**COMMITTEE RESOLUTION 6335**

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

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

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

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

# COMMITTEE REPORTS

# CHIEF EXECUTIVE OFFICER REVIEW COMMITTEE

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

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## 17.2 CHIEF EXECUTIVE OFFICER PERFORMANCE ASSESSMENT 2024-25

Contact Person: Skye Nitschke

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

Matters which cannot be delegated to a Committee or Staff

**Purpose**

This matter is confidential as it considers the outcome of the Chief Executive Officer's performance assessment for the 2024/25 FY which contains sensitive information and details that are only know by those who have participated in the review process.

### 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;
- AM Consulting, Ms Allison Ashby;
- Manager Governance.

in order to consider in confidence agenda item 17.2 under Section 90(3)(a) of the *Local Government Act 1999* on the basis that:

(a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

This matter is confidential because it relates to the employment performance of the Chief Executive Officer and contains sensitive information and details that are only know by those who have participated in the review process.

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

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

**B. The Matters as per item 17.2**

### C. COUNCIL TO DECIDE HOW LONG ITEM 17.2 IS TO BE KEPT IN CONFIDENCE

**Purpose**

To resolve how long agenda item 17.2 is to be kept confidential.

**STAFF RECOMMENDATION**

Pursuant to Section 91(7) of the *Local Government Act 1999*, the Council orders that the following aspects of Item 17.2 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(a) of the *Local Government Act 1999*:

- Attachment(s) for Item 17.2

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

The Minutes for Item 17.2 shall remain in confidence until the matter is considered by Council at the Ordinary Council Meeting on 26 August 2025.

**COMMITTEE RESOLUTION 6340**

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

**- Attachment(s) 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*.**

**The Minutes for Item 8.1 shall remain in confidence until the matter is considered by Council at the Ordinary Council Meeting on 26 August 2025.**

## 17.3 CHIEF EXECUTIVE OFFICER ANNUAL REMUNERATION AND POSITION DESCRIPTION REVIEW 2024/25

Contact Person: Skye Nitschke

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

Matters which cannot be delegated to a Committee or Staff

**Purpose**

For Council to consider information relating to the terms of the Chief Executive Officers Employment Contract, specific to remuneration and position description.

### 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;
- AM Consulting, Ms Allison Ashby;
- Manager Governance.

in order to consider in confidence agenda item 17.3 under Section 90(3)(a) of the *Local Government Act 1999* on the basis that:

(a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

This matter is confidential because it relates to the financial affairs of the Chief Executive Officer.

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

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

### B. The Matters as per item 17.3

### C. COUNCIL TO DECIDE HOW LONG ITEM 17.3 IS TO BE KEPT IN CONFIDENCE

**Purpose**

To resolve how long agenda item 17.3 is to be kept confidential.

**STAFF RECOMMENDATION**

Pursuant to Section 91(7) of the *Local Government Act 1999*, the Council orders that the following aspects of Item 17.3 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(a) of the *Local Government Act 1999*:

- Report for Item 17.3
- Attachment 1 for Item 17.3
- Minutes for Item 17.3

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

**COMMITTEE RESOLUTION 6343**

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

- **Report for Item 8.2**
- **Attachment 1 for Item 8.2**
- **Minutes for Item 8.2**

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

# COMMITTEE REPORTS

# STRATEGY AND SERVICES COMMITTEE

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

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

## A. COUNCIL TO MOVE MOTION TO GO INTO CONFIDENCE

**STAFF RECOMMENDATION**

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

- Chief Executive Officer
- General Manager City Assets
- General Manager City Services
- General Manager Corporate Services
- 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 17.4 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 Council consider it necessary to consider this matter in confidence.

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

## B. The Matters as per item 17.4

## C. COUNCIL TO DECIDE HOW LONG ITEM 17.4 IS TO BE KEPT IN CONFIDENCE

**Purpose**

To resolve how long agenda item 17.4 is to be kept confidential.

**STAFF RECOMMENDATION**

Pursuant to Section 91(7) of the *Local Government Act 1999*, the Council orders that the following aspects of Item 17.4 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999*:

- Report for Item 17.4
- Attachments 1 & 4 for Item 17.4
- Minutes for Item 17.4

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

Pursuant to Section 91(9)(c) of the *Local Government Act 1999*, the 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.

**COMMITTEE RESOLUTION 6349**

**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 Committee delegates to the Chief Executive Officer the power to revoke this order or parts thereof, at any time, and the Chief Executive Officer must advise the Committee of the revocation of this order as soon as possible after such revocation has occurred.**

# COMMITTEE REPORTS

# STRATEGY AND SERVICES COMMITTEE

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

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

### A. COUNCIL TO MOVE MOTION TO GO INTO CONFIDENCE

**STAFF RECOMMENDATION**

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

- Chief Executive Officer;
- General Manager City Assets;
- General Manager City Services;
- General Manager Corporate Services;
- Executive Strategic Advisor;
- Manager Governance;
- Environmental Planner;
- Governance Support;
- ICT Support;
- Minute Taker;

in order to consider in confidence agenda item 17.5 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 Council consider it necessary to consider this matter in confidence.

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

### B. The Matters as per item 17.5

### C. COUNCIL TO DECIDE HOW LONG ITEM 17.5 IS TO BE KEPT IN CONFIDENCE

**Purpose**

To resolve how long agenda item 17.5 is to be kept confidential.

**STAFF RECOMMENDATION**

Pursuant to Section 91(7) of the *Local Government Act 1999*, the Council orders that the following aspects of Item 17.5 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(g) of the *Local Government Act 1999*:

- Report for Item 17.5
- Attachment for Item 17.5
- Minutes for Item 17.5

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

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

**COMMITTEE RESOLUTION 6352**

**Pursuant to Section 91(7) of the *Local Government Act 1999*, the Committee orders that the following aspects of Item 8.2 be kept confidential in accordance with 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 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.**

# STAFF REPORTS

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

## 17.6 NAWMA INDEPENDENT CHAIRPERSON - TERM RENEWAL

Contact Person: Sam Green

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

Matters which cannot be delegated to a Committee or Staff

**Purpose**

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

### A. COUNCIL TO MOVE MOTION TO GO INTO CONFIDENCE

**STAFF RECOMMENDATION**

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

- Chief Executive Officer;
- General Manager City Assets;
- General Manager City Services;
- General Manager Corporate Services;
- Executive Strategic Advisor;
- Environmental Planner;
- Manager Governance;
- Governance Support;
- ICT Support; and
- Minute Taker.

in order to consider in confidence agenda item 17.6 under Section 90(3)(a) of the *Local Government Act 1999* on the basis that:

(a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

This matter is confidential because the disclosure of this information would be unreasonable because it is sensitive to the individual and is not a matter of public knowledge.

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

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

### B. The Matters as per item 17.6

### C. COUNCIL TO DECIDE HOW LONG ITEM 17.6 IS TO BE KEPT IN CONFIDENCE

**Purpose**

To resolve how long agenda item 17.6 is to be kept confidential.

**STAFF RECOMMENDATION**

Pursuant to Section 91(7) of the *Local Government Act 1999*, the Council orders that the following aspects of Item 17.6 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(a) of the *Local Government Act 1999*:

- Report for Item 17.6
- Attachment for Item 17.6
- Minutes for Item 17.6

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

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